

**EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF NATIONAL DRUG CONTROL POLICY**



**FISCAL YEAR 2011
CONGRESSIONAL
BUDGET SUBMISSION**

OFFICE OF NATIONAL DRUG CONTROL POLICY

Fiscal Year 2011 Budget

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EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF NATIONAL DRUG CONTROL POLICY

I. EXECUTIVE SUMMARY

The Office of National Drug Control Policy (ONDCP or Office) is the President's primary source of support for drug policy development and program oversight. The Office advises the President on national and international drug control policies and strategies, and works to ensure the effective coordination of anti-drug control programs within the National Drug Control Program agencies.

For the period October 1, 2010 through September 30, 2011, ONDCP is requesting \$401,446,000 and 99 full-time equivalents (FTE). The FY 2011 budget request reflects three appropriations: the Salaries and Expenses (S&E); Other Federal Drug Control Programs; and, High Intensity Drug Trafficking Areas (HIDTA).

The FY 2011 request for S&E is \$26,196,000 and 98 FTE. The budget request includes \$24,961,000 for operational expenses and \$1,235,000 for Policy Research.

The FY 2011 request for the Other Federal Drug Control Programs is \$165,300,000 and 1 FTE. This request includes funds for National Youth Anti-Drug Media Campaign; Drug-Free Communities Program; Performance Measures Development; Anti-Doping Activities; the World Anti-Doping Agency dues; National Drug Court Institute; and, National Alliance for Model State Drug Laws.

The FY 2011 request for HIDTA is \$209,950,000. This request includes \$207,250,000 for grants and Federal transfers and up to \$2,700,000 for HIDTA auditing services and associated activities.

ONDCP FUNDING SUMMARY
(\$ in thousands)

	FY 2009 Enacted	FY 2010 Enacted	FY 2011 Request	FY 10/11 Difference	FY 10/11 % Difference
Salaries & Expenses:					
Operations	\$25,900	\$28,275	\$24,961	(\$3,314)	(11.7%)
Policy Research	\$1,300	\$1,300	\$1,235	(\$65)	(5.0%)
Subtotal, Salaries & Expenses	\$27,200	\$29,575	\$26,196	(\$3,379)	(11.4%)
CTAC	\$3,000	\$5,000	\$0	(\$5,000)	(100%)
Other Federal Drug Control Programs:					
National Youth Anti-Drug Media Campaign	\$70,000	\$45,000	\$66,500	\$21,500	47.8%
Drug Free Communities Support Program	\$90,000	\$95,000	\$85,500	(\$9,500)	(10.0%)
Anti-Doping Activities	\$9,800	\$10,000	\$9,025	(\$975)	(9.8%)
National Drug Court Institute	\$1,250	\$1,000	\$950	(\$50)	(5.0%)
Performance Measures Development	\$500	\$250	\$238	(\$12)	(5.0%)
National Alliance for Model State Drug Laws	\$1,250	\$1,250	\$1,188	(\$62)	(5.0%)
World Anti-Doping Agency (WADA) Membership Dues	\$1,900	\$1,900	\$1,900	\$0	0%
Subtotal, Other Federal Drug Control Programs	\$174,700	\$154,400	\$165,300	\$10,900	7.1%
HIDTAs:					
Grants and Federal Transfers	\$231,900	\$236,300	\$207,250	(\$29,050)	(12.3%)
HIDTA Auditing Services and Associated Activities	\$2,100	\$2,700	\$2,700	\$0	0%
Subtotal, HIDTAs	\$234,000	\$239,000	\$209,950	(\$29,050)	(12.2%)
Total	\$438,900	\$427,975	\$401,446	(\$26,529)	(6.2%)

Totals may not add due to rounding.

II. MISSION

ONDCP is the President's primary source of support for drug policy development and program oversight. The Office advises the President on national and international drug control policies and strategies, and works to ensure the effective coordination of anti-drug programs within the Federal government. ONDCP seeks to foster healthy individuals and safe communities by effectively leading the Nation's effort to reduce drug use and its consequences.

ONDCP's major responsibilities include:

- Developing a *National Drug Control Strategy (Strategy)*;
- Developing a consolidated National Drug Control Budget (*Budget*) to implement the *Strategy* and certifying whether the drug control budgets proposed by National Drug Control Program agencies are adequate to carry out the *Strategy*;
- Coordinating, overseeing and evaluating the effectiveness of Federal anti-drug policies and programs of National Drug Control Program agencies responsible for implementing the *Strategy*;
- Conducting policy analysis and research to determine the effectiveness of drug programs and policies in accomplishing the *Strategy's* goals;
- Encouraging private sector, state, local and tribal initiatives for drug prevention, treatment and law enforcement;
- Designating High Intensity Drug Trafficking Areas (HIDTA) and providing overall policy guidance and oversight for the award and management of Federal resources to HIDTAs in support of Federal, state, local and tribal law enforcement partnerships within these areas;
- Overseeing the Drug-Free Communities Program, which provides grants to community anti-drug coalitions to reduce substance abuse among our youth;
- Managing a National Youth Anti-Drug Media Campaign designed to prevent youth drug use with messages for youth and their parents and mentors; and,
- Developing and issuing the National Interdiction Command and Control Plan (NICCP) to ensure the coordination of the interdiction activities of all the National Drug Control Program agencies, and ensure consistency with the *Strategy*.

ONDCP's three primary responsibilities are developing the *Strategy*; developing the *Budget*; and evaluating the effectiveness of the implementation of the *Strategy*.

National Drug Control Strategy

Pursuant to the Office of National Drug Control Policy Reauthorization Act of 2006 and ONDCP's annual appropriations, ONDCP develops the President's *Strategy* for submittal to Congress. The *Strategy* sets forth a comprehensive plan for the year to reduce illicit drug use and the consequences of such illicit drug use in the U.S. by limiting the availability of, and reducing the demand for, illegal drugs.

ONDCP's reauthorizing statute requires the Office, in preparation of the *Strategy*, to consult with the heads of the National Drug Control Program agencies; Congress; State, local, and tribal officials; private citizens and organizations, including community and faith-based organizations with experience and expertise in demand reduction; private citizens and organizations with experience and expertise in supply reduction; and appropriate representatives of foreign governments.

The outgoing Bush Administration published a *Strategy* in January 2009 in order to comply with ONDCP statutory requirements for 2009. The new Director and his team at ONDCP spent much of the second half of 2009 consulting stakeholders and experts around the country and in Washington on how to restructure and enhance the Obama Administration's first *Strategy*. The new *Strategy* will set the Obama Administration goals and priorities and will include several new initiatives designed to reduce drug abuse and the severe consequences of drug consumption, production, and trafficking.

Federal Drug Control Budget

The *Budget* identifies resources and performance indicators for programs within the Executive Branch that are integral to the *Strategy*, categorizing the resources for activities of agencies into common drug control areas. As currently configured, the *Budget* includes those agencies that directly support the *Strategy*. Agencies whose primary mission does not include drug control, nor have readily identifiable drug control line items, but were once associated with the drug control budget (i.e., prior to FY 2004), are included in the *Budget* as an addendum for informational purposes. ONDCP has begun the process of reviewing the current structure of the *Budget* to determine if a more comprehensive budget that includes all drug-related Federal spending is necessary. Based on discussions with the Administration, Congress, the Departments, and the recommendations of a panel of Federal experts being convened to review the structure, the ONDCP Director will, pursuant to his authority, make any necessary adjustments to the *Budget* structure.

To advise National Drug Control Program agencies of ONDCP's legal authorities and to ensure uniform reporting compliance, ONDCP has issued the following circulars: Budget Formulation, Drug Control Accounting, Budget Execution, and Policy Coordination. These circulars include instructions for agencies and bureaus in preparing budget proposals for ONDCP's review and certification, reprogramming requests, transferring of drug control funds between accounts, developing financial plans, and reporting requirements for the Annual Accounting of Drug Control Funds report.

Budget certification is the statutory process by which ONDCP reviews and shapes drug control budget proposals. ONDCP is required to determine the adequacy of an agency's proposed budget to implement the objectives of the *Strategy*. Certification affects the formulation of agency budgets that are incorporated into the President's proposed budget to Congress each year.

To be certified, agency budgets must support the priorities identified in the *Strategy*. The ONDCP Director provides specific guidance to National Drug Control Program agencies on how best to support these priorities in the form of Funding Guidance letters. National Drug Control Program agencies will consider this guidance when formulating their budgets.

Evaluating the Effectiveness of the *Strategy*

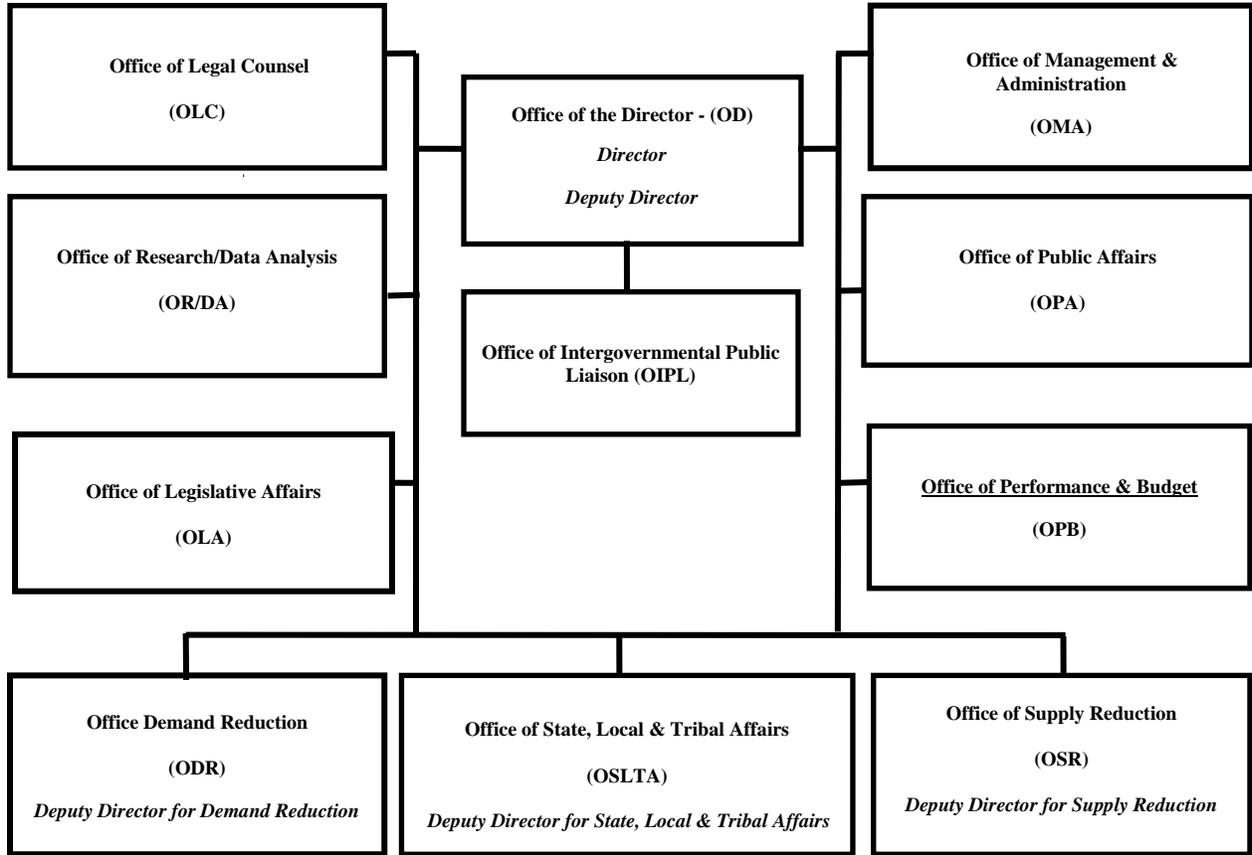
ONDCP's Reauthorization requires ONDCP to develop a national drug control performance measurement system that "*evaluates the contribution of demand reduction and supply reduction activities as defined in section 702 implemented by each National Drug Control Program agency in support of the National Drug Control Strategy.*"

The *Strategy* is a guide to the country on how to address the myriad of serious challenges posed by substance abuse. ONDCP will be working year round with its many partners, in and out of government, to ensure that effective drug control policies and programs are put in place, monitored and managed for performance, and sustained to ensure long-lasting impact on the Nation's effort to reduce drug use and its consequences.

The *Strategy* will include an ambitious set of five year goals. ONDCP will report on the Nation's progress towards these goals in the 2011 and subsequent strategies in a transparent manner. It is now developing a Performance Reporting System (PRS) to bring accountability to national drug control policy as expressed in the *Strategy's* goals and objectives. It will address joint performance by Federal drug control agencies involved in carrying out various drug control programs. It will systematically collect data in order to track and report on measurable outcomes that the *Strategy* is intended to achieve by 2015.

The system will assess the contributions of demand reduction and supply reduction activities undertaken by drug control agencies as well as ensure that agency agendas and budgets maximize their contributions to *Strategy* goals. Data sources will also be improved to support policy and accountability requirements. The improved system will enable drug control agency coordination that is more analytic and target-focused and thus more likely to achieve desired outcomes.

III. ORGANIZATION CHART



Please note that the following are component descriptions. The enclosed information is not intended to serve as a job description for each office.

OFFICE OF THE DIRECTOR (OD)

This office supports the Director in the management of the Office and the development and coordination of drug control policy.

OFFICE OF INTERGOVERNMENTAL PUBLIC LIAISON (OIPL)

This office works closely with national, State, local and tribal leaders and law enforcement and substance abuse organizations to provide strategic outreach as ONDCP establishes policies, priorities and objectives for the Nation’s drug control program.

OFFICE OF LEGAL COUNSEL (OLC)

This office provides legal advice on all aspects of the Office business and policy development.

OFFICE OF RESEARCH/DATA ANALYSIS (OR/DA)

This office provides the Director and senior ONDCP staff with analysis of data and recent research results pertaining to drug control policy. They also oversee the agency's Policy Research program, conducting research projects, *via* contractors, to inform policy formulation and assessment.

OFFICE OF LEGISLATIVE AFFAIRS (OLA)

This office works to advance the Administration's drug policy with the Congress through outreach; responding to inquiries from Members of Congress; involvement in Congressional hearings; and the development of legislative strategies for bills and issues.

OFFICE OF MANAGEMENT AND ADMINISTRATION (OMA)

This office provides financial management, human resources, administrative support, travel services, security, and information technology resources for the Office.

OFFICE OF PUBLIC AFFAIRS (OPA)

This office develops and implements communications strategy to advance the Administration's agenda with the public.

OFFICE OF PERFORMANCE AND BUDGET (OPB)

This office coordinates policy and budget development, research, and evaluation for the Federal Drug Control Program.

OFFICE OF DEMAND REDUCTION (ODR)

This office coordinates prevention and treatment policy for Federal agencies and supports state and local efforts to enhance prevention and treatment.

OFFICE OF STATE, LOCAL AND TRIBAL AFFAIRS (OSLTA)

This office coordinates Federal efforts to disrupt the domestic market for illegal drugs. This office manages the High Intensity Drug Trafficking Areas, Counterdrug Technology Assessment Center, Drug-Free Communities, and National Youth Anti-Drug Media Campaign programs.

OFFICE OF SUPPLY REDUCTION (OSR)

This office coordinates international efforts to disrupt the market for illegal drugs with strategic actions and relations with other countries. OSR provides analytic support of international issues to the Director and senior ONDCP staff and coordinates Intelligence Community and law enforcement intelligence counter-drug efforts.

IV. HISTORICAL FUNDING OVERVIEW

FY 2001 - FY 2011
(\$ in millions)

FISCAL YEAR

	2001 Enacted	2002 Enacted	2003 Enacted	2004 Enacted	2005 Enacted	2006 Enacted	2007 Enacted	2008 Enacted	2009 Enacted	2010 Enacted	2011 Request
Salaries & Expenses											
Operations	\$22.6	\$22.9	\$23.9	\$25.0	\$25.4	\$25.3	\$25.5	\$26.2	\$25.9	\$28.3	\$25.0
Model State Drug Laws 1/	1.0	1.0	1.0	1.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Policy Research	1.1	1.4	1.3	1.3	1.3	1.3	1.3	0.3	1.3	1.3	1.2
Subtotal, Salaries & Expenses	24.7	25.2	26.3	27.8	26.8	26.6	26.8	26.4	27.2	29.6	26.2
CTAC	36.0	42.3	46.5	41.8	41.7	29.7	20.0	1.0	3.0	5.0	0
HIDTA 2/	206.0	226.3	226.0	225.0	226.5	224.7	224.7	230.0	234.0	239.0	210.0
Other Federal Drug Control Programs 3/	233.1	239.3	221.7	227.6	212.0	193.0	193.0	164.3	174.7	154.4	165.3
Total ONDCP Resources	\$499.8	\$533.1	\$520.6	\$522.2	\$507.0	\$474.0	\$464.4	\$421.7	\$438.9	\$428.0	\$401.4

1/ Starting in FY 2005, funding for Model State Drug Laws was realigned to the Other Federal Drug Control Programs.

2/ In FY 2003, \$1.15 million was transferred from CTAC to HIDTA.

3/ Beginning in FY 2004, the Special Forfeiture Fund was renamed Other Federal Drug Control Programs.

Totals may not add due to rounding.

V. SALARIES AND EXPENSES

A. PROGRAM OVERVIEW

Salaries & Expenses: (\$ in thousands)	FY 2009 Enacted	FY 2010 Enacted	FY 2011 Request	FY 10/11 Difference
Operations	\$25,900	\$28,275	\$24,961	(\$3,314)
Policy Research	\$1,300	\$1,300	\$1,235	(\$65)
Total, Salaries & Expenses	\$27,200	\$29,575	\$26,196	(\$3,379)
Staffing (FTE)	108	118	98	(20)

Funding requested for the S&E account provides personnel compensation and operational support for ONDCP. S&E funds support ONDCP's ability to meet its responsibilities, advise the President on drug control policies and strategies, and ensure the efficient and effective coordination and oversight of National Drug Control Program agencies' programs and policies. ONDCP's organization and mission effectiveness include the following core beliefs:

- Illicit drug use is harmful.
- Drug availability can be reduced.
- Drug abuse can be prevented.
- Drug addiction can be treated.
- Recovery is sustainable.
- Illicit drug production, trafficking and its associated violence at home and abroad can be reduced.
- Effective and emerging approaches are available to address these problems.

ONDCP continues to make progress in the following areas of management improvement and efficiency in program operations:

- **Strategic Management of Human Capital.** ONDCP has continued to improve the performance of its employees. ONDCP's human capital plan seeks to align our human resources with ONDCP's mission. In seeking this alignment, ONDCP will continue to match employee skills to critical tasks; address the issues associated with an increasingly retirement-eligible staff; and develop a grade structure and other policies that will promote retention of effective employees.
- **Improved Financial Performance.** Financial management operations at the Executive Office of the President (EOP) are managed by the EOP Office of the Chief

Financial Officer (OCFO). The Office fully complies with all financial requirements of the OCFO and is supportive of financial management initiatives of the EOP.

- **Expanded Electronic Government.** The Office continues to implement eGovernment initiatives in a variety of ways using technology to improve information-sharing and enable faster and more informed decisions. Specifically, with regards to Open And Shared Information Systems (OASIS) Management, the Office has identified and emphasized the ubiquitous nature and strategic value of Information Technology (IT) and how it can be used across the entire agency to overcome challenges (such as staff shortages, funding limitations, travel constraints, etc.). The Office OASIS management efforts leverage limited resources, focusing their use and expanding the results of their expenditure, enabling wider groups of users to achieve greater results. One example of an innovative application of OASIS has been the Enterprise Data Architecture (EDA), a framework of integrated authoritative data systems designed to:
 - Maintain ongoing and transparent dialogue with ONDCP decision and policy makers and other staffers;
 - Consolidate and leverage limited resources including funding, staffing, and time;
 - Capture and standardize knowledge centric processes; and,
 - Reduce paperwork.

B. APPROPRIATION LANGUAGE

General and special funds:

Office of National Drug Control Policy

Salaries and Expenses

For necessary expenses of the Office of National Drug Control Policy; for research activities pursuant to the Office of National Drug Control Policy Reauthorization Act of 2006 (Public Law 109-469); not to exceed \$10,000 for official reception and representation expenses; and for participation in joint projects or in the provision of services on matters of mutual interest with nonprofit, research, or public organizations or agencies, with or without reimbursement, [~~\$29,575,000~~]~~\$26,196,000~~; of which [~~\$1,300,000~~]~~\$1,235,000~~ shall remain available until expended for policy research and evaluation: Provided, That the Office is authorized to accept, hold, administer, and utilize gifts, both real and personal, public and private, without fiscal year limitation, for the purpose of aiding or facilitating the work of the Office.

C. SALARIES & EXPENSES FY 2011 BUDGET REQUEST

Narrative Overview – Salaries and Expenses

The FY 2011 funding request for ONDCP S&E is \$26,196,000 with 98 FTE. The request consists of resources to fund operations at \$24,961,000 and Policy Research at \$1,235,000. This represents net decreases of \$1,379,000, or 5.0%, from the FY 2010 President's *requested* level and \$3,379,000 or 11.4% from the FY 2010 *enacted* level. This reduction reflects a reprioritization of resources within the Federal Drug Control Program agencies. In addition, the Demand Reduction Interagency Working Group, a major component of the *Strategy*, has been instrumental in shifting and expanding resources available to agencies such as the Department of Health and Human Services and law enforcement agencies. ONDCP is focusing on the core missions of the overall *Strategy* and further demonstrating its commitment to providing oversight and coordination of the Federal Drug Control Program agencies. This FY 2011 budget request, in conjunction with an increase of approximately \$521 million or 3.5% increase in the overall Federal Drug Control Program, supports ONDCP's mission.

FY 2011 Budget Request

ONDCP Operations

The ONDCP request for S&E (Operations) is \$24,961,000 with an FTE level of 98. This represents a net decrease of \$1,314,000 or 5.0%, from the FY 2010 President's requested level and \$3,314,000, or 11.7%, from the FY 2010 enacted level. The number of FTEs decreases from 118 to 98. Should additional resources become available through other administrative savings and efficiencies, the FTE number may be upwardly adjusted.

ONDCP Policy Research

ONDCP is requesting funding of \$1,235,000 for Policy Research in FY 2011. Policy research funds are used to conduct short-turnaround contract research projects to address specific issues concerning policy and in support of the *Strategy*. ONDCP requires Policy Research funds to inform the ONDCP Director and senior staff of the current trends in drug use, drug supply, and related consequences. This research includes measuring the magnitude of various aspects of the drug problem, variations in trends over time and location, and how policy or programs may be affecting these problems. Of particular interest are research projects focusing on three ONDCP signature initiatives: drugged driving, prescription drug abuse, and prevention. The Policy Research funds support contract work to obtain data, conduct analyses (usually secondary analyses of existing data), and prepare reports and briefings. Past projects have included estimation of drug consumption in the United States, including the number of heavy chronic drug users; estimation of the amount of drugs available for consumption in the United States, and special tabulations of crime, vital statistics, and other data to assess temporal and geographic variation. The goal of the Policy Research program is to conduct rigorous and timely research projects that produce results to inform the drug policy formulation and assessment process.

Gifts and Donations

The FY 1990 appropriation for Salaries and Expenses and subsequent authorization language established a Gift Fund (GF) for ONDCP. The GF includes a trust fund into which all private monetary gifts and donations made to ONDCP are deposited.

D. SUMMARY TABLES OF PROGRAM AND FINANCING

**Salaries and Expenses
(\$ in thousands)**

Line Number		FY 2009 Enacted	FY 2010 Enacted	FY 2011 Request	FY 10/11 Difference
	Program by activities:				
00.01	Salaries & Expenses	\$25,900	\$28,275	\$24,961	(\$3,314)
00.01	Policy Research	\$1,300	\$1,300	\$1,235	(\$65)
10.00	Total Obligations	\$27,200	\$29,575	\$26,196	(\$3,379)
	Financing:				
39.00	Budget Authority	\$27,200	\$29,575	\$26,196	(\$3,379)
	Budget Authority:				
40.00	Appropriation	\$27,200	\$29,575	\$26,196	(\$3,379)
	Relation of Obligations to Outlay:				
90.00	Total Outlays	\$27,200	\$29,575	\$26,196	(\$3,379)

(SUMMARY TABLES OF PROGRAM AND FINANCING, Continued)

Gifts and Donations
(\$ in thousands)

Line Number		FY 2009 Enacted	FY 2010 Enacted	FY 2011 Request	FY 10/11 Difference
	Financing:				
21.40	Unobligated Balance Available, Start of Year	\$85	\$79	\$69	(\$10)
24.40	Unobligated Balance Available, End of Year	\$79	\$69	\$59	(\$10)
	Relation of Obligations to Outlays:				
90.00	Outlays (net)	\$6	\$10	\$10	\$0

E. SUMMARY TABLES OF PERSONNEL

PERSONNEL	FY 2009 Enacted	FY 2010 Enacted	FY 2011 Request	FY 10/11 Difference
Total Number of Appropriated Full-Time Permanent Positions	108	118	98	(20)
Total Compensable Work-years:				
Full-Time Equivalent Employment	108	118	98	(20)
Full-Time Equivalent of Overtime and Holiday Hours	1	1	1	0

While ONDCP's FY 2010 authorized FTE level is 118, the on-board staffing level has not exceeded 98 since FY 2009.

F. DETAIL OF PERMANENT POSITIONS – STAFFING PLAN

Permanent Positions	FY 2009	FY 2010	FY 2011	FY10/11 Difference
EX 1	1	1	1	0
EX 2	1	1	1	0
EX 3	3	3	3	0
SES	15	15	15	0
GS-15	28	28	26	(2)
GS-14	24	29	21	(8)
GS-13	11	16	7	(9)
GS-12	8	8	7	(1)
GS-11	7	7	7	0
GS-10	6	6	6	0
GS-9	3	3	3	0
GS-8	0	0	0	0
GS-7	1	1	1	0
Total Appropriated Permanent Positions	108	118	98	(20)

While ONDCP's FY 2010 authorized FTE level is 118, the on-board staffing level has not exceeded 98 since FY 2009.

G. SUMMARY TABLES OF BUDGET AUTHORITY BY OBJECT CLASS
(\$ in thousands)

Salaries and Expenses – Operations

Line Number	Salaries and Expenses Operations	FY 2009 Enacted	FY 2010 Enacted	FY 2011 Request	FY 10/11 Difference
10.0	Personnel Compensation & Benefits	\$15,333	\$17,629	\$14,900	(\$2,729)
21.0	Travel & Transportation of Persons	\$700	\$980	\$800	(\$180)
22.0	Transportation of Things	\$38	\$38	\$37	(\$1)
23.1	Rental Payments to GSA	\$3,114	\$3,174	\$3,174	\$0
23.3	Communications, Utilities, & Miscellaneous Charges	\$330	\$336	\$331	(\$5)
24.0	Printing & Reproduction	\$175	\$150	\$150	\$0
25.0	Other Contractual Services	\$5,550	\$5,677	\$5,279	(\$398)
26.0	Representation Funds	\$10	\$10	\$10	\$0
26.0	Supplies & Materials	\$250	\$231	\$230	(\$1)
31.0	Equipment	\$400	\$50	\$50	\$0
99.0	Total Obligations	\$25,900	\$28,275	\$24,961	(\$3,314)

Salaries and Expenses - Research and Development

Line Number		FY 2009 Enacted	FY 2010 Enacted	FY 2011 Request	FY 10/11 Difference
40.05	Policy Research	\$1,300	\$1,300	\$1,235	(\$65)
99.0	Total Budget Authority	\$1,300	\$1,300	\$1,235	(\$65)

(SUMMARY TABLES OF BUDGET AUTHORITY BY OBJECT CLASS, Continued)
(\$ in thousands)

Gifts and Donations

Line Number	GIFTS AND DONATIONS	FY 2009 Enacted	FY 2010 Enacted	FY 2011 Request	FY 10/11 Difference
26.0	Supplies & Materials	\$85	\$79	\$69	(\$10)
99.0	Total Budget Authority	\$85	\$79	\$69	(\$10)

H. EXPLANATION OF BUDGET REQUEST BY OBJECT CLASS

(\$ in thousands)

	FY 2010 Enacted	FY 2011 Request	Net Change
Personnel Compensation & Benefits	\$17,629	\$14,900	(\$2,729)

Funds in this object class provide full-year salaries and benefits for 98 FTE.

	FY 2010 Enacted	FY 2011 Request	Net Change
Travel and Transportation	\$980	\$800	(\$180)

The requested amount funds the full-year cost of travel for ONDCP staff and invitational travel. This amount also includes travel for the U.S. Marshal Service Investigators serving under the Director's protection detail.

	FY 2010 Enacted	FY 2011 Request	Net Change
Transportation of Things	\$38	\$37	(\$1)

This object class includes express mail and miscellaneous moving expenses.

	FY 2010 Enacted	FY 2011 Request	Net Change
Rental Payments to GSA	\$3,174	\$3,174	\$0

This amount reflects the full year cost of office space at rates established by the General Services Administration for office space in the Washington, D.C. central business district. The building is privately owned and ONDCP is located on five separate floors (57,130 rentable square feet of space and 13 structured/reserved parking spaces and 19 stacked spaces). The building includes office space, four conference rooms, video teleconferencing center, mapping center, and a Sensitive Compartmented Information Facility (SCIF). There is no net change in this object class. Note: The FY 2011 rent is option 4 of a 5 year lease agreement ending April 30, 2012.

H. EXPLANATION OF BUDGET REQUEST BY OBJECT CLASS (CONT.)
(\$ in thousands)

	FY 2010 Enacted	FY 2011 Request	Net Change
Communications, Utilities, and Miscellaneous Charges	\$336	\$331	(\$5)

This amount funds commercial and wireless services, including blackberry service charges; miscellaneous rental charges; video teleconferencing center internet charges; and television charges.

	FY 2010 Enacted	FY 2011 Request	Net Change
Printing and Reproduction	\$150	\$150	\$0

This amount funds basic printing needs to include the publication of the *Strategy*; the *Budget*; research reports; as well as the Federal Register and the Code of Federal Regulations. Printing services are provided by the U.S. Government Printing Office and the Defense Automated Printing Service.

	FY 2010 Enacted	FY 2011 Request	Net Change
Other Services	\$5,677	\$5,279	(\$398)

This amount funds contract services including: information technology (IT) contract support services; guard services through the Federal Protective Services' contract; Director's protection through the U.S. Marshal Service; Clearinghouse Services for conference exhibition, mail list management, special reports generation, project management, warehousing, response center operations, and systems/application development; copier rental agreement and copier labor support; building maintenance; temporary services for administrative personnel; conference support; personnel training to provide professional development opportunities and enhance employees' ability to accomplish the Office's objectives; service and equipment maintenance renewal; state legislative tracking service; transcription services; and translation services.

H. EXPLANATION OF BUDGET REQUEST BY OBJECT CLASS (CONT.)
 (\$ in thousands)

	FY 2010 Enacted	FY 2011 Request	Net Change
Supplies and Materials	\$241	\$240	(\$1)

This amount funds office supplies; materials; electronic subscriptions; and publications. This also includes \$10,000 for Reception and Representation funds.

	FY 2010 Enacted	FY 2011 Request	Net Change
Equipment	\$50	\$50	\$0

This amount funds the purchase of office equipment including life cycle management equipment, furniture, and other miscellaneous equipment.

	FY 2010 Enacted	FY 2011 Request	Net Change
Total All Object Classes	\$28,275	\$24,961	(\$3,314)

VI. COUNTERDRUG TECHNOLOGY ASSESSMENT CENTER (CTAC)

A. FY 2011 BUDGET REQUEST

Programs and activities associated with the CTAC program are proposed for deletion. Certain of these programs and activities are being eliminated as they are being addressed by other Federal Drug Control Program agencies. Others are being deleted as they are not considered high priority within the *Strategy*.

CTAC Total Request (\$ in thousands)	FY 2009 Enacted	FY 2010 Enacted	FY 2011 Request	FY 10/11 Difference
Research & Development	\$3,000	\$5,000	\$0	(\$5,000)

B. FY 2009 PERFORMANCE REPORT

Performance

In 2009, CTAC changed the process for developing the R&D agenda and corresponding spending plan. Project ideas were solicited from other ONDCP components and interagency drug control agencies, including the Departments of Homeland Security, Justice, Defense, and Health and Human Services. Following the process recently reviewed by the Government Accountability Office, CTAC scored and prioritized each project according to several criteria, including whether the project was consistent with CTAC's statutory authority, technological feasibility, alignment with strategic objectives, and cost. This process resulted in the approval of the following eight projects:

- Expand the re-engineered national vital statistics system (RENVSS)—this project will enhance the Government's ability to track drug overdose deaths and improve the timeliness of the reporting;
- Develop a mortality coding tracking component for the RENVSS—this project is closely related to the prior project and will improve the process of collecting the cause of death data (including drug overdose deaths) and improve the timeliness of the reporting;
- Enhance Magnetic Resonance Imaging (MRI)—this project builds upon prior CTAC support for MRI research by enhancing the imaging resolution capability of those machines at much less cost than purchasing new machines with improved resolution;
- Develop tunnel detection and activity monitoring for the U.S. southwest border—this project will develop sensor technology and deployment in existing public infrastructure (e.g., storm drains) along the southwest border to suppress its use for drug trafficking and other forms of smuggling;
- Improve and standardize prescription drug monitoring programs (PDMPs)—this project

will identify best practices among existing PDMPs and develop software to automate those practices which will be provided to existing and developing PDMPs to improve their efficiency and timeliness;

- Develop communications internet intercept capability - working with the Drug Enforcement Administration - this project will develop mobile technology to permit law enforcement agencies to intercept internet communications among drug traffickers;
- Leverage remote sensing technologies to improve detection of cannabis cultivation sites on public lands—this project will develop technology to enable remote sensing of outdoor marijuana grows early in the production cycle; and
- Convene CTAC-hosted conferences—this project will support the convening of two technology conferences to bring together the world’s leading drug supply and demand researchers to discuss their latest advancements.

Six of these 8 projects are being conducted jointly with interagency partners. Interagency Agreements are either in process or have been signed between ONDCP and the relevant agency. The projects will be implemented over the coming year.

Figure 1: Performance Goals

Measures	FY 2006		FY 2007		FY 2008		FY 2009		FY 2010	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1a. Number of research projects initiated to expand understanding of demand- and supply-side of illegal drug markets	Measure not established at this time		5	15	2	1	2	8	2	TBR
1b. Percentage of research projects that form the basis of or contribute to policy or program direction	Measure not established at this time		Measure not established at this time		50%	TBR	50%	50%	50%	TBR

TBR – To be reported

VII. OTHER FEDERAL DRUG CONTROL PROGRAMS

A. APPROPRIATION LANGUAGE

FEDERAL DRUG CONTROL PROGRAMS Federal Funds

General and special funds:

Other Federal Drug Control Programs

(including transfer of funds)

For other drug control activities authorized by the Office of National Drug Control Policy Reauthorization Act of 2006 (Public Law 109-469), [~~\$154,400,000~~]*\$165,300,000*, to remain available until expended, which shall be available as follows: [~~\$45,000,000~~]*\$66,500,000* to support a national media campaign; [~~\$95,000,000~~]*\$85,500,000* for the Drug-Free Communities Program, of which \$2,000,000 shall be made available as directed by section 4 of Public Law 107-82, as amended by Public Law 109-469 (21 U.S.C. 1521 note); [~~\$1,000,000~~]*\$950,000* for the National Drug Court Institute; [~~\$10,000,000~~]*\$9,025,000* for anti-doping activities; \$1,900,000 for the United States membership dues to the World Anti-Doping Agency; [~~\$1,250,000~~]*\$1,187,500* for the National Alliance for Model State Drug Laws; and [~~\$250,000~~]*\$237,500* for evaluations and research related to National Drug Control Program performance measures, which may be transferred to other Federal departments and agencies to carry out such activities.

B. SUMMARY TABLES OF PROGRAM AND FINANCING

OTHER FEDERAL DRUG CONTROL PROGRAMS
(\$ in thousands)

Line Number		FY 2009 Enacted	FY 2010 Enacted	FY 2011 Request	FY 10/11 Difference
	Program by activities:				
00.01	National Youth Anti-Drug Media Campaign	\$70,000	\$45,000	\$66,500	\$21,500
00.01	Drug Free Communities Support Program	\$90,000	\$95,000	\$85,500	(\$9,500)
00.01	Anti-Doping Activities	\$9,800	\$10,000	\$9,025	(\$975)
00.01	National Drug Court Institute	\$1,250	\$1,000	\$950	(\$50)
00.01	National Alliance for Model State Drug Laws	\$1,250	\$1,250	\$1,188	(\$62)
00.01	Performance Measures Development	\$500	\$250	\$238	(\$12)
00.01	World Anti-Doping Agency (WADA) Membership Dues	\$1,900	\$1,900	\$1,900	\$0
10.00	Total Obligations	\$174,700	\$154,400	\$165,300	\$10,900
	Financing:				
39.00	Budget Authority	\$174,700	\$154,400	\$165,300	\$10,900
	Budget Authority:				
40.00	Appropriation	\$174,700	\$154,400	\$165,300	\$10,900
	Relation of Obligations to Outlay:				
90.00	Total Outlays	\$174,700	\$154,400	\$165,300	\$10,900

Totals may not add due to rounding.

C. PERSONNEL

Personnel associated with the administration of Other Federal Drug Control Programs are funded from ONDCP's S&E, except one reimbursable position authorized from the Drug-Free Communities Act.

PERSONNEL	FY 2009 Enacted	FY 2010 Enacted	FY 2011 Request	FY 10/11 Difference
Total Number of Appropriated Full-Time Permanent Positions	1	1	1	0

D. OTHER FEDERAL DRUG CONTROL PROGRAMS

FY 2011 BUDGET REQUEST

The FY 2011 request for the Other Federal Drug Control Programs account is \$165,300,000. These funds will be used to carry out seven programs:

- National Youth Anti-Drug Media Campaign;
- Drug-Free Communities Program;
- Performance Measures Development;
- Anti-Doping Activities;
- World Anti-Doping Agency (WADA) Membership Dues;
- National Drug Court Institute; and,
- National Alliance for Model State Drug Laws.

The following FY 2011 Performance Plans and FY 2009 Reports are presented in this section with the budget request:

- National Youth Anti-Drug Media Campaign
- Drug-Free Communities Program.

1. NATIONAL YOUTH ANTI-DRUG MEDIA CAMPAIGN

a. MISSION STATEMENT

The mission of the National Youth Anti-Drug Media Campaign (Campaign) is to educate and enable America's youth to reject illicit drugs. Specifically, the authorizing statute (Treasury-Postal Appropriations Act of 1998, Public Law 105-61) "Drug-Free Media Campaign Act of 1998" (21 USC 1801 et. seq.), as amended, and the ONDCP Reauthorization Act of 2006, direct ONDCP to conduct a national media campaign to prevent and reduce youth drug use.

The Campaign is re-authorized within Title V of the ONDCP Reauthorization Act of 2006, for the purpose of (i) preventing drug abuse among young people in the United States, (ii) increasing the awareness of adults of the impact of drug abuse on young people; and (iii) encouraging parents and other interested adults to discuss with young people the dangers of illegal drug use.

b. PROGRAM DESCRIPTION

The ONDCP Director is in the process of implementing a new approach to the Campaign. This new vision will enlist new media and other private sector partners in an innovative communications effort of reaching young people in communities at risk, while creating a broad prevention message for teenagers at their point of greatest susceptibility to substance abuse: the transition from middle school to high school.

This new vision is brought forward in light of pressing new realities:

- The latest data show softening anti-drug attitudes among teenagers, and actual increases in teens' use of specific drugs for the first time in over ten years;
- For the first time since 1982, more 12th graders are using marijuana than tobacco;
- The U.S. faces new and emerging youth drug threats, notably the abuse of prescription and over-the-counter medicine; and
- Online media and social networking activity continues to be a major part of most teens' lives. The way teens use media is constantly evolving and the Campaign must rapidly adapt to this reality in order to counter ever increasing pro-drug content in social networking media.

These new realities and ONDCP's new vision will shift the focus of the Campaign in several key ways:

First, the Campaign will strike a more effective balance between a broad prevention message (Tier One) and more targeted efforts focusing on "populations or communities at risk" (Tier Two). The Campaign will engage an expanded array of public and private sector partners who will contribute their expertise and community relationships to the crafting and delivery of Campaign messages across digital and traditional media, as well as grassroots initiatives. Tier One will provide a base level of prevention communications targeting teens 14-16. Since November 2005, the Campaign has been using messages around the theme of "Above The Influence" (ATI), a brand designed to capture the attention of youth when they are most likely to

be first exposed to actual offers of substances of abuse and are most vulnerable to negative social and cultural influences, including trivialization of the negative consequences of drug use and the ubiquity of pro-drug content in teens' digital environment. The ATI theme taps into teen goals, their strong sense of self, and their desire to feel knowledgeable. It inspires teens to think critically about drug use and the influence of their social environment so they can make more informed choices.

The Campaign will continue to build off the high ATI recognition rates to implement this new two-tiered strategy. In FY 2009, Campaign research indicated an average of 76% of the Campaign's target audience were aware of ATI advertising. This figure placed ATI at the top of the list along with other teen targeted national brands such as Coca Cola, Burger King and Nike. In addition, an average of 82% of teens recognized the ATI brand logo. Building upon the previous years' successes and leveraging the familiar brand, the Campaign will use ATI to deliver a broader anti-drug message about the behavior of substance abuse (e.g. the pressure to use or get high), rather than a Campaign focused on a specific substance of abuse such as marijuana. New strategies were developed to assist in the development of new advertising messages being created by *pro bono* ad agencies, which will be used in FY 2010. In addition to these new messages, the Campaign will re-use existing advertising from past years, following Congressional direction to "recycle" advertisements to save on production costs.

Tier One will be delivered using a mix of digital and traditional media, opening the Campaign up to greater youth participation and engaging media partners and marketing communications companies in public/private partnerships. The Internet is a vital component of daily life for teens; in 2007, 94% of teens in the United States were accessing the Internet. After television, the Internet has become the second most-used medium among teens and is rapidly becoming the environment where teen beliefs are formed, shared, and strengthened peer-to-peer. While teens spend a great deal of time online, most are not actively looking for anti-drug information. Therefore, it will be critical for the Campaign to utilize best practices from the private sector in this rapidly developing medium. For example, the Campaign will partner with national TV networks such as *MTV* and *TeenNick* to initiate and reinforce conversations with teens using online and digital media. The Campaign will leverage the most popular teen social networks such as *Facebook*, *MySpace* and *MyYearbook*, as well as art and photo-sharing sites such as *Flickr* and *DeviantArt* to develop customized programs driven by the ATI brand, and enable teens to share their own feelings and interpretation of what the brand means to them.

Tier Two will involve targeted campaigns focusing on communities at-risk, recognizing that susceptibility to substance abuse is *not* evenly distributed across the youth population and that different at-risk communities –whether defined demographically, regionally or in some other fashion—are best reached and influenced in different ways. These communities might include: reaching early drug using teens, meth regions, youth who are particularly impacted by the negative consequences of substance abuse (African American, Hispanic, American Indian youth, inner city youth, and rural youth).

These efforts will enlist public and private sector partners who are appropriate to particular communities and the Campaign's objectives. Advertising may or may not be a part of an individual community's campaign, depending on the needs of the community and strategies

that are adopted. On-the-ground community outreach can create additional touchpoints to reach teens as well as adults who have an influence in the lives of young people.

As an example: for early using teens, a mobile communications partner might be brought on board to facilitate development of a wireless, peer-to-peer campaign designed to encourage teens to “look out for” each other in creative ways at potentially risky moments: parties, proms, spring break. For youth, it might be determined that a grassroots community campaign delivered primarily via community-based organizations is strategically the best approach. Utilizing the latest advances in online technology, geographic and demographic targeting will allow the Campaign to deliver specific advertising for different segments of the target audience to ensure optimal efficiency and engagement.

This approach will also provide a framework within which a “rapid response” capability can be built into the Campaign, allowing for tactical efforts addressing specific concerns or taking advantage of national “teachable moments” to reinforce key Campaign strategies. The Campaign, working as part of ONDCP and with other Federal agencies, will monitor events and trends related to youth drug use and will develop a strategic response plan that can be implemented in short-order to address National and/or local situations. The Campaign can disseminate information about the specific issue and recommend actionable steps for the general public, influencers and stakeholders, as appropriate, through multiple channels: advertising, including technical assistance for local efforts; news media outreach to online, broadcast, and print outlets, which could include interviews and op-eds; updates through an established presence on Twitter, Facebook, YouTube, and other social networking sites, which could include robust video content; and e-mails to Campaign constituents. The reinvigorated Campaign will be flexible and dynamic.

Figure 2: Campaign Overview and Direction

	FY 2009	FY 2010	FY 2011
Youth	ATI with a historical focus on marijuana and primarily a national advertising campaign	Strategic redirection of ATI: <ul style="list-style-type: none"> • Employ two-tier outreach approach: a national campaign (Tier One) with overlays targeting communities and/or populations most at-risk (Tier Two). • Evolve messaging beyond marijuana to a broader focus on the behavior of substance abuse (e.g. the pressure to use or get high) and other emerging drug threats to teens. 	
Parents	Teen prescription drug abuse campaign to make parents aware of the issue and how to take appropriate steps. Two 4-month campaign flights: one in FY 2008 and one in FY 2009.	Paid advertising effort to parents is discontinued as ONDCP focuses the full FY 2010 resources on the strategy outlined above. Part of Tier Two outreach may include messages to adult influencers, including parents.	
Young adults/meth	Anti-Meth campaign targeting young adults (ages 18-25) runs annually in those areas of the country hardest hit by methamphetamine. The Campaign has run for the past three years and will continue as a requirement of the Reauthorization Act of 2006.		

c. FY 2011 BUDGET REQUEST

ONDCP is requesting \$66,500,000 in FY 2011 for the National Youth Anti-Drug Media Campaign, which is \$21,500,000 over the FY 2010 enacted level. Resources will fund the continuation of the new two-tiered strategy being implemented in FY 2010. Tier One will provide a base level of prevention communications targeting teens 14-16 (those moving from middle school into high school). This effort will continue to evolve the broad ATI platform, allowing it to address the general behavior of drug abuse, as well as other emerging threats for teens. This layer of the Campaign would be delivered using a mix of digital and traditional media, opening the Campaign up to greater youth participation and engaging media partners and marketing communications companies in the kind of public/private partnership originally contemplated when the Campaign was created in 1998.

Tier Two involves targeted initiatives focusing on communities or populations at-risk, recognizing that susceptibility to substance abuse is *not* evenly distributed across the youth population, and that different at-risk populations—whether defined demographically, regionally or in some other fashion—are best reached and influenced in different ways. This tier also includes the required ten percent to focus on methamphetamine demand reduction advertising in geographic areas with the highest level of meth abuse and additional efforts, which might include the youth who are particularly impacted by the negative consequences of substance abuse (e.g., African American, Hispanic, American Indian youth, inner city or rural youth).

National Youth Anti-Drug Media Campaign	FY 2009 Enacted	FY 2010 Enacted	FY 2011 Request	FY 10/11 Difference
(\$ in thousands)	\$70,000	\$45,000	\$66,500	\$21,500

d. FY 2011 PERFORMANCE PLAN, FY 2009 REPORT, AND FY 2011 MEANS AND STRATEGIES

a. FY 2011 Performance Plan and FY 2009 Report

ONDCP plans to move away from its three marijuana-centric measures to new measures that are more closely aligned with the Campaign’s new vision and new approach.

Figure 3 outlines potential new performance measures for FY 2011. The proposed measures reflect the Campaign’s current primary targets of focus: teens and young adults (for the Anti-Meth Campaign).

Because the Campaign will not be running any paid advertising efforts until June 2010 (as the program implements the new direction outlined earlier), no ATI ads will be running during the time surveys are being conducted for Monitoring the Future (MTF) and the Partnership Attitude Tracking Study (PATS). Consequently, any data measuring the impact of the ATI re-launch from those national datasets will not be available until late 2011. Therefore, rather than put performances measures essentially on-hold for a year, ONDCP recommends utilizing its Ad Tracking Survey instrument (OMB 3201-0010) to develop and test new measures in the field for validity and reliability in order to establish appropriate baselines and develop reasonable targets for the youth and young adult/meth campaigns. The Ad Tracking Survey is an ongoing study using a sample of approximately 100 teens per week who are interviewed in malls by leading research firm Millward-Brown (a vendor to the advertising services contractor). As the Campaign prepares to re-launch ATI after nearly 8 months of no advertising activity, the Campaign will revise questions within the Ad Tracking Survey to better reflect the new direction of the program. The Campaign proposes to focus on two areas to measure effectiveness. The first is to increase the percentage of teens that hold strong anti-drug beliefs and the second is to increase the percentage of teens reporting that ATI messages made them less likely to use substances of abuse. The existing survey questions need to be revised to reflect the new strategy that is moving away from an emphasis on marijuana-specific messages and toward more general anti-drug beliefs, and then be re-tested.

Figure 3: Proposed FY 2011 GPRA Measures

Measure	Objective	FY 2011 Target	Date Target Data Available	Source (Study)
Percentage of youth ages 14-16 who hold strong anti-drug beliefs	Increase anti-drug beliefs	Under development	TBD	Tracking Survey
Percentage of youth ages 14-16 who say ATI made them less likely to use drugs	Decrease likelihood to use	Under development	TBD	Tracking/PATS Survey
Percentage of adults 18-35 that agree meth addiction does not have to be hopeless	Increase perception of efficacy of treatment for meth	Baseline measure to be obtained from pre-post regional data from the latest Meth Campaign (Fall 2009)	Early 2010	Meth Tracking

Based on preliminary surveys and discussions with communities in the hardest hit meth regions, the Campaign has found that there are already an extremely high number of young adults reporting they understand the dangers of using meth. Our Ad Tracking Survey shows that 96% of young adults already report that they are unlikely to try meth in the future. Therefore, the Campaign anti-meth messages must now focus on reaching the friends and family of young adults who may be using meth, not active meth users. While highlighting the negative consequences of meth use, the ads should also encourage friends and family members not to give up hope because recovery from meth addiction is possible. Therefore, the Campaign proposes to use a measure from the Ad Tracking Survey to increase the percentage of young adults who agree meth addiction does not have to be hopeless (which mirrors the slogan in the ads).

FY 2009 Report

The FY 2009 report includes measures that were in effect during FY 2009 when the Campaign's strategic goals were to: (1) increase awareness of the risk of drug use, (2) change attitudes about drug use among youth and about the value of parental monitoring among parents, and (3) change intentions regarding drug use among youth and parental monitoring among parents.

The program's key measures were: (1) percent of youth ages 12-18 who believe there is great risk of harm from regular marijuana use, (2) percent of teens, 14-16 years old, who definitely do not intend to smoke marijuana in the next year, and (3) percent of teens, 14-16 years old, who definitely do not intend to smoke marijuana if offered by a close friend. These measures were marijuana-specific and will be changed to reflect the new direction of the program. The rationale for each of the existing FY 2009 measures is discussed below and associated targets are provided in Figure 4.

The first measure focused on youth perception of risk from marijuana use and monitors the Campaign's ability to communicate marijuana risks convincingly. The data source for this measure was the Partnership for a Drug-Free America's Partnership Attitude Tracking Survey (PATs). Drug prevention research indicated that perceptions of risk about short-term negative consequences played a salient role in adolescent decision-making on whether to use drugs. The second and third measures focused on teen intentions regarding drug use. Because the initiation of drug use is largely a function of the social influences on an adolescent's life, the Campaign sought to change youth perceptions that marijuana use is a normal and socially-accepted behavior. Public health research indicated adolescents consistently overestimated the prevalence of drug use among their peers, thus becoming susceptible to a subtle and insidious form of peer influence to use drugs to "fit in." The Campaign aimed to impact drug-related beliefs and intentions to decrease drug use behavior.

Performance Goals and Accomplishments

Figure 4: Performance Goals

Annual Budget Enacted	FY 2005 \$119 million	FY 2006 \$99 million	FY 2007 \$99 million	FY 2008 \$60 million	FY 2009 \$70 million	FY 2010 \$45 million	FY 2011 \$66.5 million requested
Goals and Objectives	Target Actual	Target Actual	Target Actual	Target Actual	Target Actual	Target Actual	Target Actual
Percentage of youth ages 12-18 who believe there is great risk of harm from regular marijuana use	62% 66% (PATS)	62% NA ¹ (PATS)	61% 59% (PATS)	55% 56% (PATS)	50% 53% (PATS)	Will replace with new measure	Will replace with new measure
Percentage of 9 th to 12 th graders who believe there is great risk of harm from regular marijuana use. <i>Note: Due to budget limitations, survey methodology no longer includes 8th graders.</i>	The measure is the same as above, but the methodology changed in FY 2009.	The measure is the same as above, but the methodology changed in FY 2009.	The measure is the same as above, but the methodology changed in FY 2009.	The measure is the same as above, but the methodology changed in FY 2009.	50% 53% (PATS)	Will replace with new measure	Will replace with new measure

¹ Data for 2006 have been excluded due to anomalies in the sample distribution.

Annual Budget Enacted	FY 2005 \$119 million	FY 2006 \$99 million	FY 2007 \$99 million	FY 2008 \$60 million	FY 2009 \$70 million	FY 2010 \$45 million	FY 2011 \$66.5 million requested
Goals and Objectives	<i>Target Actual</i>	<i>Target Actual</i>	<i>Target Actual</i>	<i>Target Actual</i>	<i>Target Actual</i>	<i>Target Actual</i>	<i>Target Actual</i>
Percentage of teens, 14-16, who think they definitely will not smoke marijuana at any time during the next year	Not Applicable (NA)	NA	NA	37% 47% (Ad Tracking) ²	35% 44% (Ad Tracking) ²	Will replace with new measure	Will replace with new measure
Percentage of teens, 14-16, who think they definitely will not smoke marijuana if offered by a close friend	NA	NA	NA	37% 49% (Ad Tracking) ²	35% 47% (Ad Tracking) ²	Will replace with new measure	Will replace with new measure

² Ad = Youth Ad Tracking Study

FY 2009 Accomplishments

In addition to the actual results in Figure 4, the multiple and varied highlights of the FY 2009 accomplishments are briefly outlined below according to the three platforms of the Campaign – youth, parents, and meth/other emerging drugs.

FY 2009 Youth-focused Accomplishments

Through the varied channels of cable and Network TV, popular teen print publications, teen-targeted websites and social networks, radio, place-based out-of-home and mobile marketing, the Campaign successfully maintained 52 weeks of media presence while directly engaging teens' with drug prevention messages. For FY 2009, the Campaign reached 97% of teens (ages 12-17) approximately 72 times. The primary target audience reached by the Campaign was teens 12 to 17 years old, with the key audience being 14 to 16-year olds (typically 8th, 9th and 10th graders). Research indicated that teens were most likely to try drugs during these critical transition years.

The Youth Ad Tracking Study and other Campaign measures showed that for FY 2009, awareness of the ATI youth brand and visits to the campaign Web sites grew substantially since the launch of the ATI brand in November 2005.

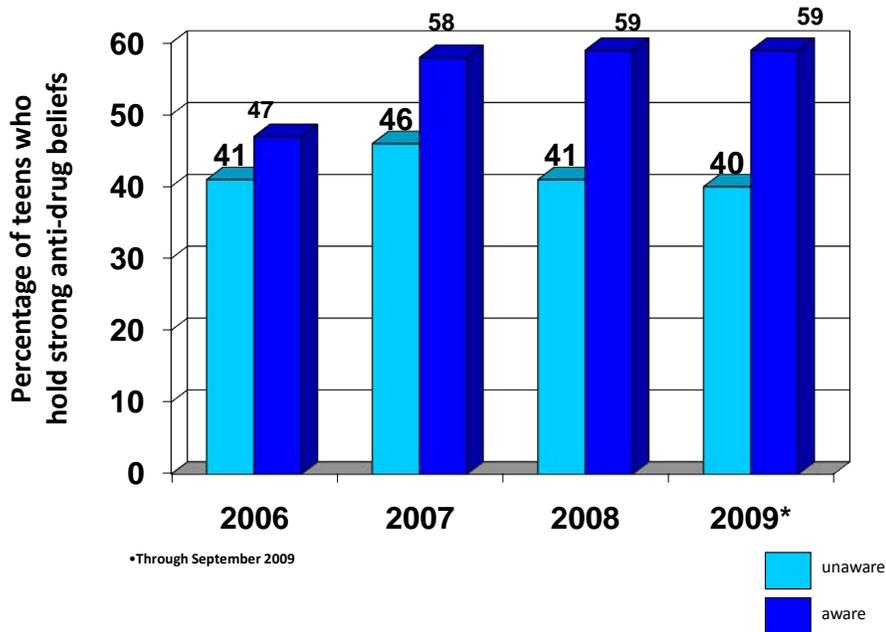
Youth Ad Tracking Study Results:

- In FY 2009, Campaign research indicated an average of 76% of the Campaign's target audience were aware of ATI advertising. This figure places ATI at the top of the list along with other teen targeted national brands such as Coca Cola, Burger King and Nike.
- In addition, an average of 82% of teens recognized the ATI brand logo. This logo awareness figure continued to be significantly higher than other national social marketing campaigns including the American Legacy Foundation's (an anti-tobacco group funded through the Master Settlement Agreement with the tobacco industry) teen-targeted anti-tobacco Truth Campaign, which had an awareness of 63%.
- In addition, according to the Youth Campaign Tracking Report there was a positive association between increased awareness levels of Campaign advertising and an increase among anti-drug beliefs in the teen target. Specifically, those teens who were aware of the Campaign held stronger anti-drug beliefs than those teens who were unaware of the Campaign.

Four Years of “Above the Influence”

ANTI-DRUG BELIEFS ARE STRONGER WITH AD EXPOSURE

– Youth who are *aware* of the ATI advertising are consistently more likely to have stronger anti-drug beliefs compared to those *unaware* of the Campaign’s advertising.



Online and Web (*AbovethInfluence.com*) Results:

- The Campaign extended the ATI message by buying key search terms on search engine sites such as *Google.com* and *Yahoo.com*, so Campaign-related content would appear in search results. Examples of paid search terms include “marijuana,” “alcohol,” “meth,” and “why take drugs.”
 - Paid search generated 1.1 million clicks to *AbovethInfluence.com*.
 - Search ads outperformed industry standards by a factor of four.
- In addition to buying paid search terms, the Campaign reconfigured pages within the “Drugs Facts” section on *AbovethInfluence.com* to increase the likelihood that the Campaign Web site would appear on “organic” search results (those results that were not paid advertising), from sites such as *Google.com*, *Yahoo.com* and *Bing.com*. The Web site now appears on the first page of search results for 75 new search terms and 42 new keywords.

- In FY 2009, the Campaign created viral, sharable assets to leverage the social nature of how teens use the Web today, while allowing the ATI message to be endorsed by, advocated and spread through environments where teens spend most of their time online.
 - Sharable assets (i.e. widgets, badges) were downloaded or sent to friends nearly 600,000 times in FY 2009.
 - Online media delivered 1.5 billion media impressions (the potential number of people who would see, read or hear a message) on 20 teen-targeted sites such as *MySpace.com*, *Hulu.com*, and *MTV.com*.
 - ATI online advertising surpassed industry averages for click-through rates (people who went from a banner ad to click through to go on the Web site), with Campaign banner ads outperforming industry standards by 2.5 times.

- Monthly traffic to *AbovetheInfluence.com*, a drug prevention site, was nearly five times that of another prevention site, American Legacy Foundation’s teen-targeted anti-tobacco campaign Web site, *TheTruth.com*. In comparison to a popular, commercial teen site that is about fashion, entertainment and teen lifestyle issues, *Seventeen.com*, ATI’s monthly audience was about one-third their site, which is impressive for a prevention site. *(Source: comScore Market Research)*

- The Campaign conducted regular traffic and user satisfaction reports to assess overall Web site, individual section/feature, and online advertising performance. These reports clearly showed that the majority of the site’s visitors were actively seeking out drug fact information, above all else, and substantiating the importance of drug facts and statistics for making *AbovetheInfluence.com* a trustworthy resource. Traffic analytics reports also showed that the “Facts” section of the site demonstrated the highest performance across multiple measures, including user sessions, bounce rate (the rate to which users were landing on the site and NOT leaving), and average page views per section. *(Traffic analytics reports were compiled using Urchin Software from Google. User satisfaction/experience surveys were conducted through ForeSee Results, provided under an inter-agency agreement with the Department of Treasury.)*

FY 2009 Parent-focused Accomplishments

Parent-directed communications designed to influence beliefs and intentions on parenting behaviors were shown to have been effective in preventing teen drug use. Starting in 2008 and continuing in 2009, the Parents campaign focused on the key emerging drug threat among teens, as indicated by the National Survey on Drug Use and Health (NSDUH), prescription medications. Research showed that parents had not been discussing the dangers of prescription abuse with their teens. Using the Campaign’s brand for parents, *Parents: The Anti-Drug*, new advertising and outreach communicated to parents the nature of this growing threat and the simple actions they could take to help prevent youth prescription drug abuse. Research

continued to show that parents' actions played a crucial role in protecting adolescents from drug use and a wide variety of other risky behaviors.

Parents Campaign Results:

- Reached 90% of the parent target audience an average of 10 times from April – June 2009, through paid advertising.
- The Parents Ad Tracking Study showed an increase in parent awareness of the advertising and signs of a positive impact on their beliefs - both important precursors to changing behaviors:
 - Parents' belief that prescription drug abuse was prevalent among teens reached its all-time high of 87%, from a pre-launch average of 77%.
 - There had been significant growth in parents' stated intention to properly conceal or dispose of old or unneeded medicines (67% to 75%) and to ask friends and family to safeguard their drugs (42% to 49%).
- The Campaign's advertising effort was bolstered by outreach to news media outlets to get stories about prescription drugs featured in newspaper articles, TV news shows and online sites. The Campaign had initially set a goal of 50 million news media impressions (the potential number of people who would see, read or hear the message) for this initiative. This goal was easily surpassed within a few months following the Campaign's launch. To date, the Campaign has received more than 120 million news media impressions on the initiative, spreading the initiative deeper into local markets.
 - The Campaign was successful in getting newspapers and TV news programs to run stories about prescription drug prevention. The results of a news media content analysis (where a vendor actually reviewed the content of a news story to see if the prescription drug issue was mentioned and also referred to ONDCP/Media Campaign) showed that the Campaign was the most cited source of news stories about prescription drugs. The Campaign was referenced as a resource in news stories more than any other organization, including National Institute on Drug Abuse (NIDA), Substance Abuse and Mental Health Services Administration (SAMHSA), Partnership for a Drug-Free America, and the over-the-counter medicine industry organization, Consumer Healthcare Products Association (CHPA).

Online and Web (*TheAntiDrug.com*) Results:

- During FY 2009, the Campaign's parent Web site (*TheAntiDrug.com*) received 2,267,461 visits, a rate of approximately 190,000 visits per month.

- The Campaign launched several new features on *TheAntiDrug.com* throughout the year including a reorganized “Advice” section, a new “Teens and Free Time” initiative, several new features posted by experts such as pharmacist Kristen Binaso, Stephen Wallace of SADD, Dr. Janet Williams and Dr. Kenneth Ginsburg on drugged driving.
- Driving the majority of the traffic to *TheAntiDrug.com* through online video and flash/rich media banner support, online parent ads spoke to the dangers of prescription drug abuse alone and in combination with other substances commonly abused by teens.
 - Online media delivered 278.3 million media impressions (the potential number of people who will see, read or hear a message) on 15 parent-targeted sites, such as *Parents.com*, *iVillage.com*, and *CNN.com*.
 - Online advertising for the parent campaign surpassed industry averages for click-through rates (people who will go from a banner ad to click through to go on the Web site), with campaign banner ads surpassing industry standards by two times.
- The Campaign sought to be in the top places when people searched for drug-related terms on the most widely-used search engines – thereby providing them with immediate access to accurate drug information.
 - Clicks on paid keyword search terms generated 101,000 clicks to the Web site.
 - Search ads outperformed industry standards by two times.

FY 2009 Anti-Meth Campaign Accomplishments

The Campaign’s Anti-Meth efforts were directed to young adults as national drug prevalence data show substantially higher use rates for 18-25 year olds. The most recent NSDUH showed past-year usage for young adults aged 18-25 remained over two times higher than past-year use rate for teens, ages 12-17. Further, average age of first use remained consistent at 19.2 years.

The 2009 Anti-Meth Campaign launched in September and ran through November 2009. The Campaign delivered most of its advertising weight to specific states with high methamphetamine usage rates based on the NSDUH 2004-2007 data and/or high levels of meth lab seizures. The Anti-Meth Campaign aimed to prevent methamphetamine use, dispel myths that treatment for meth addiction was ineffective, and encourage people who need help to get into treatment. The FY 2009 Anti-Meth Campaign performed the following:

- Launched from St. Louis, Missouri on September 1, 2009, across the 16 states³ which received the full suite of anti-meth advertising including television, print, out-of-home

³ The 16 states include Alaska; Arizona; Arkansas; Indiana; Iowa; Kentucky; Minnesota; Missouri; Nebraska; Nevada; New Mexico; Oklahoma; Oregon; Illinois (southern); Washington; and Wyoming.

(e.g., roadside billboards, convenience store posters and gas pump signs), radio and Internet advertising.

- Launched a redesigned methresources.gov website to better provide information and materials to individuals and organizations working to prevent meth abuse and enable recovery from meth addiction.
- Reached 87% of the target audience an average of 13 times during the campaign through paid advertising in the 16 states receiving the largest advertising weights.
- Provided a mechanism for local organizations and community coalitions to receive free anti-meth resources, including customizable versions of the ads (e.g. TV, print, radio, out-of-home billboards, and posters) for use as public-service announcements.

b. Means and Strategies to Accomplish FY 2011 Outcomes

The Campaign plans to roll out its new vision in June 2010 as described in the Program Description and FY 2011 Budget Request sections. This new vision will build on the strong ATI brand among teens. The Campaign's broadened messaging will convey the facts that no matter what illicit substances teens may be using, they are still under the influence, and that getting high puts them at risk of negative consequences (physical, social, academic, economic, legal, and aspirational).

To reflect this broadened messaging, ONDCP is developing new performance measures as outlined in Figure 4.

The goal of the Campaign will be to reach our target audience(s) as effectively and efficiently as possible, relying on advertising, interactive media, and public information and media outreach as primary delivery strategies.

Advertising

A unique feature of the Campaign is a Media Match Program requirement. Congress has mandated that media outlets selling advertising time or space to the Campaign must match the Campaign's purchases with an equal value of media time and space, which in effect doubles the amount of media exposure throughout the year. The Campaign's Media Match program has generated approximately \$1.28 billion in incremental media value for the Campaign since its inception (1998 through 2009).

Advertisers, including ONDCP, benefit immensely from purchasing advertising time during the "*upfront*" (an established time period beginning in May to negotiate buying media time prior to the start of each new TV season in September). This allows the Campaign to procure ad time during programming most conducive to teens at reduced rates. Sometimes these rates can be as low as 20-30% of standard costs, compared to prices available during the "*scatter*" market (leftover after the *upfront* period, which are generally less-desirable programming). This further benefits ONDCP in that it guarantees receipt of the required Media Match, as well as ensuring the match is in optimum programming to reach our target audiences. Networks offer extensive added-value packages during the "*upfront*" allowing the Campaign to

extend its messaging even further. When ad space is purchased in the “*scatter*” market rather than during the “*upfront*,” costs are much higher, the match is not guaranteed, and it is more difficult for the Campaign to reach its target audiences.

Upfront negotiations unfortunately occur prior to the new fiscal year appropriations. In order to participate in this desirable buying time period, the Campaign’s advertising contractors have traditionally held funds in reserve to buy advertising time and space for the following year. Additionally, the Campaign has been able to rely on recovery of prior year contract close-outs to fund upfront participation. For FY 2010, the Campaign obligated funds from FY 2009 to allow the contractor to negotiate media buys during the 2009 media upfront market. However, if annual funding for the program continues to decline, participation in the economically and placement desirable *upfront* market will become increasingly more difficult.

Testing

The Campaign is committed to continuing to improve message testing by using online technologies based on advertising industry. The Campaign is changing its copy testing methodology from in-person mall intercept to online panel data collection. After careful consideration and consultation with market research experts and multiple market research companies, it was determined that a change in methodology will have many benefits, including reducing costs, keeping up-to-date with market research best-practices, and staying current with technology. The changeover will start with a transition period during which both online panels and mall intercept methods are used simultaneously to determine differences, if any, in responses in the online environment vs. place-based methods. If these differences are statistically insignificant, as anticipated, online panel data collections will become the primary method used for copy testing. If there is a successful transition to online copy testing, the Campaign will also review the possibility of moving Ad Tracking online.

Interactive Media

Teens use the Internet for communication, entertainment, and information-seeking. The Internet has become a vital component of daily life of teens. In 2007, 94% of teens in the United States were online. After television, the Internet has become the second most-used medium among teens and is rapidly becoming the environment where teen beliefs are formed, shared, and strengthened peer-to-peer.

Through Web sites and online advertising, the Campaign will deliver more in-depth, drug-related information to teens than what can be delivered in a 30-second TV or radio ad. The Campaign uses online advertising to drive web users to its Campaign Web sites for detailed information on topics such as the risks of specific drugs, the signs and symptoms of someone abusing drugs, advice from experts, and how to get help for a friend or loved one affected by drugs.

A key strategy will be to continue optimizing Internet searches by teens looking for drug information online so that their searches are more likely to result in Campaign Web sites appearing on the results. Because 66% of those looking for health- and drug-related information first turn to search engines such as Google and Yahoo; the Campaign will purchase placement of commonly used drug-

related terms at the top of search result lists, thereby providing immediate access to accurate drug information for those searching drug-related terms.

Public Information and News Media Outreach

Research shows that mass media is a primary source of information about drugs and related issues for both teens and those adults who influence them, including parents. One of the Campaign's primary focus areas will be to continue to provide accurate, science-based drug information to the news media through national and local outlets.

In FY 2011, the Campaign will continue to match paid advertising with public information and news media outreach initiatives designed to portray the negative consequences of teen drug use; dispel misconceptions about youth drug use; alert the public to emerging drug trends and issues; and provide teens, and adult influencers in at-risk communities with compelling information on drug risks and useful prevention resources. This integrated approach, consistent with other social marketing programs, adds reach, credibility, and depth to the advertising.

In order to extend the Campaign's reach and relevance, the strategies described above will be augmented by strategic partnerships with National health, education, safety, and anti-drug organizations as well as corporations. These organizations will help distribute Campaign messages to adult influencers, including parents, through the distribution of materials and resources to their members, employees, customers, and communities through high-profile events, programs, and mailings.

From its inception, the Campaign has undertaken a comprehensive messaging effort to multicultural communities, including unprecedented paid television advertising to American Indians/Alaska Natives and Asian Americans, as well as African Americans and Hispanics. Due to new priorities mandated in the 2006 Reauthorization and funding levels, the Campaign's ability to reach multicultural audiences has been significantly limited. However, reaching multicultural audiences, who may not yet have been reached by general market messaging, remains a priority for FY 2011. The new advertising production contract with the PDFA, through its pro bono system, has an annual requirement that at least one *pro bono* agency specializing in urban or multicultural audiences will be enlisted to produce new ATI youth ads. In addition, the tier two effort will include reaching African American and Hispanic adult influencers, including parents through partnerships with national organizations such as the Boys and Girls Club of America, PTA and National Council of Negro Women and ethnic-targeted media outlets.

Evaluation

Per the 2006 Reauthorization Act, ONDCP was directed to evaluate the Campaign using:

- An annual report of the effectiveness of the Campaign based on data from (I) the Monitoring the Future Study published by the Department of Health and Human

Services; (II) the Attitude Tracking Study published by the Partnership for a Drug-Free America; (III) the National Household Survey on Drug Abuse, published by the Substance Abuse and Mental Health Services Administration; and (IV) other relevant studies or publications, as determined by the Director, including tracking and evaluation data collected according to marketing and advertising industry standards; and

- An outcome evaluation to ensure that the Campaign has contributed to the reduction of illicit drug use among youth.

Annual Report: The most recent annual report is complete and was sent to the appropriate Congressional committees in April 2009. The report for FY 2010 is already underway. ONDCP expects to deliver to Congress by April 20, 2010.

Outcome Evaluation: ONDCP is currently conducting a procurement to award a contract for a new outcome evaluation contractor. The solicitation for this new evaluation contract includes input from an expert panel of evaluators convened by the Campaign to provide insights and input on the scope of work for an outcome evaluation contract. ONDCP identified independent, qualified researchers to serve on the expert group, most of whom were current or former National Institutes of Health grantees. The goal of the outcome evaluation will be to demonstrate how and to what extent the dissemination of paid campaign messages and other campaign activities have contributed to changes in awareness of the Campaign messages, attitudes, beliefs, and intentions to use illegal drugs.

In FY 2009, ONDCP released a request for proposal seeking an independent contractor to design, develop, and implement a formal outcome evaluation of the Campaign in order to meet a Congressional evaluation requirement. ONDCP expects to award this contract in FY 2010. The Office of Research/Data Analysis will manage this contract, although funding will come from annual Media Campaign appropriations.

Conclusion

ONDCP believes that the Campaign accomplishments documented above are significant and contribute meaningfully to the demand reduction component of the *Strategy*. It is a fact that fewer than 20 percent of American youth receive an evidence-based drug education program in school⁴, and only 25 percent live in a community served by a Drug-Free Community grant. The great majority of American youth are exposed to a rising tide of pro-drug content in their media and social networking environments. The ATI campaign is often-times the only substantive counter to messages normalizing drug use and trivializing the consequences. Youth response to ATI demonstrates that it is reaching youth with clear, consistent, credible messages that strengthen adolescents' ability to resist negative social influences and avoid drug use.

⁴Chris Ringwalt et al., "The Prevalence of Effective Substance Use Prevention Curricula in the Nation's High Schools," *J Primary Prevent* (2008) 29, 479-488.

2. DRUG-FREE COMMUNITIES PROGRAM

a. MISSION STATEMENT

The mission of the Drug-Free Communities (DFC or Program) Program is strengthening local collaboration to achieve and maintain a reduction in local youth drug use in communities across the country. In undertaking this mission, ONDCP supports community coalitions in the development and implementation of comprehensive, long-term plans to prevent and reduce substance abuse among youth.

b. PROGRAM DESCRIPTION

The DFC Program was created by the Drug-Free Communities Act, 1997 (P.L. 105-20), reauthorized through the Drug-Free Communities Reauthorization Act of 2001 (P.L. 107-82) and reauthorized again through the Office of National Drug Control Policy (ONDCP) Reauthorization Act of 2006 (P.L. 109-469). The latest reauthorization extended the program for an additional five years until 2012.

The DFC Program provides grants to community-based coalitions to construct and solidify public-private infrastructure creating and sustaining population-level change related to youth substance abuse. Over time, the Program intends to reduce youth substance abuse and, therefore, adult substance abuse through effective community collaboration and leveraging of resources. Local problems are solved by local solutions and coalitions involving multiple sectors of the community, employing a variety of strategies to address community-specific drug problems, and determine which drug problems should be priorities for short-term and long-term efforts.

During FY 2008, there were a total of 800 DFC grants in the field (769 Regular grants and 31 Mentoring grants). After receiving 10 years of funding, 61 communities graduated out of the DFC program.

In August 2009, the DFC Program awarded 161 new Regular grants to coalitions. In addition, there were 10 Mentoring Continuation grants and 10 New Mentoring grants. This brought the total DFC grants to 746 (726 Regular grants and 20 Mentoring grants) for the FY 2009 funding cycle. The following categories reflect the distribution of the DFC grants:

- 43% were Economically Disadvantaged
- 53% were Rural
- 47% were Urban or Suburban

The DFC Program includes what are considered “regular” grantees, which are coalitions that are not operating under a mentoring grant. They constitute the bulk of DFC grantees. Mentoring coalitions are DFC-funded coalitions who are receiving a small amount of money in order to assist in establishing a nearby coalition that will one day be able to successfully complete an application for the DFC grant themselves. In addition, the DFC Program provides \$2 million in funding for the National Anti-Drug Coalition Institute. This is the primary source of training and technical assistance (TA) for DFC (and non-DFC) grantees.

Regular DFC Grants. The DFC Program was created to provide funding to community coalitions focused on preventing and reducing youth substance use at the local level. By providing matching grants to these coalitions, DFC is able to assist communities in identifying and organizing around the youth drug problems unique to their community. As a matching grant program, DFC also ensures strong community support as well as increasing the likelihood of sustaining community activities beyond the Federal funding cycle.

DFC Mentoring Grants. The 2001 Reauthorization established the DFC Mentoring Grants program. This program allows successful, experienced coalitions to help new coalitions become viable DFC Program applicants. Existing DFC coalitions that apply to serve as mentors must have been in existence for five years and are required to have demonstrated prior success in developing and implementing strategic plans, as well as provide evidence of reducing youth drug use in their community.

National Community Anti-Drug Coalition Institute. The 2001 Reauthorization also directed ONDCP to create a National Community Anti-Drug Coalition Institute (Institute). The Institute's mission is to increase the knowledge, capacity, and accountability of DFC coalitions, including those funded by DFC as well as those funded through other sources. In December 2006, P.L. 109-469 authorized \$10 million over five years (FY 2008-FY 2012) to support the Institute. The Institute is responsible for providing training and technical assistance (TA), as well as publications and other resources to community coalitions across the country.

c. FY 2011 BUDGET REQUEST

Since 1997, through the signing of The Drug Free Communities Act, the DFC Program has provided funding to community-based coalitions that mobilized to address local youth substance abuse problems. The DFC Program is built upon the idea that local problems require local solutions. DFC funding provides for bolstering community infrastructure to support environmental prevention strategies to be planned⁵, implemented and evaluated in local communities across the United States, the Territories and Protectorates. The DFC Program is committed to the idea that national “experts” can provide insight, but that local communities are the real problem solvers in America.

To instigate a grassroots effort, the DFC Program requires gathering and supporting 12 community sectors comprised of youth, parents, schools, business, media, law enforcement, faith-based/fraternal organizations, healthcare professionals, civic/volunteer groups, State, local and/or Tribal government, youth-serving organizations and other organizations addressing youth substance abuse. To further community change, the DFC Program requires that funded coalitions utilize environmental prevention strategies that engage all facets of the community to address existing or missing local policies, practices and procedures. Through a comprehensive and ongoing community assessment process, DFC coalitions remain abreast of the issues their community faces. In doing so, coalitions are able to address gaps, barriers and existing conditions that hinder substance abuse prevention or boost overall substance use and abuse. It is the job of the community coalition to become the hub of efforts related to substance abuse prevention in their targeted area.

For FY 2011, \$85,500,000 is requested to support the DFC Program. Of this amount, \$76,660,000 will fund grants made directly to nearly 620 community-based coalitions focusing on preventing and reducing youth substance abuse throughout the United States. The remaining amount will be divided with \$2,000,000 to be used to provide a directed grant award to the National Anti-Drug Coalition Institute (Institute). The Institute is the primary source of training and technical assistance to DFC coalitions and coalitions working toward submitting a successful DFC application. The remaining \$6,840,000 will fund program support costs, such as program staff, daily oversight of grants and the DFC National Cross-Site Evaluation.

At the end of FY 2009, the DFC Program provided grants supporting 746 community coalitions in all 50 States, the District of Columbia, the U.S. Virgin Islands, Palau, American Samoa, and Puerto Rico. Of these, 161 were new Regular grants, 565 were Continuation grantees (within a single five-year cycle), and 10 were new DFC Mentor coalition grants awarded to encourage mature coalitions assistance in the development and improvement of new or fledgling coalitions. Ten DFC Mentor Continuation grants were also awarded. Mentor coalitions receive funding for a period of two years. Each of these coalitions represents a community that has identified its local substance abuse problems and is working to address them with locally-devised solutions. The DFC Program provides the funding necessary to strengthen these efforts and to move toward community-wide change through effective, planned and

⁵ Environmental prevention strategies incorporate efforts that change local conditions, systems, structures, institutions, policies, procedures and practices that lead to long-term population-level change. An example would be to increase local fines for underage alcohol possession and route the money to substance abuse prevention efforts.

evidence-based practices, policies and procedures.

Drug-Free Communities Program	FY 2009 Enacted	FY 2010 Enacted	FY 2011 Request	FY 10/11 Difference
(\$ in thousands)	\$90,000	\$95,000	\$85,500	(\$9,500)

Grants to Communities (\$76,660,000)

Regular DFC Grants. The DFC Program was created to provide funding to community coalitions that focus their efforts on the prevention and reduction of youth substance abuse. The DFC Program publishes a Request for Applications each year. All grants deemed eligible are sent to Peer Review for scoring. They are then ranked and grants awarded to as many applicants as possible until all grant appropriated funds are exhausted. The DFC Program will provide grants to communities using \$76,660,000 of the total request of \$85,500,000. This amount will support nearly 620 community coalitions addressing youth substance abuse located across the US, the Territories and Protectorates.

Grants are \$125,000 per year for five years. Coalitions cannot receive more than 10 years of DFC funding. The money must be matched dollar-for-dollar by the grantee, thus doubling the Government’s investment. It is to be used to solidify the coalition structure. This assists the coalitions in becoming the community’s hub of expertise and mobilization related to youth substance abuse. Together, members of the coalition develop, implement, evaluate, and institutionalize community-based, comprehensive, long-term environmental prevention strategies to create population-level change related to youth substance abuse.

DFC Mentoring Grants. The 2001 Reauthorization of ONDCP established the DFC Mentoring Grant program. This program supports successful, experienced coalitions in helping new coalitions become viable DFC Program applicants. Existing DFC coalitions that apply to serve as mentors must have been in existence for five years and are required to have demonstrated prior success in developing and implementing strategic plans, as well as provide evidence of reducing youth drug use in their community. These grants are for \$75,000 a year for up to two years. ONDCP estimates that approximately 20 mentor coalition grants will be awarded to existing grantees in FY 2010.

National Community Anti-Drug Coalition Institute (\$2,000,000)

The 2001 Reauthorization also directed ONDCP to create a National Community Anti-Drug Coalition Institute (Institute). ONDCP requests \$2,000,000 be used to fund the Institute. The Institute’s mission is to increase the knowledge, capacity, and accountability of drug-free community coalitions, including those funded by DFC, as well as those funded through other sources. In December 2006, P.L. 109-469 authorized \$10 million over five years (FY 2008-FY 2012) to support the Institute. The Institute is responsible for providing training and technical assistance, as well as publications and other resources to community coalitions across the

country. They also are charged with connecting the research and evaluation community with the DFC Program in order to foster community-based participatory and other research necessary to solidify the coalition movement as a method for addressing substance abuse and other public health problems.

Program Administration (\$6,840,000)

P.L. 109-469 defines administrative costs within the DFC Program as expenses that are not grants to communities or to the Institute. ONDCP requests \$6,840,000, a cap of 8% of the total request, to support all other costs associated with the administration of the DFC program, the daily management of grants, and the National Cross-Site Evaluation. ONDCP plans to allocate \$2,565,000 for costs associated with the position of Administrator, grantee trainings/meetings, grant application workshops, continuing the contacts management database for grantees, website maintenance; the DFC National Cross-Site Evaluation; and for supporting coalition development tools and activities. Additionally, DFC plans to allocate \$4,275,000 for daily grants management, monitoring and oversight through Interagency Agreement to another Federal drug control organization as outlined in the DFC Act.

d. FY 2011 PERFORMANCE PLAN, FY 2009 REPORT, AND FY 2011 MEANS AND STRATEGIES

Performance and Strategies

Currently, DFC grantees input data into a web-based system, the Coalition Online Management and Evaluation Tool (COMET), which became operational in February 2006. Through the use of the COMET system, DFC is able to monitor performance and evaluate the success of the program. Data are aggregated and analyzed bi-annually (May and November).

Future DFC Program Evaluation Efforts. The DFC Program published a solicitation for a new DFC Program evaluator for the next 5 years in May 2009. In addition to a reduction in substance abuse measures, the solicitation encouraged Offerors to suggest evaluation designs that would enable the assessment of effective community collaboration practices and how they lead to community change.

In November 2009, ONDCP awarded a new National Evaluation contract for DFC to ICF International, a 40-year old firm, based in Northern Virginia. In its proposal, ICF International uses methods to discern highest performing coalitions within the DFC pool and attempts to learn what makes them successful. This will allow the DFC Program to speak to overall effectiveness of community-based coalitions as a means to solve local problems. This approach does not yet encompass a complete evaluation design.

The DFC National Evaluation contract is totaled at \$6.9M for five years (base and four option years). A new national evaluation design (due to ONDCP in April 2010) will answer the question of youth substance use reduction, as well as the efficacy of community coalitions as change agents and problem solvers. The DFC Program can expect many changes with the new evaluation contract to include the design itself, tools, measures, and possibly even data systems.

OMB has approved, for a period of 12 months, the previous DFC performance measures. DFC Program Staff have instructed current grantees to continue to input data into the COMET until further notice. Upon determination of the current performance measure, tools and systems as the most effective ways to speak to the effectiveness of the DFC-funded coalitions, new measures, tools and systems will be submitted to OMB for approval.

DFC is determining how previously collected data will be utilized in the future and within their new design. Data analyses will be run and a report of the findings will be available by mid-February 2010.

a. FY 2011 Performance Plan and FY 2009 Report

Aligning Goals and Objectives. In line with the DFC Program's mission of strengthening local collaboration to achieve and maintain a reduction in youth drug use, there are specific measureable objectives. These objectives call for communities to report meaningful data, while also to conveying progress made toward reducing youth substance abuse.

DFC Performance Measures. The DFC Program's success relies on a community's ability to organize and mobilize prior to being able to create community change. DFC funding supports infrastructure stability that, in the end, results in youth substance abuse reduction. The outcomes measures for the DFC Program are supported by prevention research (Hawkins & Catalano, University of Washington) that points to the existence of risk and protective factors, which influence the likelihood of youth drug use. The concept implies that prevention strategies must weaken or eliminate the risk factors such as low parental involvement or perceived peer approval of drug use, as well as strengthen protective factors such as positive family bonds and clear rules of conduct within the family and community. This model is the basis of environmental prevention and tells us that chosen strategies must address the overall community in order to be effective.

Current outcome measures for the DFC Program are the percentage of coalitions that report:

- a decrease in at least one targeted risk factor;
- an increase in at least one targeted protective factor; and
- an improvement in core substance abuse indicators (the four core measures described below).

The first two measures allow coalitions flexibility to target specific factors appropriate for their communities, based on local needs and strategies. Each coalition identifies what risk and protective factors they are addressing. The third outcome measure for the DFC Program is related to specific substance use indicators--the four core measures. All coalitions are required to report on these four measures for at least three grades (6-12) at least every two years. Targets for each measure are shown in Figure 5. The four core measures are:

- 30-day use of alcohol, tobacco and marijuana (at least a 5% improvement);
- Age of initiation of use of alcohol, tobacco and marijuana (indicated by an increase in age in at least two grades);
- Youth perception of risk/harm related to the use of alcohol, tobacco and marijuana (increase in at least two grades); and
- Youth perception of parental disapproval of the use of alcohol, tobacco and marijuana (increase in at least two grades).

In early 2010, ICF International will submit for ONDCP approval a new national evaluation plan, to include the utility of current measures, tools and data collection processes, which will enable the documentation and reporting of the DFC Program's progress.

FY 2009 Accomplishments

In 2009, the DFC program met or exceeded all but two of their performance goals (coalitions that report positive change in youth perception of risk from tobacco, alcohol or marijuana in at least two grades; and coalitions that report positive change in youth perception of parental disapproval of the use of alcohol, tobacco or marijuana in at least two grades).

The two measures where the DFC program underperformed are measures with questionable validity for estimating coalition performance. These are measures that historically

show ceiling effects: most youth understand that drugs are risky and most parents disapprove of use. As the program has matured, the goal for these measures has risen each year. With that incremental increase now approaching 100%, it is increasingly difficult for coalitions to document incremental change and these measurement characteristics make improvement on these measures difficult to detect. The more successful a community has been in increasing perceptions of risk and parental disapproval, the more difficult it is for that coalition to show continuing improvement. In other words, the most effective coalitions have the greatest difficulty showing a positive outcome on these performance measures. This may account for why some coalitions struggle to meet these two performance measures.

Figure 5: DFC Performance and Accomplishments

Goals and Objectives	FY 2005		FY 2006		FY 2007		FY 2008		FY 2009		FY 2010	FY 2011
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Target
Report decrease in at least 1 risk factor	Baseline	Baseline Established 44%	48%	48%	59%	59%	56%	67%	60%	63%	64%	68%
Report increase in at least 1 protective factor	Baseline	Baseline Established 58%	62%	65%	66%	77%	69%	80%	72%	76%	75%	78%
Report a 5% improvement in 30-day youth use of tobacco/alcohol/marijuana in at least 1 grade	Baseline	Baseline Established 76%	79%	83%	82%	85%	85%	90%	88%	90%	90%	92%
Report an increase in age of onset of tobacco/alcohol/marijuana in at least two grades	Baseline	Baseline Established 80%	83%	91%	86%	93%	88%	96%	91%	96%	93%	95%
Report positive change in youth perception of risk from tobacco, alcohol or marijuana in at least 2 grades	Baseline	Baseline Established 86%	88%	89%	90%	90%	93%	93%	95%	93%	97%	98%
Report positive change in youth perception of parental disapproval of the use of alcohol, tobacco or marijuana in at least 2 grades	Baseline	Baseline Established 86%	88%	83%	90%	86%	93%	91%	95%	91%	97%	98%

Some of the projected targets for FY 2009 and 2010 were re-calculated. The previous national evaluation contractor utilized a new methodology to establish the targets using 95% confidence intervals and previous years' target values. The previous method for projecting the target values had two limitations that are now addressed using this new methodology.

DFC-Funded Coalitions are Succeeding. DFC-funded coalitions are making strides everyday to reduce youth substance use and bolster their communities' response to emerging drug threats. Below are three examples of coalitions that have seen reduction in youth substance use.

In rural southeast Iowa, at least 53% of 11th graders reported having had at least one drink in the past 30 days (2005). The Van Buren County SAFE Coalition in Keosauqua, Iowa, brought community organizations and individuals together to address this critical issue. Using DFC funding, the coalition executed a comprehensive environmental strategy, including alcohol compliance checks and merchant education. In addition, the coalition worked with local law enforcement to produce policy change to institutionalize uniform compliance checks and incentives for merchants who had all employees trained on the proper and legal sale of alcohol. This coordinated effort led by the Coalition reduced youth alcohol use rates among 11th graders to 34% in 2008.

Tobacco addiction affects both the young and old alike. The Troy Community Coalition in Troy, Michigan, implemented a multi-faceted approach to prevent tobacco use and reduce the number of its residents addicted to the drug. The coalition engaged youth through a variety of activities, such as presentations at all Troy middle schools. The coalition also educated adults through Smoking Cessation classes. In addition, the coalition partners with local professional associations, such as the University of Detroit Mercy Dental School and the Arab-American Chaldean Association, provided education on the use of hookahs, a type of tobacco pipe. Through coalition efforts, tobacco use among 10th graders dropped from 55% in 1988 to 20% in 2008.

Measures for the National Community Anti-Drug Coalition Institute. In addition to the outcome measures discussed earlier, ONDCP also monitors other measures to assess the extent to which coalition building is successful. This is monitored through data collected from grantees on coalition member involvement in substantive activities (i.e., strategic planning, collaboration, use of needs/resources assessment, etc.), as well as data collected and compiled in an independent evaluation of the Institute.

The Institute is the primary source of training and TA for DFC grantees and undergoes an independent evaluation each year. There are specific measures that the Institute monitors in order to determine their ability to reach DFC coalitions and to assist them in bolstering their capacity:

- Increase the percentage of DFC coalitions who receive training or technical assistance from the Institute (56% of DFC coalitions received training and/or TA from the Institute; as compared to 55% in FY 2008);
- Increase the number of coalitions who receive training from the Coalition Institute that represent economically disadvantaged communities (205 DFC coalitions that are economically disadvantaged received training from the Institute, with a target of 200); and
- Increase the percentage of coalitions that attend The National Coalition Academy and develop at least four or more of the five Key Products (Community Assessment, Logic Model, Strategic/Action Plan, Evaluation Plan and Sustainability Plan) (66% of DFC coalitions that attended the National Coalition Academy completed 4 or more of the five Key Products, with a target of 35%).

b. Means and Strategies to Accomplish FY 2011 Outcomes

ONDCP's overall mission of reducing the demand for drugs in this country is substantially supported by local communities organizing and mobilizing around their specific drug problems. The reduction of youth substance abuse is the ultimate goal of the DFC Program. ONDCP intends to assist coalitions in achieving this goal through these strategies:

- Continue and increase Institute training/TA related to drug trends, strategic planning, implementation, and institutionalization of efforts by coalitions;
- Urge coalitions to avoid direct service delivery of prevention programs and depend on sector representation to provide these services (i.e., model programs in schools, churches, etc.);
- Encourage the adoption of environmental prevention strategies that will change policy, practices, and procedures in the whole community;
- Continue the DFC grant award process by establishing a Request for Applications (RFA) that will lead to funding coalitions that are capable of addressing substance abuse issues in their communities for both the Regular and Mentoring DFC Programs;
- Continue training Peer Reviewers to more effectively score applications and align their thinking with the intent of the DFC Program;
- Continue and seek new collaborations with Federal and non-Federal partners (e. g., Substance Abuse and Mental Health Services Administration, Community Anti-Drug Coalitions of America, High-Intensity Drug Trafficking Program, Drug Enforcement Administration, National Guard Drug Demand Reduction, etc.); and
- Continue to support DFC coalitions and present them as an effective model for community-based prevention delivery.

To further enhance coalition collaboration, ONDCP will support the following strategies:

- The Institute will provide training/TA related to increasing capacity, membership recruitment and retention, infrastructure, and sustainability;
- Implement a training effort, to include the previous Five-Year Training Plan (developed by the Institute in 2008), that triages coalitions appropriately based on skills and needs;
- Continue to inform the Institute and other partners through the DFC National Evaluation, so that training/TA continue to adapt to the ever-changing needs of coalitions; and
- Provide a web-based communication tool to increase outreach to DFC coalitions and their various sector members.

Summary. From the DFC program's inception in FY 1998 to the end of FY 2009, over \$630 million in DFC grants have been appropriated, competed, awarded, and spent in America's communities to help reduce drug use. This amount has been more than doubled by the matching funds provided by the grantee communities. Early program evaluation data on DFC is beginning to indicate measurable reductions in youth drug use. While there are several factors contributing to this decline, ONDCP Strongly believes that the contributions of community coalitions are a critical part of the Nation's drug prevention infrastructure. They are, in fact, the best catalyst for creating local change where drug problems manifest and affect the citizens of this country.

3. ADDITIONAL PROGRAMS

a. Performance Measures Development

The FY 2011 request for PMD is \$237,500. This PMD request will continue the development and implementation of the Performance Reporting System (PRS) for the *Strategy*. This system addresses the requirements of the National Drug Control Policy Reauthorization Act of 2006 (P. L. 109-469). The system will give the ONDCP Director timely and accurate data on the *Budget* and will help to inform policymaking, planning, resource allocation and program effectiveness. The PRS will identify performance measures and targets that support the overarching goals of the *Strategy* - reducing drug use and consequences.

Performance Measures Development	FY 2009 Enacted	FY 2010 Enacted	FY 2011 Request	FY 10/11 Difference
(\$ in thousands)	\$500	\$250	\$238	(\$12)

b. Anti-Doping Activities

The FY 2011 request level for anti-doping activities is \$9,025,000. Anti-doping activities focus on efforts to educate athletes on the dangers of drug use and eliminate doping in amateur athletic competitions and rely on standards established and recognized by the United States Olympic Committee (USOC). Anti-doping activities support athlete drug testing programs, research initiatives, educational programs, and efforts to inform athletes of the rules governing the use of prohibited substances outlined in the World Anti-Doping Code. In addition, anti-doping activities support efforts to enforce compliance with the Code, and adjudicate athlete appeals involving doping violations.

Anti-doping activities seek to raise awareness about the health dangers and ethical implications of drug use in sport among young and future athletes. In addition, these activities supports state-of-the-art research activities within the scientific and public health communities related to anabolic steroids and other performance enhancing drugs.

Anti-Doping Activities	FY 2009 Enacted	FY 2010 Enacted	FY 2011 Request	FY 10/11 Difference
(\$ in thousands)	\$9,800	\$10,000	\$9,025	(\$975)

c. World Anti-Doping Agency Dues

The FY 2011 request level for United States membership dues to the World Anti-Doping Agency (WADA) is \$1,900,000. WADA is the international agency created to promote, coordinate, and monitor the fight against doping and illicit drug use in sport on a global basis. This project supports WADA’s mission to facilitate and harmonize comprehensive anti-doping efforts. WADA is jointly funded by national governments and the international sporting movement. Continued support of the project allows the U.S. to maintain its leadership role in this drug-related international organization. As part of ONDCP continued support for this project, the U.S. serves on WADA’s governing Foundation Board and Executive Committees. The project supports drug testing operations, athlete drug education and prevention efforts, and medical and social science research related to drug use in sport.

The project aims to promote an increased awareness in the U.S. and internationally of the health and ethical dangers of illicit drug use and doping in sport. The project protects athletes’ fundamental rights to participate in drug-free sport and thus promote health and safety of athletes at all levels. The project seeks to increase global coordination of anti-drug education programs, cooperation with law enforcement and investigative authorities relating to the trafficking of illicit substances, and promoting more consistent adjudication results in cases involving doping worldwide.

World Anti-Doping Agency Dues	FY 2009 Enacted	FY 2010 Enacted	FY 2011 Request	FY 10/11 Difference
(\$ in thousands)	\$1,900	\$1,900	\$1,900	\$0

d. National Drug Court Institute

The FY 2011 request level for the National Drug Court Institute (NDCI) is \$950,000. The NDCI was created as the training arm of the National Association of Drug Court Professionals (NADCP) by ONDCP in 1997. It continues to provide quality training and technical assistance to the drug court field through research-driven solutions that address the changing needs of treating substance-abusing offenders. Drug Courts are a comprehensive tool and proven solution for reducing the public health and safety threats of drug abuse. With 2,300 Drug Courts operational today, many trained by NDCI, approximately 120,000 Americans annually receive the help they need to break the cycle of addiction.

NDCI’s goal is to enhance court functioning and promote the utilization of evidence-based services within the drug courts to ensure long-term sustainability of programs through an education and training component.

NDCI develops, delivers, evaluates, markets, and expands the training and resources available to Drug Court professionals.

- Education and Training Component: The NDCI provides multi-tiered training and technical assistance to Drug Court and other problem-solving courts with the goal of increasing the number of operational drug courts in the United States. There has been a 7.2% increase in the number of operational drug courts reported one year ago.
- Resource Component: The NDCI supports investigative projects aimed at the development of more effective Drug Court and problem-solving court policies and procedures. Drug Court professionals require timely and cutting-edge knowledge and information regarding effective procedures and policies. In this regard, NDCI develops and produces an annual *Painting the Current Picture: A National Report Card on Drug Courts and Other Problem-Solving Court Programs in the United States* publication; writes and produces the annual *The Drug Court Review (DCR)* journal; and writes and produces an annual Newsletter for the drug court field. In FY2010, NDCI will also develop and produce a Fact Sheet on “High Risk and Low Risk” offender populations.
- Scholarship Component: The NDCI disseminates important drug court specific research, evaluations and relevant commentary. Each year, NDCI develops and publishes scholastic information in the form of a semi-annual journal, monographs, briefs and fact sheets. Each publication goes through a rigorous peer review and approval process. As of June 2009, NDCI has written and disseminated forty-one (41) publications on topics such as Drug Court Systems; Driving While Intoxicated Courts; Ethics and Confidentiality; Critical Legal Issues; Drug Court Research Meta Reviews; Research Performance Measures; Case Management, and others.
- Strengthen Regional, State and International Efforts: The NDCI continues to foster and strengthen long term sustainment of Drug Courts, including exploring how states and the regionalization of Drug Court efforts, including those that target high-risk populations, can assist with these goals. NDCI will maintain legal acumen and an international presence to assist the Drug Court and problem-solving court field.

National Drug Court Institute	FY 2009 Enacted	FY 2010 Enacted	FY 2011 Request	FY 10/11 Difference
(\$ in thousands)	\$1,250	\$1,000	\$950	(\$50)

e. National Alliance for Model State Drug Laws

The FY 2011 request level for the National Alliance for Model State Drug Laws (NAMSDL) is \$1,187,500. The ONDCP Reauthorization Act of 2006 requires that the ONDCP Director provide for or enter into an agreement with a non-profit organization to advise States on establishing laws and practices to address alcohol and other drug issues. The Model State Drug Law project at ONDCP has been structured so that a Federal grant is awarded to the NAMSDL, a non-profit entity under section 501(c)(3) of the Internal Revenue Service Code. The grant enables NAMSDL to prepare and conduct state model law summits to recommend improvements drug laws and policies as well as assist state officials in the promotion and adoption of model drug laws. The grant also makes resources available to support the development and distribution of updated model laws as well as analyses of state laws and bills involving emerging state drug issues.

The project directly assists ONDCP in fulfilling its statutory mission to coordinate and enhance Federal, state, local and tribal drug control efforts. The project affords our grantee, NAMSDL, the resources to draft, research, and analyze model drug and alcohol laws and related state statutes; permits state policy-makers to access NAMSDL’s national network of drug and alcohol experts; and facilitates relationships among state and community leaders and drug and alcohol professionals.

National Alliance for Model State Drug Laws	FY 2009 Enacted	FY 2010 Enacted	FY 2011 Request	FY 10/11 Difference
(\$ in thousands)	\$1,250	\$1,250	\$1,188	(\$62)

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VIII. HIGH INTENSITY DRUG TRAFFICKING AREAS PROGRAM

A. MISSION STATEMENT

The purpose of the High Intensity Drug Trafficking Areas (HIDTA) Program, as defined by its authorizing statute [21 U.S.C. 1706 (d)], is to reduce drug trafficking and drug production in the United States by:

- (A) Facilitating cooperation among Federal, state, local, and tribal law enforcement agencies to share information and implement coordinated enforcement activities;
- (B) Enhancing law enforcement intelligence sharing among Federal, State, local, and tribal law enforcement agencies;
- (C) Providing reliable law enforcement intelligence to law enforcement agencies needed to design effective enforcement strategies and operations; and
- (D) Supporting coordinated law enforcement strategies which maximize the use of available resources to reduce the supply of illegal drugs in designated areas and in the United States as a whole.

B. PROGRAM DESCRIPTION

The *Strategy* presents a balanced approach that includes disrupting drug trafficking and production. The HIDTA Program principally supports this aspect of the *Strategy* by providing assistance to Federal, state, local and tribal law enforcement agencies operating in areas determined to be critical drug trafficking regions of the United States.

The statute authorizing the HIDTA Program [21 U.S.C. 1706 (d)] requires the ONDCP Director, when determining whether to designate an area as a high intensity drug trafficking area, to consider the extent to which: 1) the area is a significant center of illegal drug production, manufacturing, importation, or distribution; 2) State, local, and tribal law enforcement agencies have committed resources to respond to the drug trafficking problem in the area, thereby indicating a determination to respond aggressively to the problem; 3) drug-related activities in the area are having a significant harmful impact in the area, and in other areas of the country; and 4) a significant increase in allocation of Federal resources is necessary to respond adequately to drug-related activities in the area.

There are currently 28 regional HIDTAs⁶ which include approximately 15% of all counties in the United States and 58% of the U.S. population. HIDTA designated counties are located in 45 of the 50 States plus Puerto Rico, the U.S. Virgin Islands, and the District of Columbia

The HIDTA Program provides resources to Federal, state, local and tribal agencies in each HIDTA region to carry out activities that address the specific drug threats of that region. At the local level, the HIDTAs are directed and guided by Executive Boards composed of an equal number of regional Federal and non-Federal (state, local, and tribal) law enforcement leaders.

⁶ In addition, the Southwest Border HIDTA is divided into five regions (California, Arizona, New Mexico, West Texas, and South Texas), each of which operates in many respects as a separate HIDTA.

A central feature of the HIDTA Program is the discretion granted to the Executive Boards to design and implement initiatives that confront the specific drug trafficking threats in each HIDTA region. This flexibility has ensured that each HIDTA Executive Board can tailor its strategy and initiatives to local conditions and can respond more quickly to changes in those conditions than would be possible if a single central office controlled the 28 HIDTAs. Each HIDTA assesses the drug trafficking threat in its defined area for the upcoming year, develops a strategy to address that threat, designs initiatives to implement the strategy, proposes funding needed to carry out the initiatives, and prepares an annual report describing its performance of the previous year. Each HIDTA's annual strategy contains its overall performance objectives to be attained through various initiatives.

In addition to management and coordination initiatives that fund the basic overhead of the HIDTA (e.g., salaries, rent, facilities, and other charges for the Director and the HIDTA administrative staff), the types of activities funded by the HIDTA Program are: 1) enforcement initiatives comprised of multi-agency investigative, interdiction, and prosecution activities targeting drug trafficking and money laundering organizations, drug production organizations, drug gangs, drug fugitives, and other serious crimes with a drug nexus; 2) intelligence and information-sharing initiatives that furnish intelligence (tactical, operational, and strategic), deconfliction services (event and case/subject), information collection and dissemination, and other analytical support for HIDTA initiatives and participating agencies; 3) support initiatives that provide assistance beyond the core enforcement and intelligence and information sharing initiatives; e.g., training, crime and forensic labs, and information technology initiatives; and 4) drug use prevention and drug treatment initiatives.

The HIDTA Program also funds three initiatives that provide support to HIDTAs throughout the Nation by addressing specific drug trafficking concerns -- the Domestic Marijuana Eradication and Investigation Project (DMEIP), the National Methamphetamine and Pharmaceuticals Initiative (NMPI), and the Domestic Highway Enforcement Program (DHE).

The DMEIP coordinates multi-agency efforts to investigate marijuana production with an emphasis on public lands controlled by Federal and state governments. Because of their remote locations and the limited presence of law enforcement, these public lands have become sites for the cultivation of marijuana, particularly in California, Hawaii, Oregon, Washington, Tennessee, Kentucky, and West Virginia (the "M7" States).

The NMPI assists the HIDTAs with coordination, information sharing, and training to prosecutors, investigators, intelligence analysts, and chemists to enhance the identification of criminal targets, increase the number of chemical/pharmaceutical drug crime-related investigations and prosecutions; curtail foreign chemical and precursor sources that are utilized by U.S. illicit drug manufacturers; and promote the Drug Endangered Children (DEC) program. The NMPI is funded through the Southwest Border HIDTA (California Region).

In 2006, ONDCP initiated the Domestic Highway Enforcement (DHE) initiative to assist the HIDTAs with market disruption through a coordinated nationwide highway enforcement strategy. The DHE strategy is based on collaborative intelligence-led policing to enhance

coordinated, multi-jurisdictional operational law enforcement efforts on the Nation's highway system thereby increasing public safety and reducing criminal utilization of these drug trafficking transportation corridors. In 2008, DHE efforts netted significant quantities of heroin (426kg), cocaine (590kg), marijuana (18,347kg), methamphetamine (83kg), and \$40 million in U.S. currency. The DHE initiative coordinates its operations, primarily at the regional level, with Federal, state and local law enforcement agencies that have a "highway" responsibility. Training and information sharing occur on a regular basis.

The National HIDTA Assistance Center (NHAC), located in Miami, Florida, provides financial services to assist ONDCP in the administration of the HIDTA Program and manages the HIDTA Financial Management System which is a database used for budgeting and grant administration. The center also provides training and multi-media support to the HIDTAs. The NHAC funds a national coordinator for HIDTA.net (a national system for HIDTA connectivity and information sharing based on the RISS.net system sponsored by the Department of Justice).

C. APPROPRIATION LANGUAGE

FEDERAL DRUG CONTROL PROGRAMS Federal Funds

General and special funds:

High Intensity Drug Trafficking Areas Program

(including transfer of funds)

For necessary expenses of the Office of National Drug Control Policy's High Intensity Drug Trafficking Areas Program, [\$239,000,000]\$209,950,000, to remain available until September 30, [2011]2012, for drug control activities consistent with the approved strategy for each of the designated High Intensity Drug Trafficking Areas ("HIDTAs"), of which not less than 51% shall be transferred to State and local entities for drug control activities and shall be obligated not later than 120 days after enactment of this Act: Provided, That up to 49% may be transferred to Federal agencies and departments in amounts determined by the Director of the Office of National Drug Control Policy ("the Director"), of which up to \$2,700,000 may be used for auditing services and associated activities [(including up to \$500,000 to ensure the continued operation and maintenance of the Performance Management System)]: Provided further, That, notwithstanding the requirements of Public Law 106-58, any unexpended funds obligated prior to fiscal year 2008 may be used for any other approved activities of that High Intensity Drug Trafficking Area, subject to reprogramming requirements[: Provided further, That each High Intensity Drug Trafficking Area designated as of September 30, 2009, shall be funded at not less than the fiscal year 2009 base level, unless the Director submits to the Committees on Appropriations of the House of Representatives and the Senate justification for changes to those levels based on clearly articulated priorities and published Office of National Drug Control Policy performance measures of effectiveness: Provided further, That the Director shall notify the Committees on Appropriations of the initial allocation of fiscal year 2010 funding among HIDTAs not later than 45 days after enactment of this Act, and shall notify the Committees of planned uses of discretionary HIDTA funding, as determined in consultation with the HIDTA Directors, not later than 90 days after enactment of this Act].

D. SUMMARY TABLES OF PROGRAM AND FINANCING

**High Intensity Drug Trafficking Areas
(\$ in thousands)**

Line Number		FY 2009 Enacted	FY 2010 Enacted	FY 2011 Request	FY 10/11 Difference
	Program by activities:				
00.01	Grants and Federal Transfers	\$231,900	\$236,300	\$207,250	(\$29,050)
00.01	HIDTA Auditing Services and Associated Activities	\$2,100	\$2,700	\$2,700	\$0
10.00	Total Obligations	\$234,000	\$239,000	\$209,950	(\$29,050)
	Financing:				
39.00	Budget Authority	\$234,000	\$239,000	\$209,950	(\$29,050)
	Budget Authority:				
40.00	Appropriation	\$234,000	\$239,000	\$209,950	(\$29,050)
41.00	Transferred to Other Accounts	(\$26,000)	(\$24,000)	(\$20,000)	(\$4,000)
43.00	Appropriation (adjusted)	\$208,000	\$215,000	\$189,950	(\$25,050)
	Relation of Obligations to Outlay:				
90.00	Total Outlays	\$208,000	\$215,000	\$189,950	(\$25,050)

E. PERSONNEL

No personnel costs are associated with the HIDTA program. Personnel responsible for providing policy direction and oversight for the HIDTA program are funded from ONDCP's Salaries & Expenses account.

F. SUMMARY TABLES OF BUDGET AUTHORITY BY OBJECT CLASS

**High Intensity Drug Trafficking Areas
(\$ in thousands)**

Line Number		FY 2009 Enacted	FY 2010 Enacted	FY 2011 Request	FY 10/11 Difference
25.0	High Intensity Drug Trafficking Areas – Obligations	\$208,000	\$215,000	\$189,950	(\$25,050)
99.0	Transfer to Federal Accounts	\$26,000	\$24,000	\$20,000	(\$4,000)
99.0	Total Budget Authority	\$234,000	\$239,000	\$209,950	(\$29,050)

G. FY 2011 BUDGET REQUEST

The FY 2011 request level for the HIDTA Program is \$209,950,000. This request includes \$207,250,000 for grants to State, local and tribal agencies, and transfers to Federal agencies participating in the 28 HIDTAs and up to \$2,700,000 to be used for auditing services and associated activities.

The HIDTA Program supports place-based policy because the program plays a key role in helping to keep communities safe. It is a regional program, locally managed, and tied to a national mission. It principally supports drug supply reduction by bringing together and providing assistance to Federal, state, local and tribal law enforcement agencies operating in areas determined to be critical drug trafficking regions of the United States. There are currently 28 regional HIDTAs⁷ which include approximately 15% of all counties in the United States and 58% of the U.S. population. HIDTA designated counties are located in 45 of the 50 States plus Puerto Rico, the U.S. Virgin Islands, and the District of Columbia.

The attached request for each HIDTA includes:

- (1) The amount proposed for each HIDTA. Once top line funding distribution has been approved, each HIDTA will propose to ONDCP initiatives designed to implement its strategy to address the threat identified in its region. ONDCP will then determine the funding level to be awarded based on whether the HIDTA's strategy appropriately addresses the threat and whether the proposed initiatives appropriately implement the strategy. Prior year performance will also be taken into consideration, including but not limited to results evidenced by data obtained from the HIDTA Performance Management System. Complete results for 2009 on which this evaluation will be based will be available in summer of 2010.
- (2) A detailed justification that explains:
 - (A) the reasons for the proposed funding level; how such funding level was determined based on a current assessment of the drug trafficking threat in each High Intensity Drug Trafficking area;
 - (B) how such funding will ensure that the goals and objectives of each such area will be achieved; and
 - (C) how such funding supports the Strategy; and
- (3) The amount of HIDTA funds used to investigate and prosecute organizations and individuals trafficking in methamphetamine in the prior calendar year, and a description of how those funds were used.

⁷ In addition, the Southwest Border HIDTA is divided into five regions (California, Arizona, New Mexico, West Texas, and South Texas), each of which operates in many respects as a separate HIDTA.

Summary of HIDTA Requests

HIDTA	FY 2011 Request
Appalachia	\$6,012,386
Atlanta	\$5,302,825
Central Florida	\$2,827,500
Central Valley California	\$2,827,500
Chicago	\$5,201,468
Gulf Coast	\$7,122,185
Hawaii	\$2,827,500
Houston	\$9,350,072
Lake County	\$2,908,350
Los Angeles	\$13,528,461
Michigan	\$3,164,025
Midwest	\$12,623,269
Milwaukee	\$4,656,215
Nevada	\$2,827,500
New England	\$2,887,177
New York/New Jersey	\$11,657,244
North Florida	\$2,827,500
North Texas	\$2,827,500
Northern California	\$2,827,500
Northwest	\$4,111,341
Ohio	\$3,015,175
Oregon	\$2,827,500
Philadelphia/Camden	\$3,953,838
Puerto Rico/U.S. Virgin Islands	\$8,742,849
Rocky Mountain	\$8,844,026
South Florida	\$11,742,010
Southwest Border	\$45,672,689
Washington/Baltimore	\$12,367,225
National HIDTA Assistance Center	\$1,767,170
Subtotal	\$207,250,000
Auditing Services	\$2,700,000
TOTAL	\$209,950,000

Appalachia HIDTA

(1) Amount of funding requested for FY 2011: \$6,012,386

(2) Justification

(A) Threat Assessment

Appalachia is a major source of domestically produced marijuana and a destination for foreign produced marijuana. The Appalachia region is faced with a grave threat from the trafficking and abuse of prescription drugs. Additionally, the region is plagued by crack cocaine, cocaine, drug-related violence, and methamphetamine production and abuse. Marijuana, cocaine, methamphetamine, and increasingly prescription drugs, are transported by land to Appalachia; and, in many instances, transit Atlanta, Georgia.

Marijuana production in the Appalachia HIDTA in 2009 will exceed 500,000 plants. The diversion and abuse of controlled pharmaceutical drugs, particularly oxycodone and hydrocodone, will continue to pose a significant threat but recede slightly over time. The number of methamphetamine/ clandestine labs, dumpsites, and chemical/glassware seizures in the Appalachia HIDTA will increase but not reach record levels. Indoor marijuana grow operations are expected to increase in number and sophistication.

(B) Strategy for achieving HIDTA goals and objectives

The Appalachia HIDTA will facilitate the necessary cooperation and effective working relationships among six U.S. Attorney's Offices, seven Federal agencies, 13 state agencies, and 61 local agencies to achieve the common goal of disrupting and dismantling drug trafficking organizations by targeting drug cultivation, distribution, drug-related violent crime, and reducing demand.

(C) Support of the Strategy

The Appalachia HIDTA supports the *Strategy* by dismantling or disrupting drug trafficking and/or money laundering organizations, thereby disrupting the market for illegal drugs.

(3) Methamphetamine

In 2008, Appalachia HIDTA initiatives used approximately \$5,000,000 to dismantle 170 clandestine labs, and seize methamphetamine and ice via investigations. (*Ice* is a slang term for a very pure, smokeable form of *methamphetamine*.) Of the 170 labs dismantled, 160 rated at two ounce or less production capacity, seven rated at two to eight ounce, two rated at nine to 31 ounce, and one even rated 32 to 159 ounce production capacity. At a local selling price of \$1,350 per ounce, the Appalachia HIDTA prevented the production of over \$662,850 worth of raw methamphetamine. Additionally, the Appalachia HIDTA seized a total of \$90,550 worth of methamphetamine and \$108,384 of ice, bringing the total of methamphetamine seized or prevented to a conservative figure of \$861,754.

Atlanta HIDTA

(1) Amount of funding requested for FY 2011: \$5,302,825

(2) Justification

(A) Threat Assessment

Atlanta remains the primary area of operations in the Eastern United States for Mexican cartels distributing narcotics and smuggling bulk currency. In 2008, the spread of these cartel operations resulted in the expansion of the Atlanta HIDTA from 4 counties in the Metropolitan Atlanta area to 12, and the addition of 5 counties in the Raleigh/Durham area of North Carolina. In 2009, 3 counties in the Greensboro, NC area were added.

(B) Strategy for achieving HIDTA goals and objectives

The Atlanta HIDTA fosters collaborative working relationships among over 40 Federal, state and local investigative and prosecuting agencies conducting intelligence driven operations against major drug trafficking organizations.

(C) Support of the Strategy

The Atlanta HIDTA supports the *Strategy* by dismantling or disrupting drug trafficking and/or money laundering organizations, thereby disrupting the market for illegal drugs.

(3) Methamphetamine

In 2008, approximately 26 pounds of methamphetamine with an estimated wholesale value of \$2,849,076 was seized by Atlanta HIDTA initiatives. A Regional Coordinator for the National Methamphetamine and Chemicals Initiative was added to the Atlanta HIDTA in 2008 and is working with the Georgia Bureau of Investigation, the Organized Crime Drug Enforcement Task Force (OCDETF) and the HIDTA to establish a precursor tracking system which is being installed in the HIDTA. This system mirrors the Tennessee Methamphetamine Information System (TMIS) and will serve the Southeastern OCDETF region. It is anticipated that this effort will uncover new toxic laboratory operations in this HIDTA and identify large scale rings engaged in smurfing (making numerous legal limit purchases of pseudoephedrine at retail outlets throughout the region).

Central Florida HIDTA

(1) Amount of funding requested for FY 2011: \$2,827,500

(2) Justification

(A) Threat Assessment

The passage of legislation restricting the sale of products containing ephedrine and pseudoephedrine had an immediate impact on the number of clandestine laboratories encountered by the Central Florida HIDTA (CF HIDTA). However, the smurfing⁸ of purchases of those products reversed the trend and it is expected to continue. It is expected that Mexican DTOs will continue to gain a share of the methamphetamine market. Cocaine will continue to be the primary drug problem with prescription drug abuse and trafficking and its attendant violence following closely behind. Drug related violence will continue to spiral upward, maintaining a disturbing trend. It is estimated that 70% of all violent crime in the CFHIDTA can be connected to the drug trade. Indoor marijuana grow houses will continue to gain traction in Central Florida as the economy slows and traffickers become aware of the enormous profits which can be gained from this activity.

(B) Strategy for achieving HIDTA goals and objectives

The HIDTA will continue to foster cooperative and effective working relationships among the Office of the U.S. Attorney, eight Federal agencies, and eight state and local agencies to achieve the common goals of dismantling or disrupting drug trafficking organizations and reducing the demand for drugs.

(C) Support of the Strategy

The HIDTA supports the *Strategy* by dismantling or disrupting drug trafficking and/or money laundering organizations, thereby disrupting the market for illegal drugs.

(3) Methamphetamine

In 2008 the initiatives of the HIDTA used approximately \$200,000 to dismantle 31 clandestine laboratories in the 7 county HIDTA areas and a total of 153 laboratories including the contiguous counties. In addition, approximately 8 pounds of methamphetamine/ice with an estimated wholesale value of \$643,362 was seized by Central Florida HIDTA Initiatives.

⁸ Methamphetamine producers employ numerous individuals to make multiple purchases of pseudoephedrine at or below the legal limits from various locations, sometimes within numerous jurisdictions. This practice is known as smurfing.

Central Valley California HIDTA

(1) Amount of funding requested for FY 2011: \$2,827,500

(2) Justification

(A) Threat Assessment

The HIDTA's greatest drug problems are related to methamphetamine, marijuana, cocaine, and heroin. The 10 county region is a leading producer of outdoor and indoor grown Sinsemilla marijuana and methamphetamine. Outdoor marijuana growing usually takes places in the forests and remote public lands. The large cannabis plots are usually tended by illegal aliens, many of whom are armed. They pose a grave danger to hikers, campers and forest workers. In 2008, over 5.1 million marijuana plants were eradicated in the State with nearly 1.3 million from Central Valley California HIDTA (CVC HIDTA) counties. Organized bands of "smurfers" roam the region purchasing thousands of pseudoephedrine tablets from pharmacies. These are sold to meth lab operators. Large superlabs producing over 10 pounds of methamphetamine in a single cycle operate in the region. This area is a national drug production and transshipment hub. Mexico-based DTOs produce and smuggle into the Central Valley of California much of the heroin, cocaine, marijuana and methamphetamine for transport to U.S. drug markets. Asian DTOs produce marijuana and distribute ecstasy around the country. Law Enforcement officials estimate that there will be no significant changes in the supply or demand for illicit drugs in this HIDTA region during 2011.

(B) Strategy for achieving HIDTA goals and objectives

The CVC HIDTA applies the traditional law enforcement methodologies and techniques that have proved effective against drug trafficking organizations. Nearly 150 Federal, state, county and city law enforcement members representing over 25 agencies comprise the CVC HIDTA initiatives. The integration and coordination of task force efforts are supported by a network of criminal intelligence analysts and integrated intelligence centers.

(C) Support of the Strategy

The CVC HIDTA program fully supports the *Strategy* through directed enforcement task force efforts towards identifying and disrupting drug trafficking organizations operating in the HIDTA's area of responsibility.

(3) Methamphetamine

The 2008 HIDTA enforcement initiatives focused a great amount of their resources against methamphetamine. There were 397 kilograms of methamphetamine and over 656 kilograms of ice methamphetamine seized; 55 methamphetamine labs were dismantled, 19 of which were classified as "superlabs" yielding over 10 pounds during a single production cycle. The value of the methamphetamine from the dismantled labs was \$8,642,200. There were also 117 laboratory dumpsites and chemical and glassware seizures in the region. HIDTA Task forces rescued 102 drug endangered children during the year, most from methamphetamine related incidents.

Chicago HIDTA

(1) Amount of funding requested for FY 2011: \$5,201,468

(2) Justification

(A) Threat Assessment

Chicago is not only one of the largest consumer markets for cocaine, heroin, marijuana and other illicit drugs, but it also serves as a national level transshipment hub and distribution center for these drugs to other areas of the country. The distribution and abuse of cocaine, followed by heroin and marijuana, are the primary drug threats in the Chicago HIDTA region. Large quantities of these drugs are transported to the area by Mexican DTOs and criminal groups, principally from locations along the U.S. southwest border. In 2008, Chicago HIDTA initiatives reported the seizure of 2,479 kilograms of cocaine, 122 kilograms of heroin, and 10,275 kilograms of marijuana. Mexican DTOs and criminal groups dominate the wholesale transportation and distribution of cocaine, heroin and marijuana; they typically obtain these drugs directly from DTOs operating in Mexico and provide them to street gang leaders in the region for retail-level distribution. Street gangs are the primary retail distributors of illicit drugs. These gangs regularly engage in violent criminal activities to protect their drug supplies, distribution territories, and illicit drug proceeds. In addition, the Chicago metropolitan area has one of the largest drug abuser populations in the United States. Most recent data available from the Illinois Department of Human Services, Office of Alcoholism and Substance Abuse (DASA) indicate that the HIDTA region accounted for more than half (55.3%) of all treatment provider services received by patients in Illinois in 2007. Street gangs are continuing their incursion into outlying areas and are becoming increasingly problematic for suburban law enforcement.

(B) Strategy for achieving HIDTA goals and objectives

Continue to foster cooperative and effective working relationships among Federal, state and local law enforcement agencies in order to eliminate or reduce drug trafficking and its harmful consequences. This includes coordinated efforts to reduce the production, manufacturing, distribution, transportation and chronic use of illegal drugs, as well as the attendant money laundering of drug proceeds.

(C) Support of the Strategy

The Chicago HIDTA supports the *Strategy* by dismantling or disrupting drug trafficking and/or money laundering organizations, thereby disrupting the market for illegal drugs.

(3) Methamphetamine

No HIDTA funds are specifically earmarked for methamphetamine enforcement due to relatively low usage. Although it is believed that methamphetamine is transported through the Chicago HIDTA en route to other markets, local distribution and use are generally confined to small niche markets.

Gulf Coast HIDTA

(1) Amount of funding requested for FY 2011: \$7,122,185

(2) Justification

(A) Threat Assessment

The Gulf Coast HIDTA is a geographically diverse area consisting of 21 HIDTA designated counties/parishes in the states of Alabama, Mississippi, and Louisiana. The drug which continues to pose the greatest threat in the Gulf Coast HIDTA is cocaine along with its derivative crack. Cocaine/crack is transported into the Gulf Coast HIDTA by Mexican poly-DTOs and subsequently distributed by black drug trafficking groups. Methamphetamine is ranked, overall, as the second most serious threat. In some areas of the Gulf Coast HIDTA it surpasses cocaine/crack. In the past 24 months, each state has enacted and begun enforcement of provisions designed to regulate the sale of methamphetamine precursors. As a result, the number of clandestine methamphetamine labs has decreased each year, although the amount of methamphetamine encountered by HIDTA initiatives has remained constant with indications of potential increase. This is because Mexican based DTOs have stepped in to fill the void with 'ice' methamphetamine. Illicitly diverted pharmaceuticals obtained through Internet Pharmacies, Mexican DTOs, and Pain Management Clinics remain a significant threat across the Gulf Coast HIDTA. Overdose deaths and injuries from OxyContin, methadone and their combination with other drugs such as Soma remain high and in some cases, surpass those of more familiar drugs such as Heroin. Violent crime continues to impact the safety and quality of life of the citizens in the Gulf Coast HIDTA. Violent drug trafficking groups have returned to the storm ravaged areas of Louisiana and Mississippi leading to a series violent crimes and related social problems. The city of New Orleans has been particularly hard hit with a record number of drug related murders. A recent 2009 survey found that 20% of the 25 most dangerous metropolitan areas of the US are found in the Gulf Coast HIDTA.

(B) Strategy for achieving HIDTA goals and objectives

Promote an effective working relationship among and between the 21 Gulf Coast HIDTA law enforcement initiatives by designing and deploying an infrastructure that fosters information sharing and ensures a coordinated response to the drug threat as well as realizes an environment through which the participating federal and state/local agencies may achieve the goals of disrupting and dismantling drug trafficking organizations and reducing the demand for drugs by focusing on specific drug threat elements unique to their respective areas.

(C) Support of the Strategy

The Gulf Coast HIDTA supports the *Strategy* by dismantling or disrupting drug trafficking and/or money laundering organizations, thereby reducing the demand for illegal drugs.

(3) Methamphetamine

Methamphetamine is ranked as the second most serious threat to the Gulf Coast HIDTA. As such, significant fiscal, enforcement and intelligence resources have been committed to

disrupting and dismantling DTOs focusing on the manufacture, transportation and distribution of the drug. While Mexican DTOs continue to dominate the transportation and distribution of bulk quantities of methamphetamine in our region, there has been a significant increase in the number of small capacity clandestine laboratories seized across all four Gulf Coast HIDTA states. Alabama recorded a dramatic 246% increase in small capacity clandestine laboratory seizures going from 90 in 2007 to 311 in 2008. Similarly, there has been an increase in clandestine anhydrous ammonia laboratory seizures. Again, Alabama recorded the most significant increase going from 9 in 2007 to 48 in 2008. Two recent occurrences have changed the landscape of methamphetamine production and use throughout the Gulf Coast HIDTA. The first was the introduction of the 'Shake and Bake' method which combines various ingredients into a single bottle and the resulting chemical reaction produces a small amount of methamphetamine, mostly for personal use. The second development was the ability of traffickers to circumvent recently enacted state precursor regulations by employing smurfing tactics to obtain pseudoephedrine. Combined, these events have fueled the re-emergence of small, clandestine laboratories.

Hawaii HIDTA

(1) Amount of funding requested for FY 2011: \$2,827,500

(2) Justification

(A) Threat Assessment

The trafficking and abuse of crystal methamphetamine and a re-insurgence of cocaine, along with the production/cultivation of marijuana pose the greatest illicit drug threat to the state. Crystal methamphetamine, cocaine and marijuana are far more socially disruptive and violent than the other illicit drugs of heroin, MDMA, steroids, and diverted pharmaceuticals, which are also available in lesser quantities, and also pose a threat to the region. Often these drugs are present alongside crystal methamphetamine and marijuana during police raids and autopsies of drug-related deaths. Violence associated with illicit drug trafficking extracts an expensive toll on Hawaii's resources, families, and neighborhoods. Drug abuse contributes to domestic violence, child endangerment, and hospital emergency room crowding. Property crimes rise exponentially with increases in Hawaii's drug abuse. Drug abuse adds pressure and higher price tags upon social and health care services. Turf wars between rival DTOs/gangs have resulted in confrontation and eruption of violence. Crime Groups and DTOs are usually international or multi-state in scope with ample opportunity to traffic drugs to, through, and from the area using Hawaii's exceptionally high volume of international and domestic air and/or ocean traffic. Hawaii is ranked among the highest in the Nation for methamphetamine abuse, per capita, and consistently comes in fourth place or higher for annual marijuana production. Hawaii is forty-seventh in the Nation for land mass; imparting a dubious #1 ranking in available land to marijuana cultivation ratio.

(B) Strategy for achieving HIDTA goals and objectives

The Hawaii HIDTA has a clear-cut mission for its law enforcement and intelligence components. The Hawaii HIDTA fosters cooperative and effective working relationships between all 24 of Hawaii's Federal, state and local law enforcement agencies. These relationships are embodied in the collocated and commingled law enforcement personnel that are strategically aligned into 14 task forces that focus on: both long and short term multi-jurisdictional investigations; complex money laundering investigations; violent offenders and fugitives; border interdiction and marijuana eradication. Additionally, the Hawaii HIDTA invests heavily in a robust Intelligence Support Center and the Region's only DHS recognized Fusion Center. The Hawaii HIDTA intelligence-led policing approach pulls together targeted information into an analytical intelligence cycle so that priorities can be established and the most pressing law enforcement threats can be dealt with in a focused/planned manner.

(C) Support of the Strategy

Hawaii HIDTA's mission and strategy are consistent with (a) the goals of the *Strategy* and its comprehensive approach to counter the threat of illicit drugs, and (b) the overall mission of the program - the enhancement and coordination of America's drug control efforts among Federal, state, and local agencies in order to eliminate or reduce drug trafficking and its harmful consequences in critical areas of the United States. The Hawaii HIDTA Strategy is a plan

designed by the Hawaii HIDTA Executive Board as a response to the illicit drug threats faced in Hawaii and related areas of the mainland U.S.

(3) Methamphetamine

In 2008, the Hawaii HIDTA used \$1 million of its budget to remove \$6.92 million worth of methamphetamine from the illicit drug market. In doing so it disrupted 41 (totally dismantling 6) methamphetamine related DTOs. Hawaii HIDTA experienced a 30% increase in crystal methamphetamine seizures in 2008 as a result of continued law enforcement pressure on illicit drug traffickers in Hawaii and the west coast.

Houston HIDTA

(1) Amount of funding requested for FY 2011: \$9,350,072

(2) Justification

(A) Threat Assessment

The threat from illicit drug trafficking and associated violence within the Houston HIDTA remains high, in large part due to its close proximity to the U.S.-Mexico border, its seaports and national highway infrastructure. Resultantly, the Houston HIDTA region is one of the most significant distribution and transshipment areas for the variety of illegal drugs trafficked from Mexico into the United States. It is also a primary consolidation point for bulk cash smuggled back across the border. Therefore, Houston is one of the principal centers for drug activity in the country. Houston has experienced an increase in pharmaceutical diversion activities over the past several years heightening the level of threat posed to the region and beyond. In addition to the imminent threat posed by the vast supply of illegal drugs moving through the Houston HIDTA, drug-related violence continues to escalate, especially among the region's gangs. Gangs within the Houston HIDTA continue to grow in strength and number. Their violence, often spurred by drug-related turf issues is increasingly brutal, heightening the severity of the impact of the drug trade in the region.

(B) Strategy for achieving HIDTA goals and objectives

Continue to foster cooperative and effective working relationships among Federal, state and local agencies that participate and/or operate in the Houston HIDTA area to achieve the common goals of disrupting and dismantling drug trafficking organizations, and reducing the demand for drugs.

(C) Support of the Strategy

The Houston HIDTA supports the *Strategy* by dismantling or disrupting drug trafficking and/or money laundering organizations, thereby disrupting the market for illegal drugs. Further, the Houston HIDTA enhances drug control efforts by implementing programs and activities that improve the effectiveness and coordination of agencies participating in the HIDTA.

(3) Methamphetamine

In 2008, Houston HIDTA initiatives used \$92,064 to dismantle 17 clandestine labs, seizing: 7 rated at two ounce or less production capacity; 8 rated at 2-8 ounces; 1 rated at 32-159 ounces; and 1 rated at 10-20 pounds. At a local selling price of \$1,400 per ounce, the Houston HIDTA prevented the production of more than \$546,000 worth of raw methamphetamine.

Lake County HIDTA

(1) Amount of funding requested for FY 2011: \$2,908,350

(2) Justification

(A) Threat Assessment

Cocaine, particularly crack, poses the greatest drug threat to the region. Cocaine is transported from Mexico, the U.S. southwest border and Chicago to, and through, Lake County, Indiana by Mexican DTOs. Street gangs in the northern section of the county protect their drug trade with violence and firearms. Heroin availability, dominated by Mexican traffickers, is increasing in the county. Some Gary, Indiana gangs operate open-air heroin markets, off of Interstate 80/94 ramps, for customer convenience. Marijuana is the most widely available and abused illicit drug in the county. A study, by the Lake County Drug Free Alliance, revealed marijuana is being smoked regularly by more Lake County high school students than tobacco. Methamphetamine availability and abuse are low in Lake County. Pharmaceutical drug diversion has increased in Lake County in line with national trends. The increased use is fueled by a lack of social stigma against pharmaceutical drug abuse. The availability of the three most diverted drugs in Lake County, hydrocodone, oxycodone and methadone, is stable.

(B) Strategy for achieving HIDTA goals and objectives

The HIDTA works with eighteen state and local jurisdictions, six law enforcement initiatives and several Federal agencies in bringing a coordinated law enforcement effort to the county to combat drug trafficking.

(C) Support of the Strategy

The Lake County HIDTA supports the *Strategy* by disrupting and/or dismantling the DTOs that transport and distribute drugs and the illicit proceeds from their sale.

(3) Methamphetamine

In 2008, the Lake County HIDTA conducted no methamphetamine investigations; as such, no HIDTA funds were used.

Los Angeles HIDTA

(1) Amount of funding requested for FY 2011: \$13,528,461

(2) Justification

(A) Threat Assessment

Los Angeles – A Significant Drug Distribution Center – Again this year, as with most other aspects of drug trafficking, Mexican DTOs and criminal groups control the wholesale distribution of illicit drugs in the Los Angeles HIDTA region. They supply illicit drugs to distributors within the region and to distributors in most other significant drug markets throughout the country. Their influence is so profound that the Los Angeles HIDTA region has become one of the most significant illicit drug distribution centers in the United States for cocaine, heroin, marijuana, methamphetamine, MDMA and PCP.⁹

Additionally, the Mexican DTOs and criminal groups based in the Los Angeles HIDTA region are increasing their control over illicit drug distribution in many drug markets, most recently in East Coast drug markets that have long been controlled by other trafficking groups, which further enhances the Los Angeles HIDTA's role as a national-level drug distribution center. It clearly is a staging area for Mexican drug trafficking organizations and some that have national presence.

The geographic, cultural, social, economic diversity and general affluence of the population within the four county areas (12th largest economy in the world) have helped to make the Los Angeles HIDTA an open market for drug use, distribution and manufacturing. At the same time the highly developed transportation routes and the proximity to the United States / Mexico border have made the Los Angeles HIDTA a primary distribution, storage and supply hub for illicit drugs destined for all the major metropolitan areas in the United States. Further, due to the large rural and remote desert areas, the Los Angeles HIDTA remains an ideal location for the clandestine manufacturing of methamphetamine, the future projected drug of choice.

(B) Strategy for achieving HIDTA goals and objectives

By design, the Los Angeles HIDTA Strategy provides a comprehensive, dynamic law enforcement / intelligence plan which combines and coordinates regional drug control efforts in areas where they can have the most significant impact upon the threat. By Executive Board direction, this HIDTA consists of seven major operational task forces comprised of collocated Federal, state and local law enforcement agencies and three intelligence Initiatives. It is their collective purpose to effectively and efficiently work within the Strategy to identify and target the major drug trafficking organizations, which operate at the higher levels of the illegal narcotic "food chain", in order to measurably reduce drug trafficking and its impact of illicit drugs in this and other areas of the country.

⁹ NDIC Intelligence Bulletin, Los Angeles HIDTA Drug Market Analysis, June 2008, Product Number 2008-R083-013, pages 2 & 16.

(C) Support of the Strategy

The Los Angeles HIDTA supports the *Strategy* by bringing to bear the coordinated investigative and intelligence resources of participating Federal, state and local law enforcement agencies in long term investigations of sophisticated controlled substances transportation, distribution and money laundering organizations.

(3) Methamphetamine

In 2008, Los Angeles HIDTA initiatives used some \$1,200,000 to dismantle 49 clandestine labs which included the following production capacities: 17 – 2 ounce or less; 15 – 2 to 8 ounces; 4 – 9 to 31 ounces; 6 – 32 to 159 ounces; and 7 – “super labs” at 10 to 20 + pounds. At a regional selling price of \$1,062.50 per ounce, the Los Angeles HIDTA prevented the production of over \$2,682,812 worth of methamphetamine.

Additionally, over 233 tons of dangerous drugs (value = \$542,793,071) were removed from the streets of America by the Los Angeles HIDTA initiatives to include 2,059 kilograms (2.3 tons) of methamphetamine (powder and ice) having a wholesale value of some \$78,982,597.

Michigan HIDTA

(1) Amount of funding requested for FY 2011: \$3,164,025

(2) Justification

(A) Threat Assessment

The Michigan HIDTA region is a major importation and distribution center for cocaine, heroin, marijuana, BC Bud and MDMA (Ecstasy), as well as recipient of cocaine, heroin and marijuana from the Southern Border, all of which are prevalent drugs in the Michigan HIDTA region. Cocaine, in large quantities, and money move through Michigan into Canada, where record seizures are made on both sides of the Canadian/U.S. Border.

Methamphetamine continues to be a problem in Western and Rural Michigan. Michigan ranks 5th in the Nation (up from 9th in 2006) in the number of methamphetamine related events reported to the National Seizure System at the El Paso Intelligence Center (EPIC). The One Pot method, which is making methamphetamine in liter soda bottle, is prevalent with devastating results of fires, injuries and toxic poisonings.

(B) Strategy for achieving HIDTA goals and objectives

The Michigan HIDTA continues to conduct joint operations with Ohio in the Domestic Highway Enforcement (DHE) effort. We are attempting to expand this effort into a coordinated Great Lakes Strategy. The Michigan HIDTA is supporting limited maritime operations in coordination with Canadian authorities.

The Michigan HIDTA initiatives identified 479 DTOs operating in CY 2008, 317 of which have 5 or more members. The Michigan HIDTA initiatives dismantled /disrupted 30 International, 58 multi-state, and 53 local DTOs in CY 2008 with 5 or more members, and 47 are now OCDETF cases.

Continue to foster cooperative and effective working relationships among the 12 Federal, 2 state, and 81 local partners participating in Michigan HIDTA Initiatives to achieve the common goals of disrupting and dismantling drug trafficking organizations, and reducing the demand for drugs.

The State of Michigan has 3 of the top 10 busiest commercial land ports in the country.

(C) Support of the Strategy

The Michigan HIDTA supports the *Strategy* by dismantling or disrupting drug trafficking and/or money laundering organizations, thereby disrupting the market for illegal drugs in the State and beyond.

(3) Methamphetamine

In 2008, the Michigan HIDTA dedicated \$40,000 for methamphetamine related training and recertification, and approximately \$250,000 for methamphetamine related enforcement activities for a total of \$290,000 to dismantle 310 clandestine labs. At a local selling price of \$1,200 per

ounce, the Michigan HIDTA stopped the production of over \$2,000,000 dollars worth of raw methamphetamine.

Midwest HIDTA

(1) Amount of funding requested for FY 2011: \$12,623,269

(2) Justification

(A) Threat Assessment

The Midwest HIDTA region continues to be a fertile environment for the importation, manufacturing and distribution of narcotics. Overall, methamphetamine trafficking is the greatest problem faced by the Midwest HIDTA. However, densely populated urban areas in the region continue to experience major problems with all drugs, especially crack cocaine. Along with cocaine, methamphetamine and marijuana continue to be popular in the large urban cities of St. Louis, Kansas City, Des Moines, and Omaha. Heroin remains prevalent primarily in large urban inner city communities in St. Louis and Kansas City. MDMA, GHB and other dangerous drugs known as "club drugs" are also consistently present in most urban areas. Mexican drug trafficking organizations (DTO) continue to dominate wholesale drug distribution and transportation. Smaller cities and rural areas are affected by methamphetamine on a wider scale than large cities; however that gap continues to narrow. All areas continue to see methamphetamine supplied through local production by small clandestine laboratories, facilitated by precursor chemical dealers, and pseudoephedrine smurfing operations. Competing gangs and other DTOs continue to use violence to solidify and maintain their hold on drug trafficking within their area of influence. Cooperative local, state and Federal law enforcement efforts throughout the Midwest HIDTA region have met with noteworthy success in identifying, targeting and prosecuting active DTOs and gang members involved in violent drug related activity. Drug trafficking analysis indicates that high level drug trafficking organizations have been taking root in the region. Many DTOs in the Midwest region are poly-drug operations. The larger urban areas of St. Louis, Kansas City, Des Moines and Omaha continue to be drug transportation and distribution hubs for the region. Along with drugs, these cities are also in the crossroads of the Nation's highways and are important transit points for movement of DTOs financial profits returning to the western United States and Mexico.

(B) Strategy for achieving HIDTA goals and objectives

The Midwest HIDTA has developed a cohesive and comprehensive regional program focusing on reducing and disrupting the importation, distribution, and manufacturing of illegal narcotics. Midwest HIDTA which contains 73 designated counties in the states of Iowa, Kansas, Missouri, Nebraska, North Dakota, South Dakota, and Illinois; supports 35 drug enforcement task forces, 6 domestic highway enforcement initiatives, 5 intelligence initiatives and 5 support initiatives in now seven states.

(C) Support of the Strategy

Investigators conduct complex, in-depth, multi-jurisdictional DTO investigations with an emphasis on dismantling organizations and reducing drug-related violence. Investigations target the highest-level of drug trafficking and money laundering organizations utilizing undercover operations and electronic surveillance of command and control communications.

Task Forces also deal with local production of methamphetamine that, while reduced, is still a significant threat.

(3) Methamphetamine

Overall, the most significant enforcement problem in the Midwest region remains methamphetamine. In 2008, Midwest HIDTA initiatives seized over 307 KG of methamphetamine and dismantled 376 clandestine labs rated at less than 2 oz, 60 rated at 2-8 oz capacity, 6 at 9-31 oz, 7 at 32-159 oz production capacity, and 1 super lab.

Milwaukee HIDTA

(1) Amount of funding requested for FY 2011: \$4,656,215

(2) Justification

(A) Threat Assessment

Cocaine remains the most readily available drug in the Milwaukee HIDTA region, followed by high-potency marijuana, both indoor and outdoor grown. Heroin abuse and resultant overdose deaths have increased as a result of prescription abuse. Distribution of MDMA from Canada is expected to continue to increase. Drug related violence and violent crime by gangs will continue to pose a serious threat to the Milwaukee HIDTA region. Wholesale quantities of cocaine and marijuana are primarily supplied by Mexican DTOs while heroin is supplied by a variety of drug trafficking groups including Dominican, Nigerian, Columbian, and Mexican DTOs.

(B) Strategy for achieving HIDTA goals and objectives

The Milwaukee HIDTA will continue to foster cooperative and effective working relationships among the 16 local, state and Federal participating member agencies to achieve the common goals of disrupting and dismantling drug trafficking organizations, and reducing the demand for drugs. Through Milwaukee HIDTA Enforcement Initiatives working within the five member counties, investigative emphasis is placed upon the targeting of DTOs that pose the most significant threats, primarily those with ties to the southwest and northern borders (multi-state and international). In addition, the initiatives work cooperatively with counties bordering the HIDTA Region, other HIDTAs and law enforcement agencies *via* Domestic Highway Enforcement to develop multi-pronged investigations.

(C) Support of the Strategy

The Milwaukee HIDTA supports the *Strategy* by dismantling or disrupting drug trafficking and/or money laundering organizations, thereby disrupting the market for illegal drugs. Efforts are focused on reducing the supply of drugs in the community through enforcement and interdiction activities with additional efforts on reducing demand for drugs through prevention strategies.

(3) Methamphetamine

The Milwaukee HIDTA used no funds to specifically investigate or prosecute organizations and individuals trafficking in methamphetamine in 2008. According to the Threat Assessment there is no significant methamphetamine production or use in southeast Wisconsin.

Nevada HIDTA

(1) Amount of funding requested for FY 2011: \$2,827,500

(2) Justification

(A) Threat Assessment

The distribution and abuse of ice methamphetamine poses the most significant drug threat to the Nevada HIDTA (NV HIDTA) region. Most of the ice available in the region is supplied by Mexican DTOs that transport the drug to the region from sources of supply in Mexico, Arizona, and California. Methamphetamine availability varies throughout the NV HIDTA region. This variability is most likely associated with different domestic source areas that supply ice to markets in the region. Marijuana is the most widely available and frequently abused drug in the Nevada region. We have seen a significant increase in the number of indoor grows in the Clark County portion of the NV HIDTA, with over 100 indoor grows during 2008 discovered by HIDTA task forces or local law enforcement in the area. NV HIDTA also has seen continued expansion of diverted pharmaceuticals available on the streets of Las Vegas and in the numerous nightclubs that the tourists frequent on the Las Vegas Strip. The abuse and distribution of these drugs is not limited to these venues, but this does contribute to the rapidly expanding problem in the NV HIDTA. We are also seeing a significant increase in the availability and abuse of heroin in the NV HIDTA area. Operations worked through the Clark County portion of the NV HIDTA target high school students who are abusing heroin that is being supplied by Mexican DTOs and marketed as opium rather than heroin. In Reno it is a more traditional Mexican DTO that is marketing the heroin and there was a DTO dismantled with a seven pound heroin seizure as part of that dismantlement, which is an extremely large seizure of heroin for the NV HIDTA region.

(B) Strategy for achieving HIDTA goals and objectives

The HIDTA program has been instrumental in fostering cooperation between state, local, and Federal agencies to a level not previously seen in Nevada. The relationships that have been built and the cooperative effort to attack drug trafficking organizations by the participating agencies of the NV HIDTA continue to improve and will only grow during the 2011 budget year. We have also seen the reevaluation of task forces, the creation of new task forces, and the dismantling of some task forces during 2008-2009. The expansion and restructuring of the pharmaceutical task force of the NV HIDTA should go a long way towards combating the increase and availability of pharmaceuticals in the NV HIDTA.

(C) Support of the Strategy

The NV HIDTA supports the *Strategy* by dismantling or disrupting drug trafficking and/or money laundering organizations, thereby disrupting the flow of illegal drugs into the NV HIDTA market. The investigators of the NV HIDTA conduct complex and in-depth multi-jurisdictional DTO investigations with an emphasis on dismantling organizations and reducing drug related violence. The investigators target DTOs that fall within the descriptions and goals of their individual task forces.

(3) Methamphetamine

Methamphetamine continues to be our main threat. The availability, purity, and cost of methamphetamine across the NV HIDTA have fluctuated broadly with retailers in Northern Nevada having trouble fulfilling the demands of their clientele. In both Southern and Northern Nevada, prices went as high as \$1,600 per ounce during 2008 and then towards the end of 2008 it stabilized back to 2007 prices, between \$1,000 and \$1,200 per ounce. During 2008, the NV HIDTA task forces disrupted or dismantled 110 international, multi-state, and local DTOs. Of these, 38 were methamphetamine based DTOs. During 2008, the NV HIDTA spent \$2,900,052, directly and indirectly, on the fight against the distribution and abuse of methamphetamine. \$1,803,000 was spent directly on disrupting and dismantling methamphetamine DTOs.

New England HIDTA

(1) Amount of funding requested for FY 2011: \$2,887,177

(2) Justification

(A) Threat Assessment

Heroin prices in gram quantities reportedly declined slightly in certain New England drug markets; however, there are no indications that this trend is permanent. The spread of prescription narcotic abuse in New England contributes to a growing heroin problem because chronic prescription narcotic abusers often switch to more affordable heroin. Methadone, a drug used to treat heroin abuse and chronic pain, is increasingly abused and available in the region, and has become the leading cause of drug related deaths in Maine and New Hampshire. In the past year, some New England drug markets reported sustained cocaine shortages and higher prices; however, availability and prices in most markets appear to have reverted to traditionally observed pre-shortage levels. Crack cocaine distribution is increasing in Maine, New Hampshire, and Vermont as Massachusetts and New York City metropolitan area street gangs travel to these states to expand their distribution markets. Mexican DTOs have emerged as significant transporters and suppliers of cocaine, marijuana and heroin as well as limited quantities of ice amphetamine within the New England HIDTA (NE HIDTA) region. Mexican DTOs often work in concert with traditional Colombian and Dominican groups and have established sources of supply in Mexico, the U.S. southwest border area, and more recently Atlanta, Georgia. Ethnic street gangs, which frequently rely on midlevel and retail sales of illicit substances for revenue, are expanding in every New England state except Vermont. Violence between these street gangs is increasing as they compete for turf in a lucrative drug market area.

(B) Strategy for achieving goals and objectives

The NE HIDTA provides an agency neutral program to balance regional law enforcement efforts, and coordinates a strategy to address the regional threat and national priorities. It continues to foster effective working relationships among six United States Attorney's Offices, nine Federal law enforcement agencies, and scores of state and local law enforcement agencies. The 18 member NE HIDTA Executive Board approves the strategy, as well as the threat assessment, budget, and initiatives. NE HIDTA task force initiatives are staffed with collocated Federal, state, and local law enforcement officers. Each task force initiative has a stated mission, strategy, objectives and performance targets. The NE HIDTA Executive Board, Operations Subcommittee, Intelligence Subcommittee and Management and Coordination initiative coordinate the integration of all initiatives to ensure a unified effort in achieving goals and objectives. The overall unifying goal among all agencies is to affect the disruption and dismantlement of drug trafficking organizations. Coordination and partnership with the Organized Crime Drug Enforcement Task Force (OCDETF) program are fostered, as are partnerships with non-HIDTA agencies and organizations.

(C) Support of the Strategy

The New England HIDTA supports the *Strategy* by dismantling or disrupting drug trafficking and/or money laundering organizations, thereby disrupting the market for illegal drugs.

(3) Methamphetamine

As the predominant drug threat facing New England is heroin, cocaine and crack, minimal NE HIDTA funds are utilized to dismantle clandestine drug labs.

New York / New Jersey HIDTA

(1) Amount of funding requested for FY 2011: \$11,657,244

(2) Justification

(A) Threat Assessment

The New York/New Jersey HIDTA (NY/NJ HIDTA) region is a national distribution center for illicit drugs, principally cocaine, heroin, and marijuana. Multikilogram to ton quantities of these drugs are transported to the region by air, land, and sea conveyances from drug source and transit countries, such as Canada, Colombia, the Dominican Republic, and Mexico, as well as from other domestic locations, including Florida, Puerto Rico, and the Southwest. Wholesale quantities of illicit drugs that enter the region are typically divided into smaller quantities for further distribution within the region and transported to cities throughout the Northeast, Southeast, and Midwest.

Cocaine and heroin pose the most significant threats to the NY/NJ HIDTA region. Cocaine is frequently abused throughout the area, and crack cocaine distribution poses an increasing threat to New York City and the upstate New York counties, because this drug is becoming the primary source of income for several violent street gangs. Heroin is frequently abused in the NY/NJ HIDTA region, and its abuse is rapidly spreading to new and younger populations.

Other illegal drugs pose a serious threat to the NY/NJ HIDTA. Marijuana is the most commonly abused drug in the region; Canadian hydroponic marijuana poses a serious threat to the upstate New York HIDTA counties. This high-potency marijuana is increasingly available and abused in the NY/NJ HIDTA's upstate counties, particularly among young people and college students. Crystal methamphetamine and controlled prescription drug abuse is an increasing threat to the NY/NJ HIDTA region as the drugs are rising in popularity and may be spreading to a wider abuser population.

(B) Strategy for achieving HIDTA goals and objectives

The mission of the NY/NJ HIDTA is to build partnerships to reduce crime, particularly drug-related crime, by enhancing and coordinating drug enforcement efforts. The NY/NJ HIDTA accomplishes this mission by promoting cooperation between agencies through the creation of collocated, commingled task forces, providing technological capabilities to enhance and expedite investigations, and leveraging resources to ensure that they are used in the most efficient way possible.

(C) Support of the Strategy

The NY/NJ HIDTA supports the *Strategy* by dismantling or disrupting drug trafficking and/or money laundering organizations, thereby disrupting the market for illegal drugs

(3) Methamphetamine

Generally, methamphetamine is not the principal drug being trafficked by DTOs in the NY/NJ HIDTA region. It is expected that the number of methamphetamine investigations will increase

in subsequent years as a result of the new task forces in the recently designated new counties in upstate, New York.

North Florida HIDTA

(1) Amount of funding requested for FY 2011: \$2,827,500

(2) Justification

(A) Threat Assessment

The North Florida HIDTA (NF HIDTA) continues to be a transportation hub for national and international DTOs. A large international seaport and three major interstate highways (I-95, I-75 and I-10) are used by DTOs to facilitate distribution within the area and to the rest of the U.S. The seaport added a new terminal in late 2008 with direct shipping routes from Asia, and plans are underway to add another terminal with direct Asian routes within a of couple years.

Cocaine and crack cocaine have consistently ranked as the region's greatest drug threats. However, production of high-grade hydroponic marijuana also continues. The recent turmoil in the U.S. housing market has led to a surplus of inexpensive homes. Growers, often Cubans with ties to South Florida, purchase these homes for the sole purpose of hydroponic marijuana production. Prescription drugs also pose an increasing threat to North Florida, as the number of deaths related to prescription drugs continues to overwhelmingly surpass the number of deaths related to illicit drugs. The region continues to fight methamphetamine production, especially in rural areas. MDMA remains readily available and is often sold in conjunction with other illicit drugs such as cocaine. Heroin remains available in the region.

The consolidated Jacksonville/Duval County area, which is the most densely populated area in the NF HIDTA, continues to lead the state of Florida in the per capita murder rate. Many of these murders and other violent crimes in the region are either directly or indirectly related to drug trafficking. In addition, law enforcement reports indicate an increase in the number of gangs and gang activity identified in the region. The presence of these gangs and the associated ancillary crimes has resulted in the expansion in mid 2009 of the NF HIDTA's violent crimes initiative to include the identification, apprehension, and referral for prosecution of criminal gang members and associates.

Illicit drug proceeds are continuously being transported into, through, and out of the region while drug traffickers continue to launder their proceeds through sham businesses and illegal banking schemes such as structuring.

(B) Strategy for achieving HIDTA goals and objectives

Funds received will be allocated to NF HIDTA initiatives to focus on combating the identified threats. The NF HIDTA will continue to foster cooperative and effective working relationships among the 8 Federal, 9 state and 18 local agencies in an effort toward achieving the common goal of disrupting and dismantling drug trafficking and money laundering organizations.

(C) Support of the Strategy

The NF HIDTA supports the *Strategy* by giving participating initiatives the tools (training, case and event deconfliction, and analytical support) to disrupt the market for illegal drugs through the disruption and dismantlement of drug trafficking and money laundering organizations.

(3) Methamphetamine

In 2008, the NF HIDTA did not allocate a set amount of funds to specifically investigate and prosecute methamphetamine traffickers. Altogether, five operational initiatives seized a combined total of 6.132 kilograms of methamphetamine worth \$190,772 and dismantled 23 labs. At a local selling price of \$1,100 per ounce, the NF HIDTA prevented the production of over \$100,100 worth of methamphetamine.

North Texas HIDTA

(1) Amount of funding requested for FY 2011: \$2,827,500

(2) Justification

(A) Threat Assessment

The Dallas/Fort Worth metropolitan area is the core of the North Texas HIDTA, a region recognized as a national distribution center for illicit drugs, due to its proximity to the U.S./Mexico border and its multifaceted transportation and financial infrastructures. Mexican DTOs are the primary suppliers of wholesale quantities of methamphetamine, powder cocaine, commercial grade marijuana, and black tar heroin in the North Texas HIDTA. Mexican DTOs use “cell heads” in Dallas and Oklahoma City, to manage the wholesale narcotic distribution within individual markets. Mexico is the primary source of ice methamphetamine and is a principal drug threat in the area.

The proposed funding level was determined based on the current Threat Assessment and the existing Initiatives. An increase in funding level would allow the HIDTA to develop new initiatives to address the threat. Additional needs are:

- \$250,000 to fund a Strategic Initiative to provide intelligence driven case development in support of our Investigative Initiatives
- \$250,000 to establish permanent DHE Initiative encompassing both the North Texas and Oklahoma region
- \$100,000 to create a new drug initiative in two designated HIDTA Counties in Oklahoma, Muskogee and Sequoyah
- \$90,000 for inflationary costs for our baseline funding

(B) Strategy for achieving HIDTA goals and objectives

- Identify major DTOs and MLOs operating in the NFHIDTA through intelligence driven case development and effectively use the resources available in Investigative Initiatives to disrupt and dismantle the organizations efficiently.
- Disrupt and/or dismantle previously identified DTOs and MLOs operating in the NF HIDTA and dismantle their operations.

(C) Support of the Strategy

The North Texas HIDTA supports the *Strategy* by dismantling or disrupting DTOs and MLOs, thereby disrupting the market for illegal drugs.

(3) Methamphetamine

The vast majority of the DTOs investigated by North Texas HIDTA are multi-drug organizations. North Texas HIDTA allocates approximately 37% (\$1,200,000) of the HIDTA funding to initiatives targeting DTOs distributing methamphetamine. During 2008, 47% of our DTO investigations involved either methamphetamine or ice methamphetamine. In these investigations the North Texas HIDTA seized over 29 and 269 kilograms of methamphetamine and ice methamphetamine, respectively. These seizures represented a wholesale value of over \$12,000,000 in methamphetamine and ice methamphetamine removed from the marketplace.

Northern California HIDTA

(1) Amount of funding requested for FY 2011: \$2,827,500

(2) Justification

(A) Threat Assessment

Ice methamphetamine trafficking and abuse are the most significant drug threats to the Northern California HIDTA (NC HIDTA) region. Mexican DTOs are the primary transporters and distributors of the drug. They typically smuggle the drug to the region through U.S. ports of entry (POEs) along the U.S. Mexico border. Methamphetamine production, which declined significantly in previous years because of enforcement operations and legislation regulating the sale of precursor chemicals, appears to be on the rise again. After a steady decline in methamphetamine production in the NC HIDTA region since 2004, methamphetamine super-lab¹⁰ seizures increased from one laboratory in 2006 to four laboratories in 2008. Large-scale pseudoephedrine “smurfing” operations by Mexican DTOs and criminal groups that employ numerous individuals to purchase cold medications from local retailers are the likely sources of precursor chemical supplies for these super-labs. More drug-related crimes, including violent crimes and property crimes, are attributed to methamphetamine trafficking and abuse than to any other illicit drug. Marijuana is the most widely available and commonly abused illicit drug in the region. Cannabis cultivation has increased dramatically in the NC HIDTA region over the last 5 years, making the region one of the most prominent marijuana production areas in the Nation. Moreover, California is the leading cannabis cultivation state in the U.S. According to statistics provided by the Drug Enforcement Administration through its San Francisco Field Division’s Domestic Cannabis Eradication Suppression Program (DCESP), approximately 5.3 million marijuana plants were seized in Northern and Central California during calendar year 2008.

(B) Strategy for achieving HIDTA goals and objectives

The NC HIDTA fosters a comprehensive response in combating illicit drug activity by bringing together all available law enforcement resources in a cohesive strategy to address the problem. NC HIDTA law enforcement initiatives focus on DTOs, money laundering groups, violent drug offenders, open-air drug markets and domestic drug movement. Newly emerging narco-terrorism trends are also carefully monitored, and information is shared with the Northern California Regional Terrorism Threat Assessment Center (NC RTTAC), the FBI’s Joint Terrorism Task Force (JTTF), the California State Terrorism Threat Assessment Center (STTAC), the California Department of Justice Bureau of Investigation and Intelligence (BII) and local law enforcement agencies.

(C) Support of the Strategy

The Northern California HIDTA supports the *Strategy* by dismantling or disrupting drug trafficking and/or money laundering organizations, thereby disrupting the market for illegal drugs.

¹⁰ (LES) Super-labs are laboratories in which more than 10 pounds of methamphetamine can be produced per production (or cooking) cycle.

(3) Methamphetamine

In 2008, NC HIDTA initiatives seized over two hundred and twenty (220) kilograms of ice methamphetamine, thirteen (13) kilograms of powdered methamphetamine, and twenty seven (27) clandestine laboratories. Four (4) of the twenty seven (27) were “super labs” capable of producing more than ten (10) pounds of methamphetamine per cooking cycle. The drug value of the seized methamphetamine exceeded \$12,000,000. The NC HIDTA’s investigative initiatives total FY 2008 budget was \$973,821.

Northwest HIDTA

(1) Amount of funding requested for FY 2011: \$4,111,341

(2) Justification

(A) Threat Assessment

Powder cocaine has replaced crystal or ice methamphetamine as the greatest illicit drug threat to Washington State according to the 2009 Northwest HIDTA Threat Assessment Survey. Use and addiction are widespread throughout the region. Marijuana is the most prevalent drug of abuse in the state. Cannabis cultivation in both indoor and outdoor grows throughout Washington and to a lesser extent Canada-produced marijuana supply the drug market. Crystal methamphetamine is a significant drug threat to the state of Washington. Methamphetamine production, distribution, and use contribute to a wide range of criminal activities. Heroin is a significant threat, most readily available in the urban areas of the state. MDMA (commonly known as ecstasy) is also a significant problem, although most seizures appear destined for other markets.

(B) Strategy for achieving HIDTA goals and objectives

Northwest HIDTA law enforcement initiatives have established priorities that focus on immobilizing DTOs, especially those involved with drug-related violent crime, and targeting those DTOs that have the greatest adverse impact on the quality of life in neighborhoods and communities. A concentration on firearm sales and use to perpetrate crime is another substantial commitment by all Northwest HIDTA investigative and prosecution initiatives. There is a determined effort to counter drug movement into and through the region and to arrest those who conceal the proceeds from illegal drug sales within the region. This is exemplified by the continuing enhancements to regional interdiction initiatives.

(C) Support of the Strategy

Northwest HIDTA programs are designed to implement the *Strategy*. A variety of supply and demand reduction initiatives blend into a unified approach to drug abuse in the Pacific Northwest. The key strategy elements include a focus on mutually supportive disciplines including intelligence, investigations, interdiction, prosecution, education, prevention, and treatment.

(3) Methamphetamine

Washington State has experienced a sharp decrease in the number of clandestine methamphetamine laboratories (from 441 in 2004 to 30 in 2008). Northwest HIDTA's investigative initiative total 2008 budget of \$1,643,180 contributed to the dismantling of 30 clandestine labs – 10 rated at less than 2 ounces and 20 rated at 2 to 8 ounce production capacity. At a local selling price of \$1,200 per ounce, this prevented the production of over \$144,000 worth of raw methamphetamine. However, in 2008 Northwest HIDTA initiatives seized 42.4 kilograms of methamphetamine hydrochloride, a sharp increase from the 16.6 kilograms seized in 2007. Also, seizures of ice methamphetamine were also up significantly from 94.4 kilograms in 2007 to 132.2 kilograms in 2008.

Ohio HIDTA

(1) Amount of funding requested for FY 2011: \$3,015,175

(2) Justification

(A) Threat Assessment

The Ohio HIDTA region is linked to major domestic drug source areas, including Chicago, Detroit, New York City, the U.S. southwest border, and Canada. Significant amounts of illicit drugs are seized annually from drug traffickers by Ohio HIDTA initiatives. While the distribution and abuse of cocaine, particularly crack cocaine, pose the greatest drug threat to the Ohio HIDTA region, heroin trafficking is increasing. Mexican black tar heroin and brown powder heroin availability is increasing because of increased transportation and distribution of the drug throughout the region by Mexican DTOs. Marijuana and the diversion of controlled prescription drugs also pose significant threats to the Ohio HIDTA region. Most of the marijuana available and abused in the region is commercial- grade Mexican marijuana that is transported primarily from the U.S. southwest border by Mexican DTOs. Locally produced marijuana is also available and is typically grown at indoor grow sites. Controlled prescription drugs are widely abused throughout the Ohio HIDTA region; distributors and abusers typically obtain the drugs through doctor-shopping, prescription forgery, theft, and unscrupulous physicians. Local and nationally affiliated street gangs distribute significant quantities of cocaine, marijuana, heroin and other illicit drugs at the retail level in the Ohio HIDTA region. They are also involved in a variety of other criminal activities that significantly contribute to the overall crime rate.

(B) Strategy for achieving HIDTA goals and objectives

The Ohio HIDTA will continue to coordinate Federal, state, and local law enforcement activities to target DTOs involved in illegal drug production, transportation and distribution. By commingling and collocating full-time and part-time Federal, state and local law enforcement investigators, analysts, and officers, Ohio HIDTA-funded task forces achieve a balanced and effective attack on all aspects of the illicit drug market. To maximize results, the Ohio HIDTA facilitates cooperation and joint efforts among more than 101 Federal, state and local law enforcement agencies, involving over 407 personnel participating in the Ohio HIDTA regional initiatives. These partnerships, developed over time, have become the foundation of the Ohio HIDTA Program and key to its success.

(C) Support of the Strategy

The Ohio HIDTA supports the *Strategy* by facilitating information-sharing in intelligence-led investigations, training, and coordination of drug-trafficking control efforts among Federal, state, and local law enforcement agencies in an effort to disrupt the market for illegal drugs in the U.S. The Ohio HIDTA also supports the *Strategy* in such areas as pharmaceutical diversion, marijuana eradication, interdiction, prevention and treatment.

(3) Methamphetamine

In 2008, Ohio HIDTA initiatives dismantled 109 clandestine labs. Although none were in the super lab category, their combined production capacity per cooking cycle added up to 14 lbs. The dismantlement of these labs resulted in denied revenue of \$227,000. The Ohio HIDTA does not track initiative expenditures by types of investigations.

Oregon HIDTA

(1) Amount of funding requested for FY 2011: \$2,827,500

(2) Justification

(A) Threat Assessment

Methamphetamine continues to be widely abused and trafficked throughout the Oregon HIDTA region. However, reported local methamphetamine lab seizures remain at low levels. From 2004 to 2008, labs reported by law enforcement declined by 95% due largely to strict pseudoephedrine control legislation enacted by the Oregon legislature, as well as the enactment of the Federal Combat Methamphetamine Epidemic Act of 2005. While reported methamphetamine labs remained low in Oregon during 2008 (21), crystal meth continued to be available as Mexican drug traffickers imported the finished product from labs outside the state and from Mexico. More than 90% of Oregon law enforcement surveyed in 2009 reported methamphetamine as their area's greatest drug threat, with 96% indicating methamphetamine as the drug which contributes most toward violent and property crime. Methamphetamine-related crime, such as identity theft, abused and neglected children, and other serious person and property crimes, continues to be a daily problem and is prevalent throughout the state.

In addition to methamphetamine abuse, marijuana abuse, cultivation, and trafficking are also expanding. Law enforcement officers report that the size of outdoor marijuana cultivation sites discovered on public and private lands in Oregon, although increasing over the past several years primarily due to the expansion of operations by Mexican DTOs, decreased in 2008. The number of known Mexican DTOs operating in the Oregon HIDTA region has more than doubled since 2005. The discovered plants number in the thousands per grow as opposed to tens of thousands seized in previous years. The harvested product is distributed both locally and nationally. Additionally, Asian crime groups are increasingly involved in marijuana trafficking and have established large coordinated indoor grow operations in the Oregon HIDTA region.

Heroin, cocaine, and prescription drug abuse constitute the next level of major drug threat to Oregon communities. The threat posed by pharmaceutical abuse has grown in recent years. The non-prescribed use of prescription drugs appears to be an emerging market in Oregon and reflects a national trend. Treatment admissions increased 400% in Oregon in the last 10 years, surpassing admissions for cocaine in 2005.

A 2008 study conducted by ECONorthwest estimated the total direct economic costs from drug abuse in Oregon at nearly \$2.7 billion in 2006. Of the estimated \$2.7 billion in costs, 70% was attributed to lost earnings from victims of crime and illicit drug users who perpetrate crime, 20% was tied to drug enforcement and the criminal justice system, and 10% was connected to healthcare costs. The problem is compounded as drug users and distributors often engage in illegal activities such as money laundering, identity theft, burglaries, property theft, fraud and other crimes to support drug addictions and finance trafficking and distribution operations.

Federal arrests for drug violations increased in Oregon 44% from 2003 (180) to 2007 (259), the most recent data available. Additionally, 25% of the Oregon corrections population (includes incarcerated offenders and those on parole or probation) is in the system due primarily to drug offenses, twice the number for assault, burglary, and theft offense categories. Additionally, drug offenses account for over three times the number in the system for all other primary offense categories.

(B) Strategy for achieving HIDTA goals and objectives

The Oregon HIDTA will continue to foster cooperative and effective working relationships among the eight Federal agencies, three state agencies, 40 local agencies and the U.S. Attorney's Office in the District of Oregon to achieve the common goals of disrupting and dismantling drug trafficking and money laundering organizations, and reducing the demand for, and availability of, drugs.

(C) Support of the Strategy

The Oregon HIDTA supports the *Strategy* by dismantling or disrupting drug trafficking and/or money laundering organizations, thereby disrupting the market for illegal drugs.

(3) Methamphetamine

In 2008, the Oregon HIDTA provided nearly \$1,500,000 to initiatives whose focus was, fully or partially, investigating and disrupting/dismantling drug trafficking organizations engaged in producing, transporting and distributing methamphetamine. Those initiatives subsequently seized over 91 Kg of methamphetamine with a wholesale value of over \$2,300,000.

Those funds were also used to dismantle seventeen clandestine labs. Together, these dismantled labs, one of which was rated at over twenty pound production capacity, had a production capacity per cooking cycle of up to 22 lbs. Their dismantlement resulted in a-denied revenue of \$286,000.

Philadelphia-Camden HIDTA

(1) Amount of funding requested for FY 2011: \$3,953,838

(2) Justification

(A) Threat Assessment

The most significant trafficking and abuse threats to the Philadelphia-Camden HIDTA (PC HIDTA) region include cocaine, crack cocaine, heroin, marijuana, methamphetamine, and diverted pharmaceutical drugs. Posed by individuals and organizations that use violence as a means to protect or enhance their illicit activities, high levels of firearm violence yield high rates of homicides, and threatens the area's residents, commerce, and visitors, harming the quality of life within the entire region. Through 2010, the PC HIDTA anticipates that:

- Mexican DTOs will continue to expand their presence and influence in the PC HIDTA region, transporting large amounts of cocaine, heroin, and marijuana from the South & Southwest to regional Dominican and Colombian DTOs. In addition, the increased trafficking of Mexican methamphetamine into the region poses an emerging threat.
- Dominican DTOs will become more influential in the PC HIDTA region. Many are cultivating relationships directly with heroin and cocaine sources along the U.S. southwest border, as well as in the Caribbean region, which may ultimately allow them to operate more aggressively.
- Street gangs will pose an expanding threat to the PC HIDTA region. Gangs, such as the Bloods in Camden, NJ, have been and continue migrating to suburban locations. This trend presents a new threat to communities previously untouched by drug-related violence.
- As drug-related violence along the U.S. southwest border continues, the threat to the PC HIDTA region will increase. Mexican DTOs operating in this area maintain ties to these regions thus increasing the chances of retaliatory spillover into this region as the violence escalates outside of the immediate geographical area of the southwest border.

(B) Strategy for achieving HIDTA goals and objectives

In light of both the new and persistent challenges we face, PC HIDTA proposes as its strategic priorities:

- Systematic targeting, investigation, apprehension and prosecution of the region's violent drug traffickers and major DTOs, with particular emphasis on violent drug gangs;
- Continuous identification and removal from the marketplace of the products and proceeds of drug trafficking by intelligence-driven interdiction and money laundering investigation;
- Targeted pursuit and apprehension of drug offenders and violent fugitives, capitalizing on PC HIDTA-supported partnerships;
- Improved collection, analysis and dissemination of drug and related criminal intelligence in support of PC HIDTA initiatives and area law enforcement objectives;
- Maximized inter-agency information sharing by expanded electronic connectivity within and beyond the PC HIDTA, utilizing both proven and emergent technologies and systems;
- Enhancement of participating agencies' personnel through accessible and cost-efficient training arranged and delivered by PC HIDTA and its professional development partners.

(C) Support of the Strategy

The PC HIDTA supports the *Strategy* by disrupting drug markets through the disruption and dismantlement of drug trafficking and money laundering organizations; stopping illegal drugs from reaching regional markets; denying drug proceeds from being expatriated to source nations; curtailing the diversion of prescription drugs of abuse; and collecting, coordinating, collating, analyzing and disseminating criminal intelligence that relates to drug trafficking, violent drug gangs and money laundering.

(3) Methamphetamine

The PC HIDTA's initiatives and participant agencies continue to investigate trafficking of methamphetamine on an increasingly frequent basis, mostly encountering multi-ounce to pound quantities of powdered and "crystal" meth originating from the U.S. southwest border or California areas. In 2008, PC HIDTA initiatives reported seizing 2.626 kg of meth, with an estimated wholesale value of \$26,260. An estimated \$15,000 in HIDTA funds were used in furtherance of those investigations in 2008. Although some smaller methamphetamine labs operate in the northern and western sections of Pennsylvania, they do not significantly impact the availability of methamphetamine in the PC HIDTA region. In 2008, PC HIDTA and its agencies have not discovered any methamphetamine production labs in the four-county area.

Puerto Rico & U.S. Virgin Islands HIDTA

(1) Amount of funding requested for FY 2011: \$8,742,849

(2) Justification

(A) Threat Assessment

Maritime transportation will remain the main method for cocaine, heroin and marijuana trafficking in the Caribbean. Most loads leaving Colombia (CB) onboard go-fast vessels contain anywhere from 500 to 2,000 kilograms of cocaine. Venezuela (VZ) is a main transshipment country and the increase in drug shipments from VZ is also a factor in the high incidence of drug seizures in the Caribbean Sea. Drug Trafficking Organizations in the continental United States are increasingly smuggling bulk cash through the Puerto Rico & U.S. Virgin Islands HIDTA (PR/USVI HIDTA) region. The Financial Crimes Enforcement Network (FinCEN) reports that the number of Suspicious Activity Reports (SARs) filed by PR/USVI HIDTA financial institutions slightly decreased during 2008. The number of Currency Transaction Reports filed during 2008 maintained the same trend as 2007 during the same period of time within the PR/USVI HIDTA. San Juan still ranked around tenth nationally, amongst cities reporting high numbers of SARs. Some noteworthy money laundering trends identified include an increase in identity theft to commit loan fraud, mortgage loan fraud, suspicious bulk currency deposits at financial institutions, and wire transfers made to various countries that are not commensurate with the profile of the client or business.

(B) Strategy for achieving HIDTA goals and objectives

The PR/USVI HIDTA continues to foster cooperative and effective working relationships among two U.S. Attorney's Offices, 10 Federal agencies, nine state agencies, and six local agencies to achieve the common goals of disrupting and dismantling DTOs, and reducing the availability of drugs. The strategic plan incorporates 12 law enforcement joint task forces positioned throughout the region to counter drug trafficking and its consequences. In furtherance of the Executive Board's focus on strengthening the response to the marine threat, the Caribbean Corridor Strike Force has expanded its investigative capabilities from producing/ transshipping countries to arrival zones with a more collaborative and collocated intelligence driven force to address maritime, air and land interdiction.

(C) Support of the Strategy

The PR/USVI HIDTA fully supports the *Strategy* by dismantling or disrupting drug trafficking and/or money laundering organizations, conducting interdiction of drug shipments traffic along the Caribbean Sea thereby disrupting the market for illegal drugs, and strengthening the local law enforcement establishment through training and sound inter-operational strategies.

(3) Methamphetamine

There is no significant methamphetamine threat in the PR/USVI HIDTA region.

Rocky Mountain HIDTA

(1) Amount of funding requested for FY 2011: \$8,844,026

(2) Justification

(A) Threat Assessment

The National Drug Intelligence Center (NDIC) completed a threat assessment on the Rocky Mountain region in the spring of 2009. The threat identifies the region as having well established Mexican DTOs distributing cocaine, methamphetamine, marijuana and some heroin from Mexico into the region and then transporting the illicit drugs to distribution centers or markets in the Midwest and Eastern states. The report indicates the Mexican DTOs are increasingly exploiting tribal lands in and adjacent to the Rocky Mountain HIDTA (RM HIDTA) region for distribution of illicit drugs. These DTOs have increased the distribution of methamphetamine particularly “ice”. They are also responsible for supplying drug distributing violent street gangs in the region whose drugs of choice are ice and crack cocaine. The NDIC report has also identified Asian DTO transporting high potency B.C. bud marijuana and ecstasy from Canada to the Rocky Mountain region to be distributed throughout the United States.

(B) Strategy for achieving HIDTA goals and objectives

RM HIDTA will continue to facilitate coordination and cooperation among the 10 Federal agencies and 103 state/local agencies that partnership to accomplish the mission, which includes: 1) reducing drug availability by eliminating or disrupting drug trafficking organizations; 2) approving the efficiency and effectiveness of law enforcement organizations in their efforts within HIDTA. To that end, RM HIDTA has an extensive training program, intelligence initiative, aggressive enforcement initiatives and highly touted Domestic Highway Interdiction program. The strategy of RM HIDTA is carried out through 26 investigative initiatives and four interdiction initiatives supported by three initiatives which include Management, Training and Intelligence.

(C) Support of the Strategy

RM HIDTA supports the *Strategy* by targeting, investigating and attempting to disrupt or dismantle international, multi-state and local drug trafficking organizations and/or money laundering organizations as well as drug trafficking gangs. The Strategy’s goal is to disrupt the market for illegal drugs.

(3) Methamphetamine

It is difficult to determine the exact amount of funds used to investigate and prosecute organizations or individuals trafficking in methamphetamine. The vast majority of drug trafficking organizations and gangs investigated by RM HIDTA initiatives do not specialize in methamphetamine only. It is estimated that at least 80% or \$7,000,000 is either directly or indirectly tied to methamphetamine including organizations that deal strictly in methamphetamine and those that are poly drug. In 2008, RM HIDTA dismantled 53 methamphetamine producing clandestine labs, identified 8 lab dumpsites and made 25 chemical/glassware equipment seizures used in manufacturing methamphetamine. The

dismantlement of these labs, whose potential production capacity per cooking cycle added up to 21 lbs, resulted in denied revenue of \$252,000. RM HIDTA initiatives also seized 152.6 kilograms of methamphetamine worth \$4,551,217 on the wholesale market.

South Florida HIDTA

(1) Amount of funding requested for FY 2011: \$11,742,010

(2) Justification

(A) Threat Assessment

Major drug threats in the South Florida HIDTA (SFL HIDTA) region include cocaine, crack cocaine, heroin, hydroponics marijuana, and diverted pharmaceuticals. Money laundering continues to be a major threat associated with all illicit drug trafficking. The scope of the money laundering threat in this region remains highly significant and of sufficient scope to warrant national level interest. South Florida remains a command and control center for South American and Caribbean drug trafficking and money laundering organizations. Street gangs reflected record growth in their membership over the last year based on data reported in the SFL HIDTA Survey for 2008. Gangs have a nexus to illicit drug distribution across the entire metropolitan area from Key West to northern Palm Beach County, the latter reporting the largest increases. Hydroponics marijuana production in South Florida is a major illicit drug threat for the region. Production has more than doubled in the last year, making Florida the 2nd largest producer in the United States, second only to California. This threat is also characterized by increased violent crime in the form of home invasions, armed robberies, kidnappings, arsons and homicides committed in furtherance of the criminal enterprise.

Diversion of pharmaceutical medications has become another major threat in South Florida. This drug market has expanded so rapidly and quickly that it warrants additional attention due to its impact on drug abuse and the general health of all age groups. This state, like the rest of the Nation, is facing an explosive epidemic involving the use of prescription drugs. In South Florida, hundreds of pain management clinics are operating and dispensing drugs in uncontrolled quantities. Drugs such as oxycodone products (OxyContin, Percodan, Percocet), hydrocodone (Vicodin, Lorcet), Xanax (alprazolam), Diazepam (Valium) and others (steroids for example) are being made available in all drug markets in large quantities and low prices that are inflaming drug abuse. Internet diversion and distribution of these same drugs is another source of supply that also fuels this drug market and Florida is heavily involved in this distribution and sales of unregulated medications to customers and suppliers, connection suppliers and consumers from anywhere in the world.

Mexican DTO presence in the region appears to be increasing and is related to importation and distribution of commercial-grade marijuana, methamphetamine (powder and crystal), and cocaine. These illicit drugs arrive via land routes, airlines, and parcel services from all southwest border states that include Texas, Arizona, New Mexico and California.

(B) Strategy for achieving HIDTA goals and objectives

SFL HIDTA continue to foster cooperative and effective working relationships among Federal, state and local agencies, contributing over 680 full-time personnel collocated and united to achieve the common goals of disrupting and dismantling DTOs through long term multiagency investigations and operations. The SFL HIDTA Strategy for 2009 provides an array of 23 functional initiatives focused on the multiple regional drug threats identified in

the SFL HIDTA Threat Assessment. The initiatives are designed to dismantle the major drug trafficking organizations and simultaneously disrupt their flow of drugs and monetary assets. The initiatives are structured so as to apply the collective expertise of local, state and Federal agencies. Their counter drug efforts use the SFL HIDTA-orchestrated open and collaborative enforcement environment to achieve unity of effort in focusing on the threat.

Expansion of multi-HIDTA approaches to identifying disrupting, and dismantling traditional threats and emerging ones such as pharmaceutical diversion and indoor marijuana labs is a critical feature of our immediate and long-term strategy. Significant progress has been achieved on these fronts in 2008/2009. SFL HIDTA intends to build upon this progress in 2010 and 2011.

(C) Support of the Strategy

SFL HIDTA supports the *Strategy* by dismantling or disrupting significant drug trafficking and/or money laundering organizations, thereby disrupting the market for illegal drugs.

(3) Methamphetamine

Neither clandestine methamphetamine labs nor significant methamphetamine trafficking organizations have appeared in the South Florida region during 2008 and therefore SFL HIDTA funds were not used to investigate or prosecute organizations or individuals trafficking in methamphetamine during 2008.

Southwest Border (SWB) HIDTA

Amount of funding requested for FY 2011: \$45,672,689

The SWB HIDTA request is a sum total of the individual requests of its five regions, which follow.

SWB HIDTA - Arizona Region

(1) Amount of funding requested for FY 2011: To be determined.

(2) Justification

(A) Threat Assessment

The Arizona HIDTA Region faces multi-pronged threats of northbound smuggling of marijuana, methamphetamine and illegal aliens and southbound smuggling of currency and weapons. Both engendered escalation of violence directed against law enforcement and the public. These threats, orchestrated by Mexican drug trafficking organizations (MDTOs), precipitate other criminal activities: border banditry ('bajadores'), money laundering, political corruption, home invasions, kidnappings, auto theft, rip offs of both drug and illegal alien loads, and myriad other overt acts of violence against U.S. law enforcement and Arizona's citizens.

To facilitate their smuggling, MDTOs implement a variety of methodologies to exploit the porous Arizona-Mexico border and Arizona's vast public and tribal lands. From Arizona, their marijuana warehousing and distribution networks extend throughout the United States via the interstate highway system. Affiliations with Mexican illegal alien smugglers, east coast Jamaican DTOs, and U.S.-based prison, outlaw motorcycle and street gangs enhance their capabilities to market their illegal drugs. These gang members are usually violent and unfamiliar with the territory. Active, identified, or admitted gang members involved in incidents reported by law enforcement in the last six months are: Batos Locos; Calle 13 Latinos Contes of Chicago; Sureños, some from a local gang in East Los Angeles; Sureño-13; and MS-13.

Concomitant with smuggling, Mexican criminal enterprises engage in a pervasive campaign of border violence. Mexican states bordering the southwestern United States are at the epicenter of violence in Mexico. Gun battles in the streets, brutal executions, beheadings, and assassinations of law enforcement officers and public officials are at epidemic levels in northern Mexico. The possibility this violence will spill over into Arizona is a preeminent threat to the Arizona HIDTA Region. Kidnappings have increased dramatically, particularly in the Phoenix area, home to a large number of 'drop houses' used to facilitate the transfer of illegal aliens throughout the United States.

(B) Strategy for achieving the goals and objectives

The Arizona HIDTA Region's strategy includes multi-agency collocated task forces to counter the threats.

Composed of Federal, state, local, and tribal agencies, the task forces target the threats in a geographical region or provide specialized expertise directed at a specific threat. Based on the task force's mission, participating agencies in the Arizona Region have specific strategies, policies, and procedures. The Arizona Region Executive Committee (AREC), with seven local, three state, and ten Federal members, is the Arizona Region policy making committee. AREC synchronizes the HIDTA strategy targeting the drug threat to reduce drug-related crime. As the coordination umbrella for all HIDTA initiatives and special projects in each jurisdiction, AREC empowers three subcommittees for specific objectives: intelligence, management and finance.

AREC funds 20 initiatives to execute precepts of: the Arizona Region strategy; the *Strategy*; the National Southwest Border Counternarcotics Strategy; National HIDTA Program Policy; and Budget Guidance. This will be accomplished through existing or modified initiatives and awarded and supplemental funding. Most initiatives are multi-agency Federal, state, and local efforts. All initiatives are collocated and commingled except where a large, diverse, rural environment mitigates against collocation. The Arizona HIDTA Region is organized into four subsystems: 1) Law Enforcement (interdiction, investigation, fugitive arrests, surveillance, and prosecution); 2) Intelligence/Information Sharing; 3) Support (training, corruption and crime labs); and 4) Management.

A "centerpiece" collocated or collaborative multi-agency task force initiative in each county focuses on major drug case development and drug smuggling. These multi-dimensional task forces meet HIDTA program guidance criteria. Other initiatives augment the primary task forces by: targeting money laundering, drug-related violence and corruption; fugitive apprehension; surveillance; training; and technical or intelligence support. Drug Enforcement Administration (DEA) cases are encouraged and pursued as a priority. These include Consolidated Priority Organization Target (CPOT), Regional Priority Organization Target (RPOT), and Organized Crime Drug Enforcement Task Force (OCDETF) cases.

The Arizona Region Director, who provides day-to-day coordination essential to HIDTA successes, is accountable to AREC and the ONDCP for the threat assessment, strategy, initiatives, evaluations, the annual report, and managing HIDTA staff. The Financial Manager monitors the budget. The Deputy Director, Program Coordinator, Financial Manager, and staff members complete internal evaluations/audits for each initiative, drafting reports, and property control. The deputy director acts as director in the director's absence. The Arizona Region provides the Southwest Border HIDTA (SWB HIDTA) with administrative, budget, and intelligence information. Leading the intelligence section of the DHE concept, the Arizona Region coordinates with HIDTAs nationwide.

The Arizona Region methodology includes:

- Create a regional threat assessment
- Establish performance targets to counter the threat
- Develop a strategy to counter the regional threat
- Establish or maintain initiatives to implement the strategy
- Determine, create and submit a budget to support the initiatives
- Improve the efficiency and effectiveness of Arizona Region initiatives (i.e. Training, EPIC/Arizona Region NSS Project, and DHE
- Increase counter-drug intelligence collection, analysis, and dissemination

(C) Support of the Strategy

The Arizona Region supports the *Strategy* by dismantling or disrupting drug trafficking and/or money laundering organizations, thereby disrupting the market for illegal drugs.

Also, Arizona Region supports the National Southwest Border Counternarcotics Strategic Goal to substantially reduce the flow of illicit drugs, drug proceeds, and associated instruments of violence across the U.S. southwest border.

(3) Methamphetamine

In 2008, Arizona Region Initiatives used \$1,178,808 to disrupt/dismantle 4-DTOs, two International and two local; 31-meth labs, 3-labs were rated at a production capacity of 32-159 oz; rescued 11-children affected by labs, and prosecuted and convicted 227 individuals. Also, the Arizona Region provided case information to other HIDTAs and agencies in 18 other states and Canada which resulted in 31 methamphetamine lab seizures in those areas.

SWB HIDTA – California Region

(1) Amount of funding requested for FY 2011: To be determined.

(2) Justification

(A) Threat Assessment

San Diego and Imperial counties are national distribution centers for illicit drugs entering the U.S. from Mexico, and Central and South America, including heroin, cocaine, methamphetamine and marijuana, and major domestic marijuana production. In 2007, over 290,731 kilograms of drugs valued at over \$1.55 billion were seized and permanently removed from the market, as well as over \$12 million in proceeds and assets. As mandated by the HIDTA Program, California Border Alliance Group (CBAG) initiatives focus on larger drug operations, resulting in 71 OCDETF cases, of which 34 were Consolidated Priority Organization Targets (CPOTs) or Regional Priority Organizational Targets (RPOTs). Investigations (including the 2009 OCDETF Case of the Year – Operation Imperial Emperor) indicate that traffickers operating within the CBAG continue to supply major markets throughout the U.S., including Las Vegas, Portland, Boston, Detroit, Miami, New Orleans, New York, Chicago, Tampa, and Charlotte.

(B) Strategy for achieving HIDTA goals and objectives

The CBAG assists in the coordination of joint operational and supporting initiatives to deter, disrupt, dismantle, and ultimately destroy the most significant DTOs and their supporting transportation and money laundering organizations. The CBAG also emphasizes efforts against methamphetamine manufacturing, precursor supply, and abuse through innovative enforcement operations and demand reduction programs utilizing a multi-agency, joint concept of operations. The CBAG also hosts and administers two national-scope initiatives: the National Methamphetamine and Pharmaceuticals Initiative (NMPI) and the National Marijuana Initiative (NMI). The CBAG continues to foster cooperative and effective working relationships among 700 Federal, state, and local full-time and part-time personnel from 50 agencies, who participate in Initiatives to disrupt and dismantle drug trafficking organizations, and reduce the demand for drugs.

(C) Support of the Strategy

The CBAG supports the *Strategy* by dismantling or disrupting drug trafficking and/or money laundering organizations, thereby disrupting the market for illegal drugs.

(3) Methamphetamine

In 2008, the CBAG initiatives seized 652 kilograms of Mexican methamphetamine, preventing \$29 million worth of methamphetamine from reaching the market. The NMPI convened a conference between U.S. Federal, state, and local law enforcement and their counterparts in the Government of Mexico (GOM). Attended by the U.S. and Mexican Attorneys General, and representatives from the UK, Canada, Australia, and Chile, Mexico followed through on its commitment to control pseudoephedrine, and meth seizures on the U.S. southwest border have decreased dramatically.

SWB HIDTA - New Mexico Region

(1) Amount of funding requested for FY 2011: To be determined.

(2) Justification

(A) Threat Assessment

Illicit drug smuggling and transshipments are the major drug threats that exist in the State of New Mexico. The quantity of illegal drugs transported through New Mexico far outweighs the consumption rate within the state. However, the distribution and abuse of Mexican ice methamphetamine poses a serious illicit drug threat to the New Mexico HIDTA region. Local methamphetamine production is also on the rise, but the magnitude of the threat is minimal compared to the distribution and abuse of Mexican ice methamphetamine.

The state's proximity to Mexico, its geography along the 180 mile sparsely populated, shared border, the presence of well established DTOs with direct ties to Mexican cartels and its transportation infrastructure makes it a principal drug smuggling area and transshipment and distribution center for marijuana, cocaine, heroin, methamphetamine, and other illicit drugs, including prescription controlled drugs, available in the HIDTA region and many other U.S. drug markets. Its geography continues to be the most significant factor contributing to the drug threat in New Mexico. The open border areas between Ports of Entry (POE), mostly a mixture of farmlands and mountainous terrain in the "Boot Heel" area of southwest New Mexico, coupled with a limited law enforcement presence and access to the state's transportation infrastructure makes this area vulnerable for exploitation by DTOs. DTOs and Mexican criminal groups continue to control the transportation and wholesale distribution of illicit drugs into and throughout the state. Criminal groups, street gangs, prison gangs and outlaw motorcycle gangs, as well as local independent dealers contribute to exacerbate the drug problem in New Mexico as retail level distributors.

(B) Strategy for achieving HIDTA goals and objectives

The New Mexico Region's integrated systems approach will use intelligence to synchronize the efforts of enforcement, prosecution and support initiatives. There are 17 initiatives that include 12 multi-jurisdictional task forces with 48 local, 11 state and 11 Federal law enforcement participating agencies. These initiatives will focus on interdiction, investigation, prosecution, and intelligence sharing. FY 2011 New Mexico Region initiatives will focus on continuing efforts to reduce the transshipment/distribution of illicit drugs and prescription controlled drugs into and through New Mexico and the transshipment of money and weapons south across the U.S. southwest border. The New Mexico Region emphasizes the development of Consolidated Priority Organization Targets (CPOTs), Regional Priority Organization Targets (RPOTs) and Organized Crime Drug Enforcement Task Force (OCDETF) level cases initiated through interdiction and investigative efforts.

(C) Support of the Strategy

The New Mexico Region supports the *Strategy* by coordinating and leveraging the interdiction, investigative, and intelligence resources of participating Federal, state, local and tribal law enforcement agencies in their investigative efforts to dismantle and disrupt drug-

trafficking and/or money laundering organizations, and ultimately disrupt the illicit drug market.

(3) Methamphetamine

In 2008, New Mexico Region initiatives dismantled 62 clandestine labs, whose potential capacity per production (cooking) cycle added up to 11 lbs. At a local selling price of \$900 per ounce, the New Mexico Regional HIDTA prevented the production of over \$154,800 worth of raw methamphetamine. The New Mexico Region seized 95.771 kilograms of methamphetamine with a wholesale value of \$2,158,051 and .805 kilograms of methamphetamine ice with a wholesale value of \$17,710 through interdiction and investigation activities.

SWB HIDTA - South Texas Region

(1) Amount of funding requested for FY 2011: To be determined.

(2) Justification

(A) Threat Assessment

The South Texas Region of the Southwest Border HIDTA is a principal high-transit smuggling corridor for illicit drugs and illegal aliens along the U.S.-Mexico border. It continues to be a major transshipment zone for marijuana, cocaine, heroin, methamphetamine, and other illegal narcotics. The region consists of 14 counties; with 13 of those counties situated along the U.S/Mexico border. These counties represent fifty percent of the Texas/Mexico border. Seventeen of the 25 Ports of Entry (POEs) along the United States southwest border are within the South Texas Region. The POEs, coupled with the region's interstate highways, make the South Texas HIDTA region one of the most strategically important drug smuggling corridors in use by both domestic and Mexican DTOs. Despite the low population in some areas, the region influences drug trafficking and availability at the national level more than any other area along the U.S.-Mexico border. Seizures within the region through the first six months of 2009 indicate that seizures for the year will meet or exceed 2008 levels. There have been significant seizures of heroin and methamphetamine along with cocaine, marijuana and club and pharmaceutical drugs. Gang activity continues to be a threat in the area due to their associations with the Gulf Cartel and other DTOs and cartels.

(B) Strategy for achieving HIDTA goals and objectives

Federal, state and local law enforcement agencies combine their efforts with multi-jurisdictional co-located/co-mingled drug task forces and initiatives. These intelligence driven drug task forces pursue coordinated efforts to reduce the smuggling, transshipment and distribution of drugs into and through the State of Texas. The South Texas HIDTA will employ intelligence driven investigations and interdiction activities targeted at drug transshipments; including extensive systematic follow-up investigations involving intelligence analysis and sharing of information along with an aggressive prosecution structure that will focus on the disruption and dismantlement of DTOs in accordance with the National Southwest Border Counternarcotics Strategy. South Texas HIDTA initiatives are organized seamlessly into Enforcement, Intelligence, Prosecution, Support and Management and Coordination. Through an intensive initiative and task force review and inspection process, along with statistical information gathered through the HIDTA Performance Management Process, the South Texas HIDTA Executive Committee holds initiatives accountable for their productivity.

(C) Support for the Strategy

The South Texas Region will continue to focus on dismantling and disrupting drug trafficking and money laundering organizations active within its region and the Nation. The South Texas HIDTA is committed to continue interdiction efforts in seizing illegal narcotics as well as disrupting the southbound flow of illegal weapons and U.S. currency intended for drug cartels. Through these efforts and the continued exchange of intelligence and

information among law enforcement agencies, the South Texas Region continues to support the *Strategy*.

(3) Methamphetamine

Mexican DTOs continue to dominate the methamphetamine trade in South Texas. In 2008, 21 clandestine methamphetamine laboratories were dismantled whose potential production capacity per production (cooking) cycle added up to approximately 6 lbs. These dismantlements resulted in denied revenue of \$89,100. Although lower than the all time high of 37 labs seized in 2005, enforcement initiatives are committed to a continued effort against the threat of methamphetamine production and distribution in Texas. All South Texas HIDTA enforcement initiatives target methamphetamine trafficking groups; however, South Texas HIDTA has not dedicated specific funding to attack this threat.

SWB HIDTA – West Texas Region

(1) Amount of funding requested for FY 2011: To be determined.

(2) Justification

(A) Threat Assessment

Mexican DTOs are the primary organizational threat to the West Texas Region. Mexican DTOs maintain sophisticated command-and-control centers in Mexico, where they exert nearly total control over drug smuggling operations in the region. Control of drug trafficking in the El Paso, Texas/Juarez, Mexico plaza is currently in flux. Multiple Mexican drug trafficking cartels have been battling for control of drug trafficking in the region leading to extreme levels of violence on the border; none of these organizations has yet been able to establish dominance. The disruption of the Barrio Azteca Gang through arrests and convictions of several key members has allowed other gangs, such as the Crips and Latin Kings, to increase their drug trafficking activities in the HIDTA region. Seizures of cocaine, heroin, marijuana, and methamphetamine have decreased in the region over the past 3 years, most likely the result of the ongoing violent conflict between cartels in the El Paso/Juarez plaza and increased, coordinated law enforcement “surge” operations along the border.

(B) Strategy for achieving HIDTA goals and objectives

The West Texas Region continues to foster cooperative and effective working relationships among one U.S. Attorney’s Office, 10 Federal agencies, 7 state agencies, and 19 local agencies to achieve the common goals of disrupting and dismantling drug trafficking organizations, and securing the West Texas 12-county region of the U.S. southwest border, preventing multi-ton quantities of illicit drugs from ever reaching their intended market.

(C) Support of the Strategy

The West Texas Region supports the *Strategy* by dismantling or disrupting drug trafficking and/or money laundering organizations, thereby disrupting the market for illegal drugs. As the keystone region for the National Southwest Border Counternarcotics Strategy, West Texas will support all efforts to contain and reduce the impact of drug trafficking organizations and drug-related violence spiraling out of control in Juarez, Mexico.

(3) Methamphetamine

In 2008, the West Texas Region dedicated no additional funds specifically for methamphetamine investigations. Methamphetamine is predominantly smuggled and transshipped through the region much like all other forms of illicit drugs. DTOs involved in trafficking methamphetamine are likely involved in trafficking larger quantities of cocaine, heroin and marijuana as well. West Texas Region initiatives dismantled 7 clandestine labs – with production capacities ranging between 2 and 31 ounces – preventing the production of approximately 6 lbs of methamphetamine and resulting in a-denied revenue of \$69,000. The West Texas Region also interdicted and seized 81.85 kg of methamphetamine destined for markets throughout the United States.

Washington/Baltimore HIDTA

(1) Amount of funding requested for FY 2011: \$12,367,225

(2) Justification

(A) Threat Assessment

The primary drug threats to the Washington/Baltimore (W/B) HIDTA region remain crack cocaine, cocaine, heroin, marijuana, and pharmaceuticals. Methamphetamine is readily available in the region; however, the level of production in the HIDTA has never been significant. The W/B HIDTA region has been primarily a consumer market, and drugs entering the area have typically been routed through another area, especially New York. As reported last year, evidence suggests that this pattern is changing. More and more cases reflect that drugs are coming into the region through hubs in North Carolina and Georgia from the U.S. southwest border. Drug money laundering has been and continues to be of significant concern, and there is conclusive proof that terrorist activities are linked to money laundering operations in the region. In addition, criminal street gangs, many of whom are involved in the drug trade, have quickly multiplied. The W/B HIDTA has documented over 277 gangs and 7,401 gang members operating throughout the region.

(B) Strategy for achieving goals and objectives

The W/B HIDTA will continue to foster cooperation and effective working relationships with the 107 Federal, state and local agencies that participate in the HIDTA program. Information and intelligence sharing are becoming a routine practice thanks to the efforts of the W/B HIDTA participating agencies. The implementation of the HIDTA Gang Intelligence System, used to track criminal gangs, and the use of Case Explorer, HIDTA's case management system, will continue to facilitate information and intelligence sharing. These systems will aid W/B HIDTA's intelligence-driven initiatives to dismantle and disrupt drug trafficking organizations, while W/B HIDTA's treatment and prevention initiatives will continue to reduce the demand for drugs in the region.

(C) Support of the Strategy

The W/B HIDTA supports the *Strategy* by dismantling and disrupting drug trafficking and drug money laundering organizations, thereby disrupting the market for illegal drugs. W/B HIDTA's treatment initiatives focus on hard-core drug users, thereby intervening and healing America's drug users. Its prevention initiatives work with at-risk children to stop drug use before it starts.

(3) Methamphetamine

In 2008, W/B HIDTA initiatives did not detect any methamphetamine labs. HIDTA initiatives did seize 6 kilograms of methamphetamine worth \$296,993 (wholesale value). An estimated \$100,000 in HIDTA funds were used in these efforts.

National HIDTA Assistance Center (NHAC)

(1) Amount of funding requested for FY 2011: \$1,767,170

(2) Justification

Although the NHAC is not designated as a HIDTA, they provide programmatic support to the HIDTA Program to include training, multi-media, and other essential services. The NHAC consists of eight different initiatives which provide training program development, delivery, logistics and reporting; print, web, audio/video enhancement, production and support; and data translation and management support

Auditing Services and Associated Activities

The auditing services and associated activities portion of the request includes funding for the following:

- **Financial Related Audits.** The objective of the financial related audits is to provide assurance of the accuracy and integrity of claims for HIDTA funds by selected grantees. Financial audits by a CPA firm provide independent reporting and assurance on whether a grantee's financial information is presented fairly, its internal controls are adequate, and the grantee complies with laws and regulations.
- **Independent Program Audits in Support of HIDTA Program Performance Review.** ONDCP has obtained the services of a consulting firm to perform an independent program and performance audit of each HIDTA program. These audits focus on key aspects of each program and assess its performance against its objectives considering the economy, efficiency, and effectiveness of the resources employed. Audits were started in FY 2008. ONDCP plans to have all 28 HIDTA programs audited by September 2012.
- **Financial Database.** This will fund the upgrade, implementation and maintenance of the HIDTA financial database, and training for its users.
- **HIDTA Desk Audits.** ONDCP has awarded a contract for HIDTA desk audits. Given the large number of ONDCP grant payments processed and the significant dollars involved, the expenditure review process will provide ONDCP better internal controls which will prevent payment errors and incorrect or inaccurate billings.
- **Performance Management Process (PMP) Database.** Funding will cover:
 - salaries for the ongoing development and maintenance of the web PMP program and database (Program Manager, Senior Programmer, Programmer, Network Engineer, Web Designer and Help Desk) and the analysis and evaluation of the PMP data;
 - maintenance and upgrade of the PMP hardware and software;
 - continued training of PMP users; and
 - travel costs for PMP staff participation in User Group and PMP Committee meetings.

High Intensity Drug Trafficking Areas (HIDTA)	FY 2009 Enacted	FY 2010 Enacted	FY 2011 Request	FY 10/11 Difference
(\$ in thousands)	\$234,000	\$239,000	\$209,950	(\$29,050)

Funding for the HIDTA Program is requested in the “Other Independent Agencies, Federal Drug Control Programs” Chapter on the Budget. However, program operational and policy responsibilities reside with the ONDCP Director.

H. FY 2011 PERFORMANCE PLAN, FY 2009 REPORT, AND FY 2011 MEANS AND STRATEGIES

Performance and Strategies

ONDCP uses the HIDTA Performance Management Process (PMP) to help assess the performance of each HIDTA and of the HIDTA Program as a whole. It was created to improve the focus and management of the HIDTA program, and became fully operational in 2005. It identifies the extent to which each HIDTA meets performance goals established previously in coordination with ONDCP for each of the measures identified in Figure 6. Each HIDTA is required to record specific, measurable, and realistic annual performance targets against these measures, and its accomplishments towards achieving those targets in the PMP database. ONDCP recently contracted with an independent contractor tasked with assessing the validity, accuracy, and integrity of performance data provided by each HIDTA through the PMP database.

The HIDTA PMP database has matured since it became fully operational in 2005 and now contains several years of validated data. As reflected in Figure 6, beginning with the FY 2011 budget request, ONDCP will use this data to establish performance targets. Additionally, ONDCP revised the majority of targets for FY 2010 due to increasingly better than expected results achieved over the past several years.

a. FY 2011 Performance Plan and FY 2009 Report

ONDCP has established two goals for the HIDTA program which address program effectiveness, program efficiency, and program management while reflecting the continued refinement of the process ONDCP developed to manage and measure HIDTA performance. Goal One aims to reduce drug availability by assisting Federal, state, local and tribal law enforcement agencies participating in HDTAs to dismantle and disrupt drug trafficking organizations. Goal Two focuses on improving the efficiency and effectiveness of HIDTA initiatives.

The progress of Goal One is tracked through seven measures: (1.1a) DTOs disrupted or dismantled; (1.1b) *cumulative* number of DTOs disrupted or dismantled; (1.2a) number of multi-state or international DTOs disrupted or dismantled; (1.2b) *cumulative* number of multi-state or international DTOs disrupted or dismantled; (1.3a) value of drugs, cash, and other assets seized; (1.3b) *cumulative* value of drugs, cash, and other assets seized; and (1.4) number of Consolidated Priority Organization Targets (CPOT) related DTOs disrupted or dismantled. These measures are proxies for the end outcome measure on reducing drug availability and are based on the logical connection between drug availability and the number, scope, and significance of drug trafficking entities, the disruption and dismantlement of which are tracked by the seven measures. The above outcome-oriented performance measures reflect actual drug law enforcement agency activities, specifically, regarding taking drugs off the street and putting traffickers in prison.

Goal Two is monitored by a critical measure: (2) cost per DTO disrupted or dismantled. Goal Two recognizes that it is not enough for HIDTAs to accomplish their outcomes; they must also achieve them efficiently.

Each performance measure has corresponding annual targets as indicated in Figure 6. Measure 1.1a focuses on the number of DTOs disrupted or dismantled annually. A DTO is considered disrupted when law enforcement actions impede the normal and effective operation of that organization as indicated by changes in organizational leadership and/or regular methods of operation. A DTO is considered dismantled when those actions make the organization incapable of operating and/or reconstituting itself to conduct its illegal activities. If a DTO is disrupted and later in the same year is dismantled, only the dismantlement is counted. Similarly, if a DTO is disrupted multiple times in a year, only one disruption is counted. Measure 1.1b reflects the cumulative version of this measure.

Measure 1.2a reflects the HIDTA Program's emphasis on the disruption and dismantlement of higher value DTOs - those responsible for supplying drugs in large amounts and to broader geographic areas. It identifies the operational scope - multi-state or international - of the DTOs that have been disrupted or dismantled. An "international DTO" is an organization that regularly conducts illegal drug trafficking or money laundering activities in more than one country or one that is based in one country and conducts or coordinates illegal activities in another. A "multi-state DTO" is an organization that regularly carries out illegal drug trafficking or money laundering activities in more than one state.¹¹ Measure 1.2b is the cumulative version.

Measure 1.3a is another long-term proxy outcome measure: it is the wholesale value (a conservative amount compared to the retail or "street" value) of drugs seized and taken off the market plus the value of cash and other assets seized from drug traffickers. In addition to reflecting the removal of the illegal drugs from the market, these seizures reflect the substantially increased costs and lost profits to traffickers. Measure 1.3b is the cumulative version.

Measure 1.4, like 1.2a and 1.2b, also focuses on higher value DTOs - specifically those linked to Department of Justice's CPOT, the Federal government list of the "most significant" drug trafficking organizations. Disrupting or dismantling these organizations should assure that HIDTAs have the most impact on drug trafficking. Targeting these organizations should have the most impact on drug trafficking trends and drug availability.

Measure 2 tracks the average HIDTA cost per DTO disrupted or dismantled. This is defined as the amount of HIDTA funds for enforcement initiatives divided by the number of DTOs dismantled or disrupted. This measure reflects the efficiency of the program in accomplishing its goals.

These measures focus on common indicators and maximum coordination in contrast to earlier ones that relied on each HIDTA's targets to monitor performance.

¹¹A DTO is not considered a multi-state DTO if the organization's activities regularly take place within a single metropolitan area or region, even if that metropolitan area includes parts of more than one state.

Figure 6: Performance Goals & Accomplishments

Measures	FY 2004		FY 2005		FY 2006		FY 2007		FY 2008		FY 2009		FY 2010	FY 2011
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Target ¹²
1.1a Number of DTOs disrupted or dismantled	Measure not established at this time		Report baseline data	<i>Baseline established (2,183)</i>	2,227	2,386	2,271	2,873	2,317	3,171	2,363	<i>TBR Summer 2010</i>	2,599	2,661
1.1b Cumulative number of DTOs disrupted or dismantled	Measure not established at this time		Report baseline data	<i>Baseline established (2,183)</i>	4,410	4,569	6,681	7,442	8,997	10,613	11,360	<i>TBR Summer 2010</i>	13,959	16,620
1.2a Number of multi-state or international DTOs disrupted or dismantled	Measure not established at this time		Report baseline data	<i>Baseline established (1,379)</i>	1,407	1,440	1,435	1,910	1,463	2,009	1,493	<i>TBR Summer 2010</i>	1,642	1,681
1.2b Cumulative number of multi-state or international DTOs disrupted or dismantled	Measure not established at this time		Report baseline data	<i>Baseline established (1,379)</i>	2,786	2,819	4,221	4,729	5,684	6,738	7,178	<i>TBR Summer 2010</i>	8,820	10,501

TBR-To be reported

¹²Data used to compute FY 2011 targets were extracted from the Performance Management System database.

Measures	FY 2004		FY 2005		FY 2006		FY 2007		FY 2008		FY 2009		FY 2010	FY 2011
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Target
1.3a Value of drugs, cash, and other assets seized	Measure not established at this time		Report baseline data	<i>Baseline established (\$9.8 billion)</i>	\$10.0B	\$17.2B	\$10.2B	\$26.6B	\$10.4B	\$33.9B	\$10.6B	<i>TBR Summer 2010</i>	\$11.7B	\$20.9B
1.3b Cumulative value of drugs, cash, and other assets seized	Measure not established at this time		Report baseline data	<i>Baseline established (\$ 9.8 billion)</i>	\$19.8B	\$27B	\$30.0B	\$53.6B	\$40.4B	\$87.5B	\$51.0B	<i>TBR Summer 2010</i>	\$63.0B	\$83.9B
1.4 Number of CPOT-related DTOs disrupted or dismantled	Measure not established at this time		Measure not established at this time		Report <i>Baseline</i> Baseline established data (200)	204	102	208	107	212	<i>TBR Summer 2010</i>	191	127	
2 Cost per DTO disrupted or dismantled	Measure not established at this time		Report baseline data	<i>Baseline established (\$80,100)</i>	\$78,500	\$74,400	\$77,000	\$60,200	\$75,400	\$51,981	\$73,900	<i>TBR Summer 2010</i>	\$66,510	\$62,800

TBR = To Be Reported

FY 2009 Accomplishments

FY 2009 achievements will be reported in summer 2010 when data has been fully compiled. For FY 2008, the most recent year for which complete data is available, annual reports indicate that there were almost 670 HIDTA initiatives in the 28 HIDTAs and five U.S. southwest border regions. These initiatives were staffed by more than 6,300 Federal agents and analysts and nearly 16,000 state and local officers, analysts, and other representatives. HIDTA initiatives identified more than 8,200 DTOs operating in their areas of which they expected to disrupt or dismantle 2,935. PMP data reveals that the majority of DTOs identified (34%) trafficked in more than one illegal substance. Of those identified as trafficking in a specific drug, approximately 22% trafficked cocaine, about 17% were reported to traffic in marijuana, 12% methamphetamine, and 5% heroin. Prescription drugs accounted for less than 3% of drugs trafficked.

HIDTAs reported disrupting or dismantling 3,171 (108%) of the DTOs they expected to disrupt or dismantle in FY 2008. More than half (63%) of the disrupted and dismantled DTOs were identified as part of a multi-state or international operation. In the process, HIDTA initiatives removed drugs with a wholesale value of more than \$33 billion from the market and seized \$572 million in cash and \$203 million in non-cash assets from drug traffickers. PMP data further indicate that 81% of HIDTAs achieved the targets established in the PMP for seizing drugs and 50% achieved PMP targets for the average cost per DTO disrupted or dismantled. In addition, 84% of HIDTAs achieved PMP return on investment (ROI) targets for the wholesale value of drugs taken off the market and cash and non-cash assets seized.

In FY 2009, ONDCP provided \$3,023,323 to the National Marijuana Project Initiative (NMPI) and contributed to record eradication of domestic marijuana by Federal, state, and local law enforcement. These resources help coordinate eradication efforts by the Drug Enforcement Administration, the Department of the Interior, the Department of Agriculture, the National Guard, and the M7¹³ states. As a result, 7.7 million plants were eradicated in FY 2008, an increase of more than 2,000,000 plants from 2007. The HIDTA funding was used for officer overtime, aviation flying hours, special equipment purchases, and other investigative costs. The purpose of the NMPI is to counter the production, distribution and consumption of methamphetamine and precursor chemicals in the United States through training; information sharing; assisting in targeting criminal enterprises involved in these activities; and investigative support. In FY 2009, the NMPI continued to sponsor and manage conferences between U.S. Federal, state, and local law enforcement and certain international partners such as China and Canada. As a result of an added responsibility on pharmaceuticals, the NMPI further monitors programs or legislation that impact diversion control of legal substances that could be or have been abused.

In FY 2009 ONDCP released the second National Southwest Border Counternarcotics Strategy. The HIDTA Program, and specifically the five regions of the Southwest Border (SWB) HIDTA, plays a major role with the implementation of that strategy. The SWB HIDTA has as its primary goal the disruption of the flow of illicit drugs from Mexico, and has expanded

¹³ M7 refers to seven States known as the Marijuana Seven and includes California, Oregon, Washington, Hawaii, Kentucky, Tennessee, and West Virginia.

its mission to include the movement of cash, assets, and weapons from the U.S. into Mexico. While in FY 2008 the SWB HIDTA continued to participate in various initiatives along the entire border and in the Domestic Highway Enforcement (DHE) Program, it increased its focus on initiatives in support of the Southwest Border Counternarcotics Strategy. Improved and enhanced cooperation, communications, and coordination are an integral part of the SWB HIDTA as it assists in the implementation of the strategy.

b. Means and Strategies to Accomplish FY 2011 Outcomes

The 2007 OMB program performance review identified three actions to be undertaken by HIDTA, specifically: (1) allocate future budget resources among HIDTAs based on unique drug threats facing each area, the performance of each HIDTA, and targeted law enforcement initiatives; (2) work with related drug task force programs (e.g. DOJ's Organized Crime Drug Enforcement Task Force and Byrne Grant drug task forces) to develop common performance measures and shared goals; and (3) develop an evaluation strategy to assess the effectiveness of the program.

In FY 2011, the HIDTA program will continue to allocate budget resources among individual HIDTAs based on unique drug threats facing each area, the performance of each area, and targeted law enforcement initiatives, as indicated in the budget section. The nature of the threats and the initiatives planned are contained in each HIDTA's request and are assessed by ONDCP. Also, the PMP documents each HIDTA's performance. This approach, consistent with ONDCP's 2006 Reauthorization Act, is reflected in the budget section of this document. It will continue to be refined in FY 2011.

In FY 2008 ONDCP met with senior OCDETF and Byrne Grant officials to identify common measures. Regarding common measures for the HIDTA program and Byrne Grants, while both programs contribute to the overall domestic law enforcement effort, the programs are sufficiently different in approach and funding mechanism that a common measure would not provide a meaningful assessment of the programs' activities. A productive approach that will be reflected in ONDCP's PRS (to be established shortly in accordance with the Reauthorization) is to identify the contributions of each program to joint goals of the *Strategy*.

With OCDETF, common measures related to the disruption and dismantling of DTOs were a logical fit given the missions of the two programs. At the OCDETF Conference in 2009, ONDCP Staff met with the head of the OCDETF Program and it was decided that further cooperation and coordination to establish these common measures was needed and that process is ongoing.

ONDCP will continue to improve the HIDTA Program by developing a strategy to assess whether currently-designated HIDTAs continue to meet requirements based on the illegal drug threat and the *Strategy*. The completion date for the development of this strategy is February 2010. This strategy will include working with the National Drug Intelligence Center (NDIC) to obtain nationwide threat specific assessments that can be overlaid on existing HIDTA maps. It will also include an overview of enforcement activities in HIDTA-designated areas. In addition, as part of their annual assessment of the regional drug threat and strategy development, the

HIDTA Executive Boards will review the counties designated as part of their HIDTA to ensure that each one continues to meet the statutory requirements required for such designation. These concurrent activities will help determine whether HIDTA resources are being utilized where they can have the greatest impact. This analysis is expected to be completed by March 2012.

In accordance with the OMB performance review guidance, ONDCP has developed a strategy to assess the effectiveness of the program. An independent contractor has begun conducting performance-related audits in order to provide assurance of the accuracy and integrity of performance information presented by the HIDTAs in their annual performance reports. Seven HIDTAs have been audited in the first year of the contract. The results, to date, have provided important information that has been used to improve and refine the HIDTA PMP System. The lessons learned, which have been shared with the HIDTAs, will help to improve a range of HIDTA activities including refining performance target setting, better identifying training needs, and clarifying PMP definitions. Over a period of five years, all of the HIDTAs will be part of the audit cycle. These audits, to be completed by September 2012, will be used to assess the performance of the HIDTA Program as a whole.

Additionally, the HIDTA program will continue to support the three national initiatives that provide resources to carry out coordinated multi-state activities intended to address specific drug trafficking threats.

In order to increase HIDTA's involvement in the area of drug abuse prevention, ONDCP has allocated a total of \$800,000 of FY 2009 discretionary funding among 18 HIDTAs to fund Prevention Initiatives, resulting in the creation of 15 new initiatives and the expansion of three existing ones. Those HIDTA-funded Prevention Initiatives are designed to target the specific needs of each community served, and create and expand effective research based substance abuse programs for at-risk youth. The HIDTA program is in the process of developing appropriate performance measures for prevention initiatives whose numbers and funding are expected to grow over the next few years.

In 2009, the HIDTA program was joined by the DFC Program, the Media Campaign, and CTAC in the Office of State, Local and Tribal Affairs. By concentrating these programs within the same component, ONDCP is seeking to increase collaboration and coordination between the programs and their initiatives, thereby maximizing their impact on drug abuse prevention.

In FY 2011, ONDCP expects that the HIDTA program will continue to prove to be a key component of our National effort to reduce drug trafficking and drug production in the U.S. in support of the *Strategy*.