



2018 Annual Report for the Washington/Baltimore HIDTA

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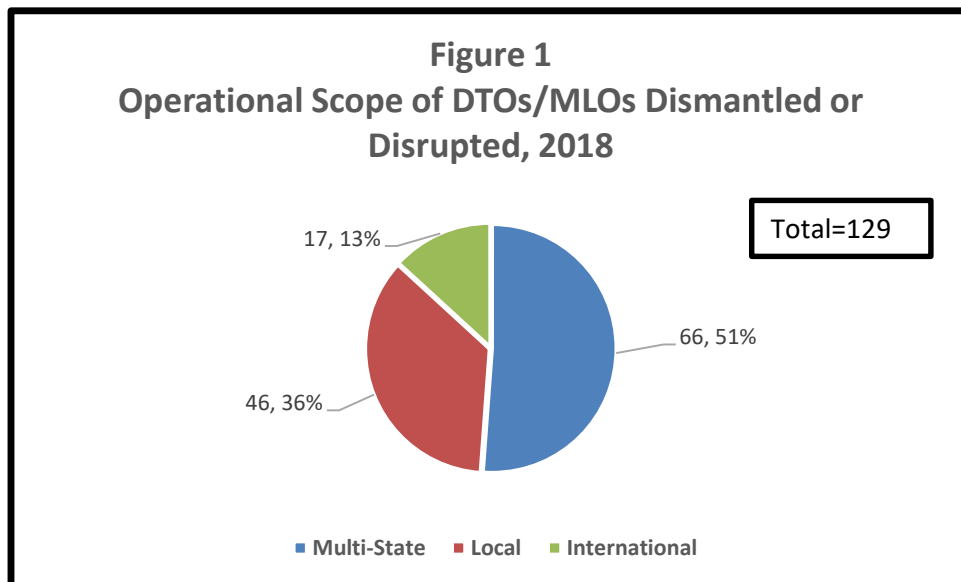
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Executive Summary

This report describes the Washington/Baltimore High Intensity Drug Trafficking Area's (W/B HIDTA) success in disrupting the market for illegal drugs across Maryland, Virginia, the District of Columbia, and the eastern panhandle of West Virginia, and its success in improving the effectiveness and efficiency of the W/B HIDTA initiatives in 2018.

Disrupting and Dismantling Drug Trafficking Organizations (DTOs) and Money Laundering Organizations (MLOs)

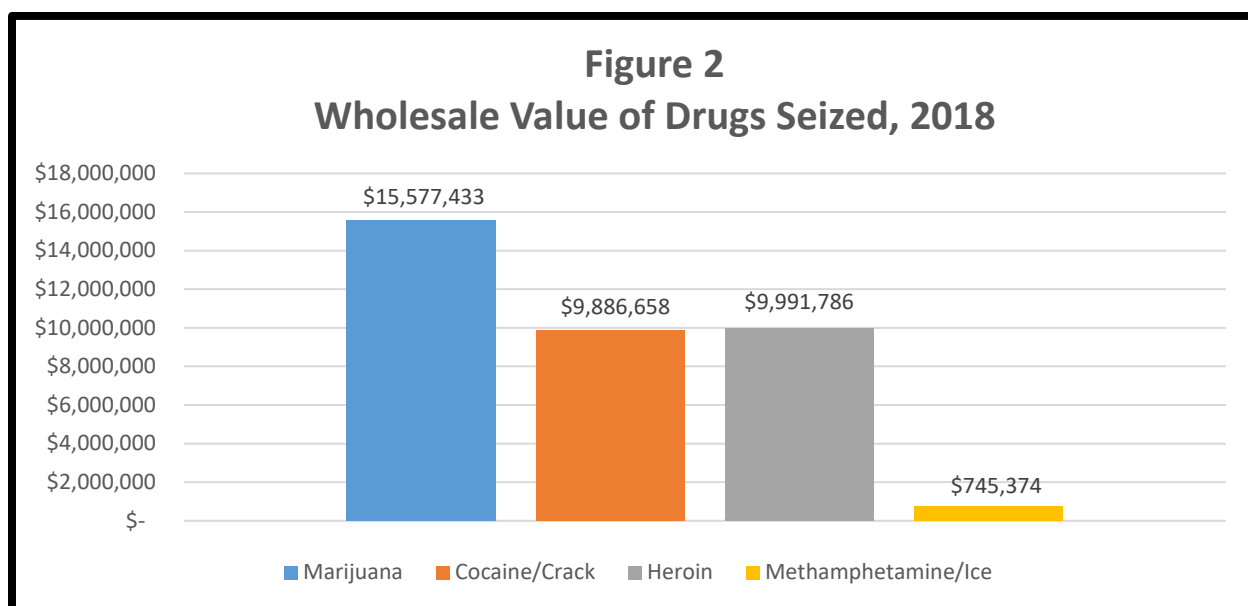
- The W/B HIDTA disrupted or dismantled 129 DTOs/MLOs. W/B HIDTA initiatives completely dismantled 50 DTOs/MLOs and disrupted an additional 79 such organizations.
- Sixty-four percent of the DTOs and MLOs disrupted or dismantled in 2018 were part of an international or multi-state operation.



- Thirteen of the disrupted or dismantled organizations were part of an organization designated a priority target by the Justice Department; i.e., an Organized Crime and Drug Enforcement Task Force-designated investigation, a Consolidated Priority Organization Target (CPOT) list organization, a Regional Priority Organization Target (RPOT), or a Priority Target Organization by a Drug Enforcement Administration Division Office.

Taking Drugs off the Streets in 2018

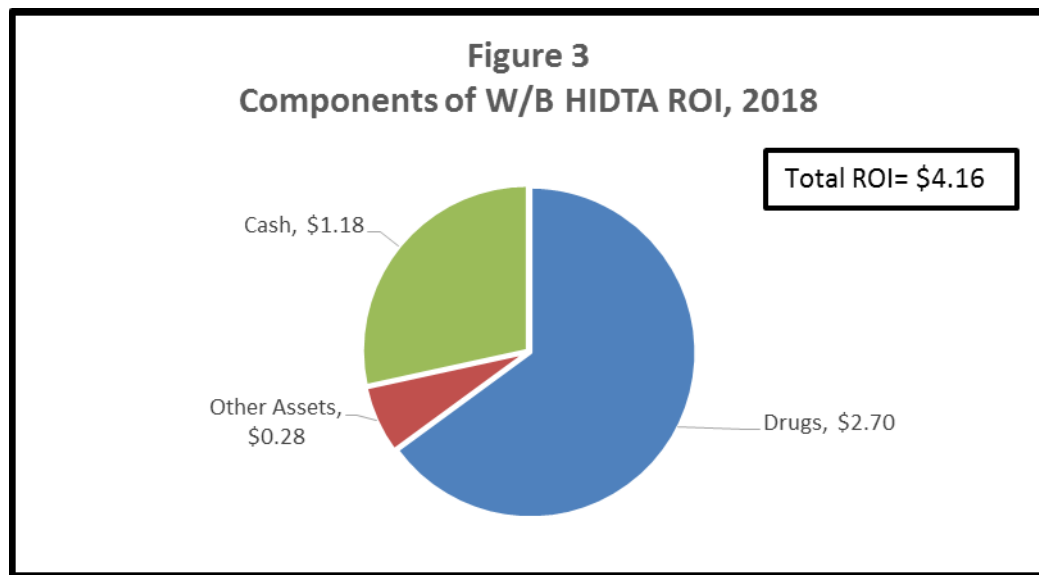
- In 2018, W/B HIDTA initiatives recorded 4,051 separate seizures of illegal substances with a wholesale value of \$36.2 million.



- W/B HIDTA initiatives made 966 seizures of heroin in 2018. In all, W/B HIDTA initiatives seized 169.4 kilograms of heroin.
- Fentanyl seizures were at an all-time high – 154 seizures totaling 64.8 kilograms and 3,097 dosage units.
- Marijuana was the most frequently seized drug in 2018, with 984 reported seizures, including plants, accounting for 3,288 kilograms.
- W/B HIDTA initiatives recorded 767 seizures of powder cocaine (327 kilograms) and 327 seizures of crack (8.5 kilograms).

Return on Investment (ROI)

- Return on Investment (ROI) refers to the ratio of the HIDTA's budget to the wholesale value of (1) drugs taken off the market and (2) the value of cash and other assets seized from traffickers.
- The W/B HIDTA ROI in 2018 was \$4.16.



- The combined value of illegal drugs, cash, and other assets seized in 2018 was just less than \$56 million.
- Cash seizures (\$15.9 million) alone almost equaled the amount of the W/B HIDTA's funding from ONDCP.

Training

- The W/B HIDTA sponsored 19,478 hours of training for 2,060 federal, state, and local participants.
- A follow-up survey administered six months after the training showed that 95 percent of students responding reported the training had improved their knowledge, skills, and abilities (KSAs) needed to perform their job, and 83 percent reported they had applied the course material since completing their training.

Intelligence and Information Sharing

- 113 agencies used the W/B HIDTA's deconfliction system to process 4,679 event deconflictions and match 52,365 case elements against existing investigations.
- The Investigative Support Center and analysts in W/B HIDTA initiatives provided analytical support to 358 cases, and 97 percent of case agents responding to a survey in 2018 reported the assistance was useful.
- In a 2018 survey, 98 percent of law enforcement executives responding reported the 19 strategic intelligence products produced by the W/B HIDTA were useful.

Other Accomplishments in 2018

- W/B HIDTA initiatives took 766 firearms off the streets.
- The Capital Area Regional Fugitive Task Force apprehended 4,302 fugitives.
- The W/B HIDTA's three prevention initiatives: helped decrease school absenteeism for 10 students participating in an early intervention program and recruited 69 law enforcement mentors and involved more than 2,000 youth in the Cal Riken Sr. Foundation's *Badges for Baseball Program*.
- W/B HIDTA's 12 treatment initiatives provided treatment for 536 clients and 165 clients successfully completed their treatment programs.

Introduction

The High Intensity Drug Trafficking Areas program, created by Congress with the Anti-Drug Abuse Act of 1988, provides 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 mission of the HIDTA Program is to disrupt the market for illegal drugs in the United States by assisting Federal, state, local, and tribal law enforcement entities participating in the HIDTA Program to dismantle and disrupt drug trafficking organizations, with particular emphasis on drug trafficking regions that have harmful effects on other parts of the United States.

The HIDTA program includes 29 regional HDTAs. These HDTAs are located in all 50 states, Puerto Rico, the U.S. Virgin Islands, and the District of Columbia. The Southwest Border HIDTA (SWB HIDTA) comprises five regions (Arizona, California, New Mexico, South Texas, and West Texas) that function as separate HDTAs.

In 1994, the Office of National Drug Control Policy (ONDCP) designated 13 jurisdictions in Maryland, Washington, D.C., and Northern Virginia as a High Intensity Drug Trafficking Area (HIDTA). Since that original designation, the boundaries have been expanded numerous times. Most recently, at the request of the W/B HIDTA Executive Board and local officials, ONDCP added Mineral County, WV to the HIDTA. In all, the W/B HIDTA includes 26 counties and 11 cities in Virginia, Maryland, and West Virginia and the District of Columbia.

Each of the 29 HDTAs designated by the Director of ONDCP shares two very specific goals as they work to detect, disrupt, and dismantle organizations involved in the production, transportation, distribution, and consumption of illegal drugs in the United States. ONDCP requires each HIDTA to develop an annual strategic plan, including specific quantitative performance expectations, to address the two goals. By engaging in both planning and performance management, the W/B HIDTA can ensure that its initiatives are targeting identified drug threats and responding to regional needs in an efficient and effective manner.

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

Goal 2: Improve the efficiency and effectiveness of HIDTA initiatives

Washington/Baltimore HIDTA Vision Statement:

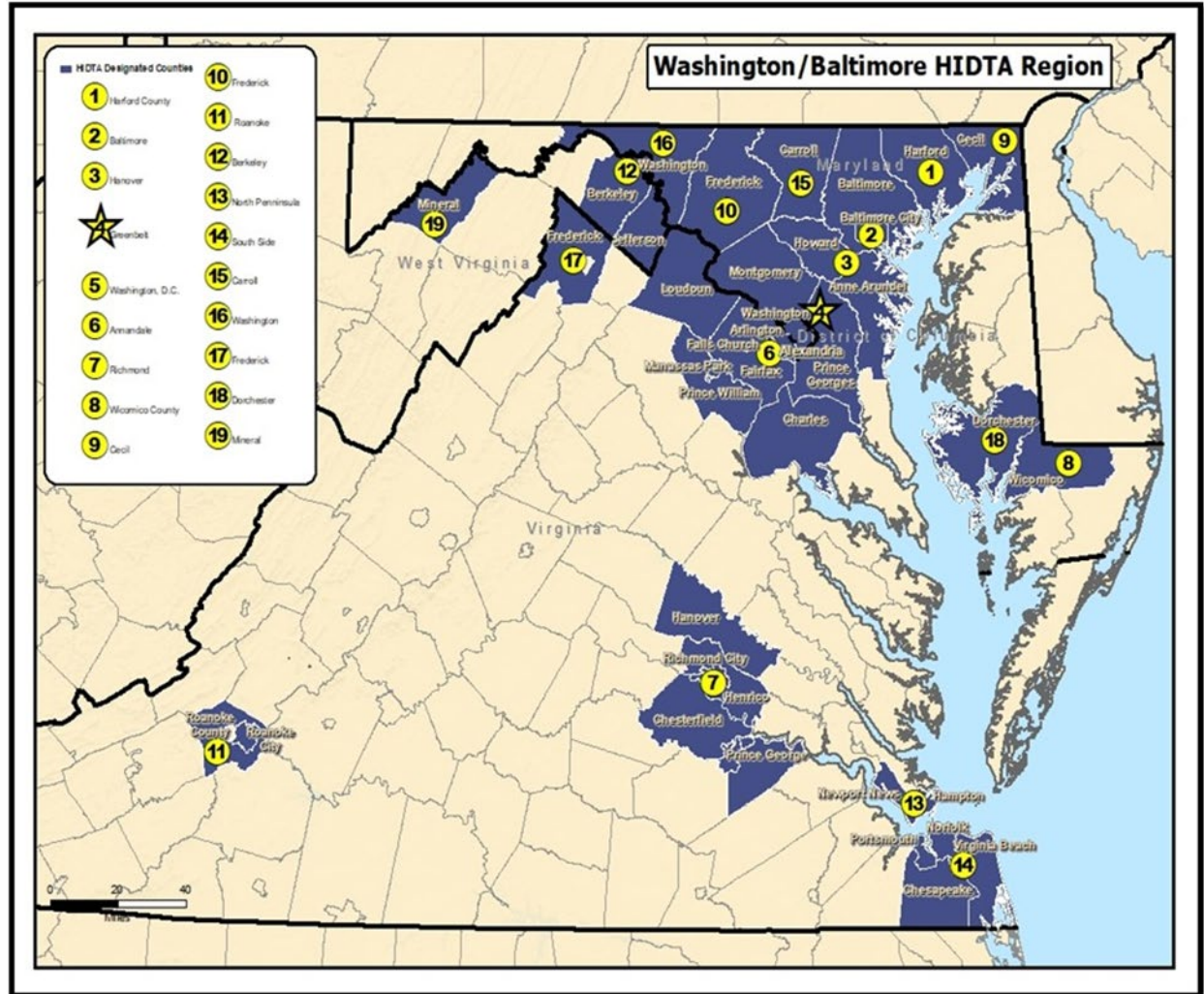
We envision that within the next five years the Washington/Baltimore HIDTA's Investigative Support Center will coordinate its intelligence collection efforts with those of the Washington/Baltimore HIDTA participating agencies to improve the effectiveness and efficiency of HIDTA initiatives. The ISC will integrate investigative and strategic intelligence in order to set performance targets for Washington/Baltimore HIDTA initiatives and guide them through the strategic planning process. This will enable the Washington/Baltimore HIDTA to address identified drug threats in the region by disrupting and dismantling drug trafficking and money laundering organizations.

Washington/Baltimore HIDTA Mission Statement:

The mission of the Washington/Baltimore HIDTA is to improve interagency collaboration, promote the sharing of accurate and timely information and intelligence, and provide specialized training and other resources to Washington/Baltimore HIDTA participating law enforcement and treatment/criminal justice agencies. This will enhance their ability to provide superior services and meet their performance targets. Through its state-of-the-art Investigative Support Center, its highly trained and skilled professional staff will utilize the HIDTA Performance Management Process to improve the efficiency and effectiveness of HIDTA initiatives throughout the Washington/Baltimore HIDTA region and, when practical, in other areas of the country. The aim of the initiatives is to disrupt and dismantle drug trafficking organizations and money-laundering operations, prosecute traffickers, and seize their drugs and profits.

In 2018, the W/B HIDTA received \$17,480,376 from ONDCP. This report describes and summarizes the accomplishments of the W/B HIDTA with those funds. The quantitative information contained in this report draws primarily from the Performance Management Process (PMP) database and is supplemented with information from other W/B HIDTA sources.

Figure 4
Washington/Baltimore HIDTA Region



Summary of Threat Assessment for 2018

The primary drug threats identified in the Washington/Baltimore HIDTA region (W/B HIDTA) in the 2018 Threat Assessment were heroin, fentanyl, cocaine, and diverted prescription narcotics. More than 90 percent of the Threat Assessment Surveys returned by HIDTA law enforcement officials identified these drugs of these drugs as causing significant or moderate harm in their communities.

Marijuana, despite being the most prevalent drug in the region, is a secondary threat. Although almost half of the respondents described it as a moderate threat, more than one-third categorized it as a minor threat and only seven of the fifty-two respondents reported it causes significant harm in their communities. Synthetic drugs, including MDMA, LSD, and synthetic cannabinoids (K-2, Spice, synthetic marijuana) and synthetic cathinones (e.g., bath salts), and methamphetamine present comparable threats. Both are viewed as a significant or moderate threat by less than half of the survey respondents and very few considered them to cause significant harm. PCP continues to be a significant problem in the Washington DC area but is generally not a problem in other areas of the W/B HIDTA.

All the major drugs used within the W/B HIDTA and the surrounding areas were readily available. Heroin and fentanyl were reported to be more available than in the prior year by 46 percent and 67 percent of survey respondents, respectively. Survey respondents generally reported that most drug prices were about the same as the prior year, although about one-quarter reported the price for prescription narcotics was higher.

W/B HIDTA initiatives were investigating 406 DTOs and 48 MLOs at the time the 2018 Threat Assessment was prepared. Of these organizations, 102 were part of an international organization (i.e., one that regularly conducts or coordinates illegal drug trafficking and/or money laundering activities in more than one country), 200 operated in more than one state and 152 were strictly local operations.

More than 53 percent of the DTOs under investigation trafficked cocaine although the majority of the newly identified DTOs trafficked heroin. Forty-two percent of all the DTOs under investigation trafficked heroin, 17 percent marijuana, and 12 percent crack cocaine.

The DTOs/MLOs under investigation represented more than 30 different ethnic groups and nationalities. More than one-half of the DTOs were African-American groups, by far the largest single demographic characteristic.

Although W/B HIDTA initiatives identified 32 foreign countries and 22 states as sources of drugs trafficked in the W/B HIDTA region, the most frequently cited sources for drugs trafficked in the W/B HIDTA region were once again Mexico and the Southwest Border states followed by the New York/New Jersey area. As in prior years, Mexico and the

Southwest Border area was the most frequently cited source for cocaine and marijuana while the New York/New Jersey area was the most frequently cited source for heroin.

There is no single dominant transportation mode for moving drugs into and throughout the W/B HIDTA. Private vehicles, the U.S. Postal Service (U.S.P.S.), and commercial package delivery services were all used to a significant degree.

Summary of Strategy for 2018

Based on the Threat Assessment, the Executive Board approved 72 initiatives: 43 enforcement initiatives; 12 treatment initiatives; six prevention initiatives; two training initiatives; one Intelligence and Information Sharing Initiative; and eight initiatives that provide resources, information technology support, technical equipment, and financial management to the W/B HIDTA operations.

In general, the Executive Board's strategy had several major elements, each responding to a discrete threat identified in the 2018 Threat Assessment. The most significant of these elements are described below.

1. Investigate/Disrupt/Dismantle DTOs. In 2018, more than 400 DTOs were trafficking heroin, powder cocaine, crack cocaine, marijuana, PCP, and methamphetamine in the W/B HIDTA region. Thirty-eight W/B HIDTA initiatives addressed this threat.*
2. Investigate/Disrupt/Dismantle Money Laundering Organizations. Multi-state and international DTOs, particularly those with connections to Mexico and Central America, need to make the proceeds of their illegal activities appear to be legitimate funds. This requires organizations with the skills to place and layer the funds and then create an apparent legal source for the criminal proceeds. Three W/B HIDTA initiatives focused on these organizations.
3. Interdict Drug Transportation. Traffickers use the extensive and efficient transportation network in the W/B HIDTA to move illegal drugs and bulk cash via highways, aircraft, and shipping. Seven W/B HIDTA initiatives addressed this threat.
4. Investigate/Disrupt/Dismantle Gangs. Gangs are active as street level and as mid-level suppliers of drugs throughout the W/B HIDTA area and are the cause of much violent crime in the region. Six W/B HIDTA initiatives specifically addressed this threat.

* Some initiatives addressed more than one threat.

5. Treat Criminal Offenders with Substance Use Disorders. Resources in the W/B HIDTA region do not provide the needed number of treatment slots and many individuals seeking help with their addiction will not be able to get that help. The 12 W/B HIDTA Treatment/Criminal Justice initiatives focused their resources on treating criminal offenders.

The Executive Board also established quantitative targets for each HIDTA-funded initiative in 2018. These initiative-specific targets were the basis for the W/B HIDTA's performance targets approved by ONDCP.

For Goal 1, the W/B HIDTA initiatives expected to disrupt or dismantle 143 drug trafficking (DTOs) and money laundering organizations (MLOs) and achieve a return on investment (ROI) of \$6.50 (\$4.50 for drug seizures and \$2.00 for cash and assets seizures from traffickers).

For Goal 2, the W/B initiatives expected to train more than 1,300 students and provide case support to 180 investigations. In addition, the W/B HIDTA expected to achieve the program-wide performance expectations of 85 percent positive responses to the training, case support, and intelligence products produced during the year.

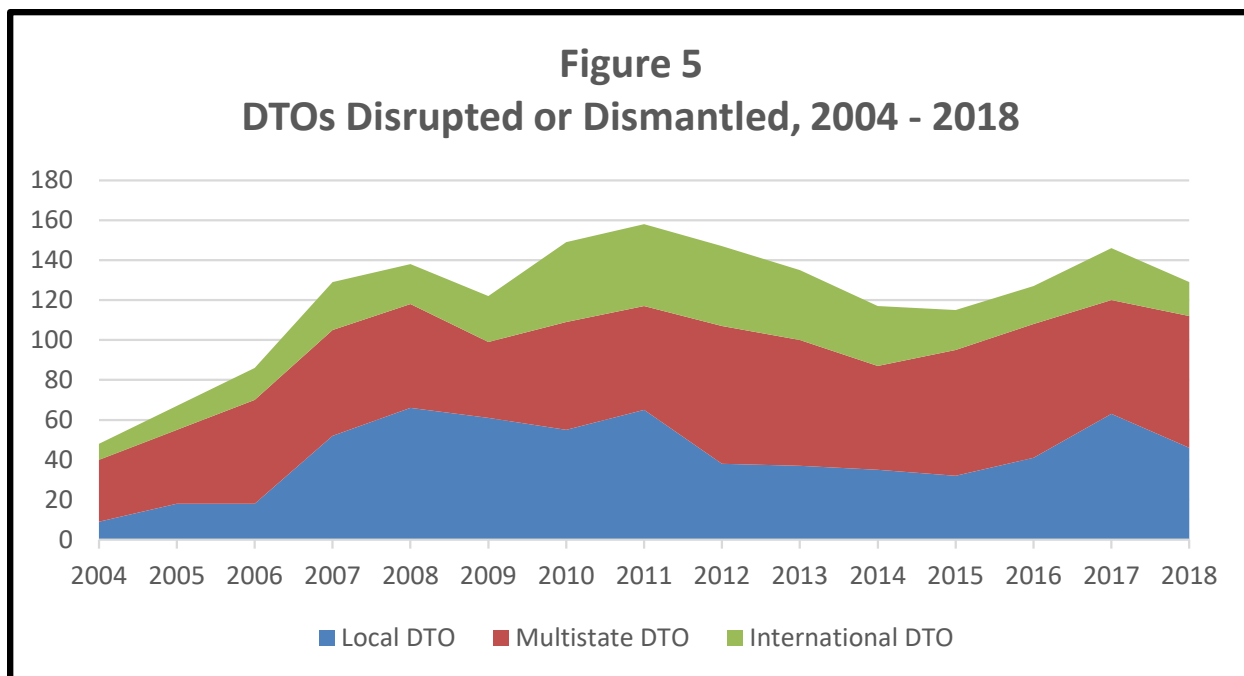
Accomplishments

This section describes the accomplishments of the W/B HIDTA in addressing the major elements of the Executive Board's 2018 Strategy. It includes a multiyear look at the elements and highlights significant investigations and other achievements in 2018.

Investigate/Disrupt/Dismantle DTOs

In 2018, W/B HIDTA initiatives disrupted or dismantled 129 DTOs operating in the W/B HIDTA region. On average, the W/B HIDTA has disrupted or dismantled more than 100 DTOs annually since 2004. Each year approximately two-thirds of the disrupted and dismantled DTOS were parts of an international or multi-state operation and about one-fifth were designated OCDETF cases.

As part of the investigations that led to the disruption and dismantlement of these organizations, W/B HIDTA initiatives have made 17,000 arrests and confiscated almost 8,400 firearms off the streets of Maryland, Virginia, the District of Columbia, and West Virginia since 2010.



One of the DTOs dismantled in 2018 had distributed large quantities of fentanyl-laced drugs and was responsible for the majority of the violence that occurred in the Brooklyn community of Baltimore, MD. In fact, the DTO had been designated as one of the twenty-five most violent organizations in Baltimore. The investigation was a collaborative effort between Violent Trafficker Initiative (VTI) and the Baltimore Police Department's Overdose Task Force. The investigation resulted in the indictment and arrest of seventeen members of the DTO, the seizure of more than 500 grams of fentanyl and more 250 gel caps of heroin/fentanyl mixtures, five handguns, and approximately \$43,000. This investigation was also responsible for thwarting three imminent acts of gun violence as a result of calls intercepted via a court authorized Title III wire intercept.

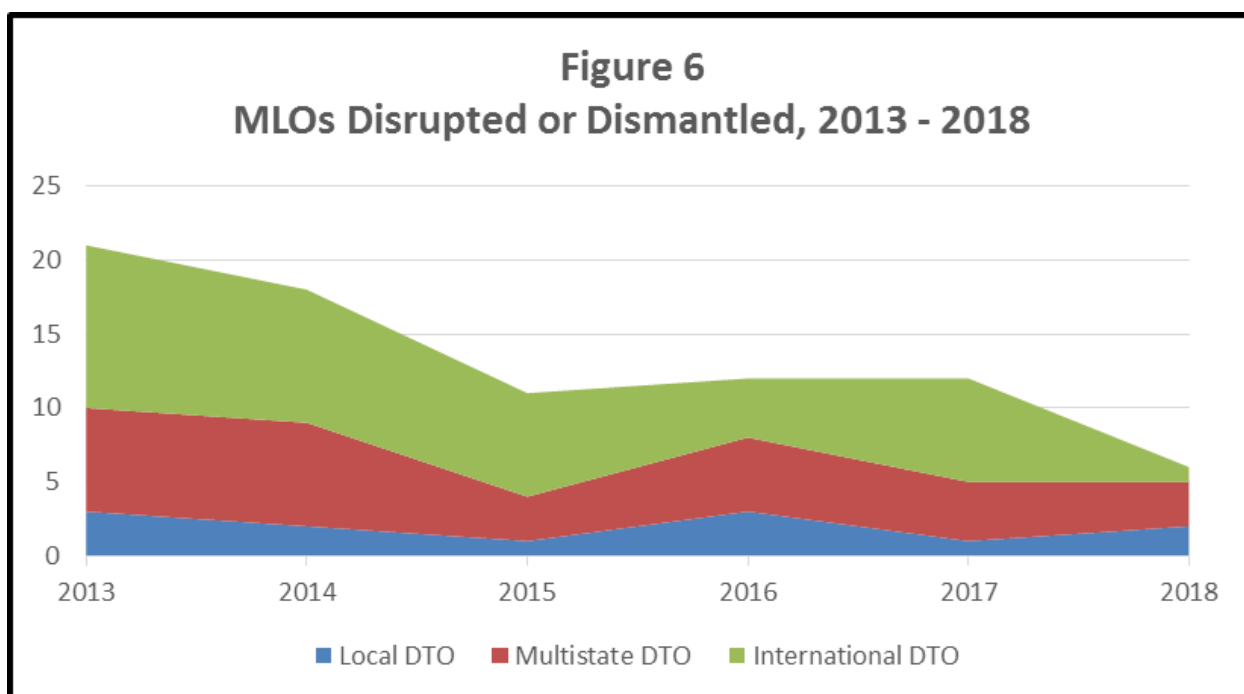
In September 2018, the Washington Area Gang Initiative (WAGI) realized the culmination of a four-year investigation of a violent drug trafficking organization (DTO) centered in the Parkland Neighborhood of Southeast Washington, DC. The scope of the DTO's operation spread through the District of Columbia, Maryland, and Northern Virginia. The investigation was conducted by a team consisting of FBI Agents, Metropolitan Police Department (MPD), Prince Georges County Police Department (PGPD), United States Park Police (USPP), and the U.S. Marshals Service. The U.S. Postal Investigative Service also assisted in the investigation, which included undercover operations, multiple Title III wiretaps, cell phone and vehicle GPS tracking, and pole cameras. The investigation resulted in the indictment and arrest of 14 subjects. During the course of the investigation, the WAGI seized more than five kilograms of cocaine and 100 grams of heroin, five handguns, one assault rifle, and more than \$90,000. Thirteen of the subjects pleaded guilty and were given prison sentences ranging from five to 20 years.

Investigate/Disrupt/Dismantle MLOs

In 2018, the Washington/Baltimore HIDTA investigated 56 MLOs, including 28 international operations, 17 multi-state, and 11 local operations. Most local traffickers in the W/B HIDTA region use basic money laundering methods, such as buying businesses, real estate, and luxury items. However, international organizations in the region use methods that are more sophisticated. These methods include the use of Hawalas, small businesses, offshore accounts, shell corporations, and other traditional money laundering processes.

Due to the relatively large number of active MLOs and the wide variety of financial institutions and related businesses in the region, the W/B HIDTA Executive Board has approved three initiatives specifically dedicated to money laundering crimes and provided \$484,000 for their activities.

In 2018, the three initiatives disrupted or dismantled four MLOs and seized almost \$2 million in cash (\$1,444,874) and property (\$553,000) from these organizations.



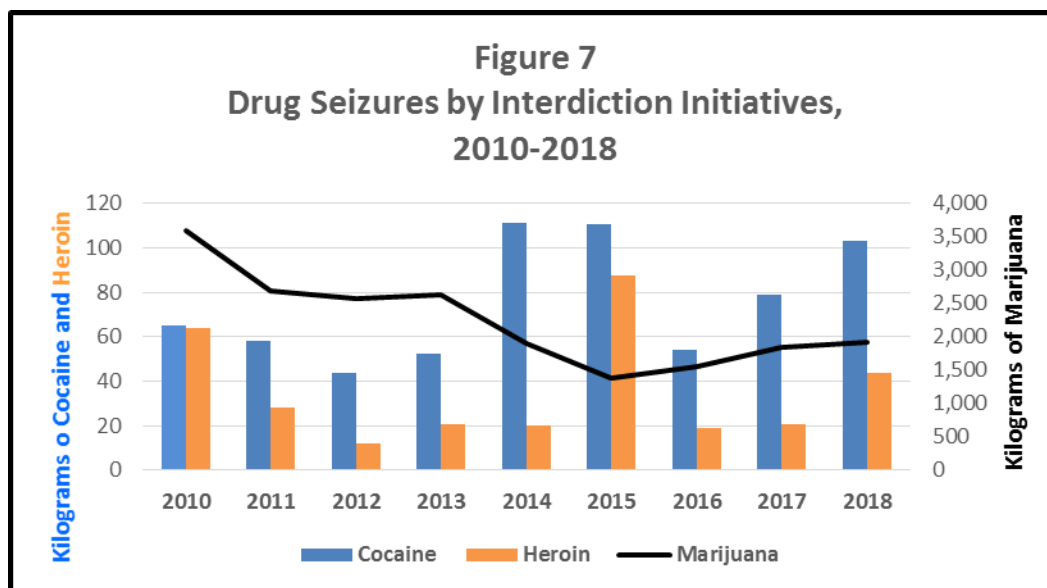
On August 2018, a Northern Virginia Financial Initiative (NVFI) investigation succeeded in dismantling a multistate MLO operating between California and Virginia. The subject of the money laundering investigation had been identified as an associate of a large scale marijuana distributor based in California, and his principal responsibilities were arranging purchases of marijuana from the California distributor and collecting the money for the purchases. The money was then deposited into banks in Virginia and withdrawn by the distributor in California.

Bank records revealed that over a two-year period there were at least 300 cash deposits totaling more than \$380,000 made into accounts of the California distributor. In August and September of 2018, the Virginia-based money launderer and the California-based distributor entered guilty pleas in Federal District Courts for Eastern District of Virginia and Central District of California, respectively, to charges of Conspiracy to Money Laundering and Conspiracy to Distribute Marijuana. The two pleas included forfeitures of more than \$767,000.

Interdict Drug Transportation

The transportation network in the W/B HIDTA provides an almost unlimited number of choices for a drug trafficker shipping illegal goods into, through, and throughout the region – Interstate and state highways, passenger and freight trains, the most active seaport on the East Coast, airports, and commercial truck traffic.

Eight W/B HIDTA initiatives focus on traffickers using highways, aircraft, and seaports to move illegal drugs and bulk cash through the W/B HIDTA area. In 2018, these interdiction initiatives seized 1,912 kilograms of marijuana, 103 kilograms of cocaine, 44 kilograms of heroin, 14.6 kilograms of fentanyl, 16.6 kilograms of alprazolam and 11.8 kilograms of MDMA. They also seized more than 12,000 dosage units of tramadol and more than 8,400 units of alprazolam.



In August 2017, the Baltimore Seaport Initiative (BSI) and members of the Baltimore County Police Department's (BCPD) initiated an investigation into the activities of a DTO that distributed cocaine, heroin, and marijuana in the Baltimore metro area. In December 2017, the initiative implemented a State of Maryland court approved wiretap investigation

into the organization and expanded the investigation to include money laundering and firearms-related violations.

Through the wire intercept, the BSI identified additional members of the organization who are alleged to be members of an ongoing conspiracy to distribute thousands of pounds of high grade marijuana and other controlled substances around the United States, including the District of Maryland. An undercover Homeland Security (HSI) agent negotiated with an alleged associate of the Sinaloa cartel to deliver 16 kilos of cocaine to Baltimore

On February 2, 2018, the BSI, with assistance from HSI Riverside, Baltimore County Police Department, the Baltimore Police, Maryland State Police, and Anne Arundel County Police Department conducted a takedown of the DTO for a large multi kilogram shipment of cocaine arranged by the Sinaloa Cartel. The takedown resulted in the arrest of six individuals on Federal firearms and drug charges and triggered the execution of 11 search and seizure warrants in the Baltimore Metropolitan area that resulted in the arrests of an additional seven individuals on felony drug and firearms charges. In total, 13 individuals were arrested in Maryland with a total seizure of approximately \$325,000 in U.S. Currency several handguns, two loaded shotguns, four luxury vehicles, two kilograms of cocaine and approximately 40 pounds of marijuana.

On February 6, 2018, as a direct result of the BSI investigation, HSI agents in New York and California executed search and seizure warrants and seized 1,900 pounds of high grade marijuana, several luxury vehicles, a firearm, and approximately \$180,000 in U.S. Currency.

Disrupt/Dismantle Gangs.

Seven W/B HIDTA initiatives specifically addressed gang-related drug trafficking and investigated 67 DTOs in 2018. The majority of these gang-related DTOs were African-American groups trafficking cocaine, heroin, crack, and marijuana in the Baltimore-Washington, D.C. corridor. In Virginia, the majority of the gang-related DTOS were Hispanic organizations that traffic cocaine and marijuana.

W/B HIDTA initiatives dismantled five gang-related DTOs and disrupted another 10 in 2018. The 15 gang-related DTOs that were disrupted or dismantled in 2018 represented about one-fourth of all gang-related organizations under investigation. The membership ranged from five to 71 individuals; the average size was 17 members. Ten of the 15 DTOs trafficked cocaine, seven trafficked marijuana, and four trafficked crack and heroin.

Since 2016, one on-going investigation into a group associated with the Black Guerilla Family gang, has seized more than 36 kilograms of heroin, almost two kilograms of fentanyl, approximately six kilograms each of cocaine and marijuana, and smaller quantities of methamphetamine and crack cocaine. To date, 17 people have been indicted and charged with Drug Conspiracy and Possession with the Intent to Deliver

Heroin/Fentanyl. Prison sentences for those convicted have ranged from five to 20 years. The impact of the investigation has been significant and police calls for service in the area surrounding the Pedestal Gardens Apartment complex have dropped markedly.

Treat Criminal Offenders with Substance Use Disorders (SUD)

The W/B HIDTA is one of only two HIDTAs that funds SUD treatment initiatives. The HIDTA provides annual funding to local and State treatment programs in Maryland, Virginia, the District of Columbia, and the eastern panhandle of West Virginia for criminal offenders.

Each of the initiatives provides treatment based on scientific principles of effective interventions, and each local initiative has created a SUD treatment program designed both to meet the specific needs of the population served and to integrate the treatment program seamlessly with other local SUD services. Each initiative has two components: (1) treatment services provided by State or local agencies or their contractors; and (2) supervision, including drug testing, by criminal justice agencies. The range of treatment services provided varies according to the capabilities of the agencies/contractors and the needs of the individual offender.

W/B HIDTA funds are used by the jurisdictions to enhance their existing treatment programs, to extend their levels of care, and to support the use of drug testing and progressive sanctions for any continued illegal drug use. Supervision by probation or parole officers is an additional, necessary aspect of the seamless and coerced treatment experience.

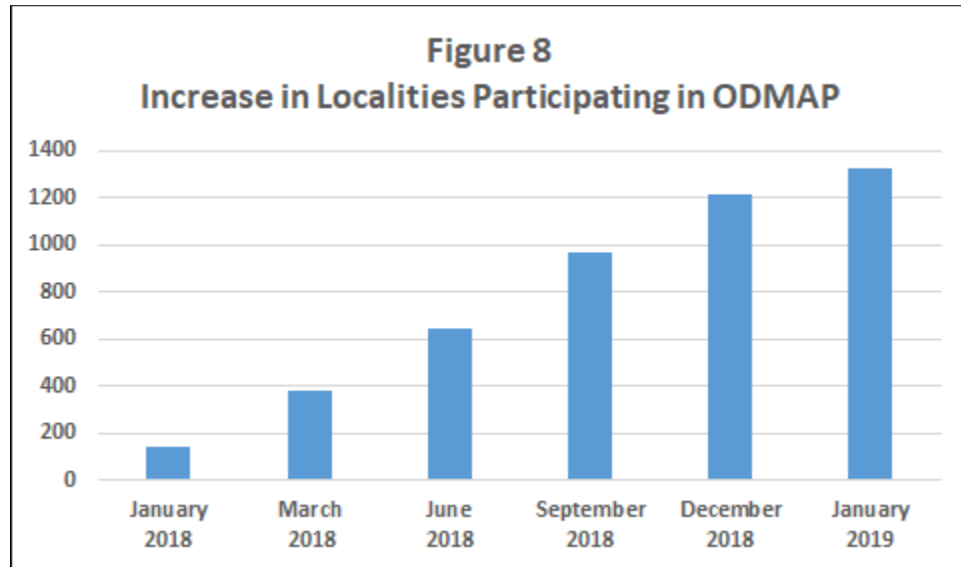
The purpose of the 12 initiatives is to provide treatment services aimed at reducing the rate of recidivism, i.e., the rate at which the treated clients are arrested for committing crimes in the year following their exit from the treatment program.

In 2018, the 12 Treatment/Criminal Justice initiatives collectively treated 536 clients and 165 clients successfully completed the treatment program designed for them.

Overdose Detection Mapping Application Program (ODMAP)

The W/B HIDTA developed the Overdose Detection Mapping Application Program (ODMAP) to provide real-time overdose surveillance data across jurisdictions to support public safety and public health efforts to mobilize an immediate response to an overdose spike. ODMAP links first responders to a mapping tool to track overdoses. It is a mobile tool, capable of being used in the field on any mobile device or data terminal connected to an agency CAD system, or through an application programming interface (API) linking a native data system to the ODMAP program. The simple user-friendly design, allows data entry for an overdose incident to be completed in seconds. In order to access the system, agencies sign a teaming agreement and have the ability to upload data and view the map in real-time.

In 2018, participation in ODMAP program grew substantially. The number of participating jurisdictions grew from 143 to 1,327 and the number of users tripled, from approximately 4,000 to 12,000. As of January 2019, 103,763 overdoses had been entered into ODMAP.



Washington/Baltimore HIDTA Performance, 2018

The mission of the HIDTA Program is to disrupt the market for illegal drugs in the United States by assisting Federal, State, local, and tribal law enforcement agencies to dismantle and disrupt drug trafficking organizations (DTOs) and money laundering organizations (MLOs). The HIDTA Program has two goals, one reflecting program effectiveness (“Disrupt the market for illegal drugs by dismantling or disrupting drug trafficking and/or money laundering organizations”), and one reflecting program efficiency (“Improve the Effectiveness and Efficiency of HIDTA Initiatives”). This report describes the performance of the W/B HIDTA towards those goals and documents that performance against targets set for each in 2018. It provides quantitative data demonstrating the success of the W/B HIDTA using data collected through the HIDTA Performance Management Process (PMP), the HIDTA-designed system that enables the methodical collection, analysis, and reporting of HIDTA performance information.

This Annual Report shows the continued success of the W/B HIDTA in meeting the performance targets approved by ONDCP.

Performance Measures for Goal 1: Disrupt the Market for Illegal Drugs by Dismantling or Disrupting Drug Trafficking and/or Money Laundering Organizations

PMP uses four performance measures to assess the success of a HIDTA in meeting Goal 1: the percent of the expected number of DTOs/MLOS the HIDTA actually disrupted or dismantled in a year and the percent of the expected “Return on Investment” from HIDTA funds the HIDTA achieved. These measures are supplemented by other data that demonstrate the effectiveness of the HIDTA initiatives.

This section describes the W/B HIDTA’s effectiveness and efficiency in meeting Goal 1. Tables 1 and 3 show the number of DTOs and MLOs identified, targeted, disrupted, and dismantled by law enforcement initiatives during 2018.[†] Table 4 displays the quantity of illegal drugs taken off the market by the W/B HIDTA in 2018. Table 5 compares the value of the drugs, cash, and other assets taken from drug trafficking and money laundering organizations in 2018 to the W/B HIDTA’s budget. The comparison yields the annual “Return on Investment” (ROI) for the W/B HIDTA. These tables clearly demonstrate the success of the W/B HIDTA in reducing drug trafficking in the District of Columbia, Maryland, Virginia, and the eastern panhandle of West Virginia. The last performance table in this section, Table 6, reports on the dismantlement of methamphetamine producing laboratories.

Attacking Drug Trafficking and Money Laundering Organizations

In 2018, W/B HIDTA initiatives disrupted or dismantled 123 DTOs and 6 MLOs, or 90 percent of the expected number (143) set in the 2018 Strategy. The majority (64%) of the organizations disrupted or dismantled in 2018 were part of an international or multi-state trafficking operation.

[†] Table 2 is a workload table, not a performance table, and is not included in the body of the report. It is, however, included in Appendix B.

Table 1: DTOs/MLOs Disrupted or Dismantled by the Washington/Baltimore HIDTA as a Percent of Expected

	2016	2017	2018
Expected	116	127	143
Actual			
International	19	26	17
Multi-State	67	57	66
Local	41	63	46
Actual Total	127	146	129
Actual Total as Percentage of Expected	109%	115%	90%

As of 3/27/2019

Priority Target DTOs

“Priority Target” organizations are those DTOs and MLOs that the Department of Justice and other agencies determine are responsible for importing or distributing significant quantities of illegal drugs. The most significant international traffickers are designated Consolidated Priority Organization Targets (CPOTs). Other organizations that do not reach that level of significance, but are nonetheless major organizations, are designated as part of an OCDETF (Organized Crime and Drug Enforcement Task Force) case, and some of these cases are designated Regional Priority Targets (“RPOTs”) by the OCDETF Program’s Regional Coordination Committee. Finally, the Drug Enforcement Administration also designates Priority Target Organizations (PTOs), organizations that, although they have not risen to the level of an OCDETF case, are nonetheless a significant trafficking group.

In 2018, W/B HIDTA initiatives investigated 85 priority DTOs and MLOs.[‡] This represents 15 percent of all organizations that were under investigation last year. W/B HIDTA initiatives dismantled four and disrupted nine of the priority organizations. (See Table 3.)

[‡] The numbers cited in this paragraph differ slightly from those in Table 3 because an organization with multiple designations is included in all such categories in Table 3 and results in double counting those organizations. For example, all but three of the 15 organizations with a PTO designation were also designated as an OCDETF investigation. The narrative refers to unique organizations.

Table 3: Priority Organizations Disrupted or Dismantled by the Washington/Baltimore HIDTA in the year 2018

Type	Active Investigations During Reporting Year	Violent Organizations	Disrupted or Dismantled	Disrupted or Dismantled as a Percent of Investigated
DTO	527	65	123	23%
CPOT	4	1	1	25%
RPOT	2	0	0	0%
OCDETF	77	11	12	16%
PTO	14	1	1	7%
MLO	56	0	6	11%
CPOT	0	0	0	N/A
RPOT	0	0	0	N/A
OCDETF	3	0	0	0%
PTO	0	0	0	N/A

As of 3/27/2019

Seizing Drugs

In 2018, W/B HIDTA initiatives reported 4,051 seizures (an average of more than 11 seizures every calendar day) of 43 different illegal substances and removed 3,961 kilograms and 44,586 dosage units of various illegal drugs and controlled substances from the streets of the HIDTA region. [§]

[§] Due to the lack of reliable drug prices, ONDCP only requires using drug prices for the four major drug groups. When prices were attributed to the other groups, cumulative value of those drugs was less than two percent of the HIDTA total.

Table 4: Quantity and Wholesale Value of Drugs Removed from the Marketplace by the Washington/Baltimore HIDTA for 2018 (Program Values Shown)

Drug	Quantity Seized			Wholesale Value	Percent
	Kilograms	D.U.	Liters		
Marijuana/Cannabis	2792.2154	308.0000	0.0000	\$13,130,129	36%
Marijuana Plants - Indoor	399.1571	0.0000	0.0000	\$1,968,643	5%
Marijuana Plants - Outdoor	97.0522	0.0000	0.0000	\$478,661	1%
Cocaine/Crack	336.3260	0.0000	0.0000	\$9,886,658	27%
Methamphetamine/Ice	37.6856	0.0000	0.0000	\$745,374	2%
Heroin	169.3523	0.0000	0.0000	\$9,991,786	28%
Synthetic Hallucinogens	28.7644	3336.0000	0.0000	\$0	0%
Natural Hallucinogens	0.2529	0.0000	0.0000	\$0	0%
Prescription Drugs: Narcotics	66.9273	5123.0000	0.0000	\$0	0%
Prescription Drugs: Stimulants	0.0000	322.0000	0.0000	\$0	0%
Prescription Drugs: CNS Depressant	16.5914	22570.0000	0.0000	\$0	0%
Prescription Drugs: Other	0.9812	12927.0000	0.0000	\$0	0%
Other Opiates	2.6011	0.0000	0.0000	\$0	0%
Other Drugs and Substances	13.4220	0.0000	0.0000	\$0	0%
Total	3,961.3289	44,586.0000	0.0000	\$36,201,251	100%

As of 6/3/2019

W/B HIDTA initiatives made 966 seizures of heroin making it the second most frequently seized drug. Most seizures were relatively small, more than 62 percent involved less than 10 grams, but 16 seizures exceeded two kilograms. In all, W/B HIDTA initiatives seized 169.4 kilograms of heroin. By far, seizures in the City of Baltimore and the surrounding areas accounted for the largest share – 80.4 kilograms, 47 percent of the quantity of heroin seized by the W/B HIDTA. The Baltimore area was also the location of the largest number of heroin seizures in 2018 – 311, 32 percent of the HIDTA total.

Fentanyl seizures were at an all-time high – 154 seizures totaling 64.8 kilograms and 3,097 dosage units. The Baltimore area accounted for 40 percent of the seizures and 58 percent of the quantity of fentanyl seized in 2018. The Washington, D.C. area had only eight seizures but accounted for 35 percent of the quantity of fentanyl seized, largely due to a single seizure of almost 17 kilograms. There were 39 fentanyl seizures in Washington County, MD but the largest was only 50 grams and one-half of the seizures were less than one gram.

The most frequently seized drug in 2018 was marijuana, including various cannabis products and marijuana plants. There were 989 reported seizures of marijuana products and plants totaling 3,289 kilograms. Baltimore was by far the location of the largest share of the seizures (1,542 kilograms, 49% of the total).

W/B HIDTA initiatives recorded 767 seizures of powder cocaine, totaling 328 kilograms, and 531 seizures of crack cocaine. The largest number of seizures (197) and the largest quantity of cocaine (133 kilograms) seized were both in the Baltimore area. The Baltimore area together with the Washington, DC (the District of Columbia and the surrounding Maryland counties) accounted for the majority of both powder cocaine (56%) and crack cocaine (51%).

Return on Investment

The Return on Investment (ROI) refers to the ratio of the HIDTA's budget** to the wholesale value of drugs taken off the market and the value of cash and other assets seized from traffickers. The ROI is an expression of the impact HIDTA has in depriving criminal organization such as DTOs and MLOs of illicit proceeds.

Table 5 shows the 2018 ROI for drugs seized, for cash and other assets seized, and the combined total ROI. The W/B HIDTA Total ROI was \$4.16, or only 64 percent of the expected ROI for the year. There were two reasons for relatively low percentage of the expected ROI – an over estimate of the Drug ROI that included two years of unusually large seizures and a significant decrease in the quantity of drugs seized in 2018. Marijuana seizures were down 861 kilograms and cocaine seizures were down 252 kilograms, declines of 21 percent and 43 percent, respectively. The ROI shortfall was partially offset by increased heroin seizures, which were up 23 kilograms (16%) over 2018. In addition, the W/B HIDTA received almost \$1.5 million in supplemental funds after the 2018 program year started. These supplemental funds were received too late to use effectively in 2018 but were included in the calculation of the ROI.

** Less funds budgeted for Treatment and Prevention and Research and Development.

Table 5: Return on Investment (ROI) for HIDTA Activities by the Washington/Baltimore HIDTA (Program Values Shown, after Year 2016)

	2016	2017	2018
Drugs			
Expected	\$6.00	\$4.50	\$4.50
Actual	\$3.77	\$3.80	\$2.70
Actual as Percentage of Expected	63%	84%	60%
Cash and Assets			
Expected	\$6.00	\$2.00	\$2.00
Actual	\$2.09	\$2.09	\$1.46
Actual as Percentage of Expected	35%	105%	73%
Total ROI			
Expected	\$12.00	\$6.50	\$6.50
Actual	\$5.86	\$5.90	\$4.16
Actual as Percentage of Expected	49%	91%	64%
Investigative Budget and Seizures			
	2016	2017	2018
Investigative Budget	\$11,970,694	\$12,192,121	\$13,414,029
Wholesale Value of Drugs Seized	\$45,130,312	\$46,339,788	\$36,201,251
Assets Seized			
Cash Assets	\$16,267,890	\$16,784,045	\$15,850,658
Other Assets	\$8,795,947	\$8,752,947	\$3,703,719
Total Assets	\$25,063,837	\$25,536,991	\$19,554,377
Total Drugs and Assets Seized	\$70,194,149	\$71,876,779	\$55,755,629
As of 6/3/2019			

Methamphetamine Laboratories Dismantled

In 2018, the W/B HIDTA dismantled two functioning methamphetamine laboratories, both by the Hampton Roads Regional Drug Initiative (HRRDI). Historically, the W/B HIDTA counties have not been the site of significant methamphetamine production. Between 2010 and 2104, the year before the Tidewater region of Virginia was designated as a HIDTA area, only one small lab (less than 2-ounce capacity) was discovered and dismantled by HIDTA initiatives. In the past four years, 38 methamphetamine laboratories and 33 dumpsites were discovered. Except for three of the functioning labs, the HRRDI dismantled all of the labs and dumpsites.

Table 6: Clandestine Methamphetamine Labs Dismantled by the Washington/Baltimore HIDTA			
	2016	2017	2018
Labs Dismantled			
Less than 2 Oz	12	8	2
2 - 8 Oz	5	0	0
9 - 31 Oz	1	0	0
32 - 159 Oz	0	0	0
10 - 20 Lbs	0	0	0
Over 20 Lbs	0	0	0
Total Labs Dismantled	18	8	2
Meth Cost Per Ounce	\$1,440	\$1,192	\$1,192
Estimated Lab Value			
Less than 2 Oz	\$34,560	\$19,072	\$4,768
2 - 8 Oz	\$36,000	\$0	\$0
9 - 31 Oz	\$28,800	\$0	\$0
32 - 159 Oz	\$0	\$0	\$0
10 - 20 Lbs	\$0	\$0	\$0
Over 20 Lbs	\$0	\$0	\$0
Total Estimated Lab Value	\$99,360	\$19,072	\$4,768
As of 5/12/2019			

Fugitive Apprehensions

The W/B HIDTA assists the Capital Area Regional Fugitive Task Force (CARFTF), in locating and apprehending the most violent and dangerous fugitives throughout Washington, DC metropolitan area, Maryland, and Virginia. In 2018, this initiative apprehended 4,302 fugitives, including 1,471 wanted for drug-related charges, 468 for robbery, 292 for homicide, 768 for assault, and 438 for weapons violations.

Fugitives Apprehended by the Washington/Baltimore HIDTA			
	2016	2017	2018
Apprehensions			
Expected	4,500	4,500	4,500
Apprehensions	5,955	4,995	4,302
Apprehensions with Drug Charges	2,039	1,690	1,471
Actual as Percentage of Expected	132%	111%	96%
Apprehensions with Drug Charges as Percentage of Apprehensions	34%	34%	34%

As of 5/28/2019

Prosecutions

The W/B HIDTA supports two prosecution initiatives, one in Baltimore with two Baltimore Assistant State Attorneys, and one in Northern Virginia with two Assistant Attorneys General. The HIDTA-funded prosecutors are “cross-designated” Special Assistant United States Attorneys (SAUSAs) who provide exclusive prosecutorial support for investigations and prosecutions involving HIDTA initiatives in the Baltimore and Northern Virginia areas. These individuals are available to provide investigative advice to law enforcement personnel, assist in the preparation of orders for electronic surveillance and arrest and search warrants, and proffer sessions, and advise HIDTA personnel on grand jury and trial preparation. The prosecutors assist in coordinating activities with other HIDTA groups and facilitate the systematic sharing of information concerning trafficking patterns and potential investigative targets with the ISC, specializing in conspiracy prosecutions of drug trafficking organizations and their principle members.

In 2018, W/B HIDTA-funded prosecutors obtained 318 indictments, prosecuted 213 individuals, and won convictions against 151.

Prosecution Activities by the Washington/Baltimore HIDTA			
	2016	2017	2018
Number of Indictments			
Expected	518	282	307
Number of Indictments	266	254	318
Actual as Percentage of Expected	51%	90%	104%
Individuals Prosecuted			
Expected	312	189	189
Individuals Prosecuted	199	202	213
Actual as Percentage of Expected	64%	107%	113%
Individuals Convicted			
Expected	269	144	144
Individuals Convicted	152	148	151
Actual as Percentage of Expected	57%	103%	105%
As of 3/27/2019			
Optional Prosecution Data by the Washington/Baltimore HIDTA			
	2016	2017	2018
Search Warrants Reviewed			
Expected	59	56	38
Search Warrants Reviewed	22	142	11
Actual as Percentage of Expected	37%	254%	29%
Wiretap Orders Reviewed			
Expected	47	49	22
Wiretap Orders Reviewed	5	8	0
Actual as Percentage of Expected	11%	16%	0%
Court Orders Reviewed			
Expected	65	65	32
Court Orders Reviewed	0	0	0
Actual as Percentage of Expected	0%	0%	0%
As of 3/27/2019			

Performance Measures for Goal 2: Improve the Efficiency and Effectiveness of HIDTA Initiatives

The tables in this section show the W/B HIDTA's effectiveness and efficiency in providing training opportunities, deconflicting law enforcement efforts, establishing a system for the exchange of intelligence and information, and delivering analytical support for investigations carried out by W/B HIDTA initiatives.

Providing Training Opportunities

In 2018, the W/B HIDTA budgeted \$163,647 to coordinate and provide training for law enforcement and treatment agencies across the W/B HIDTA region. With these funds, the W/B HIDTA supported 176 classes, including 130 classes conducted by W/B HIDTA staff on Case Explorer, the Performance Management Process PMP, the Communications Analysis Portal, ODMAP, and the Gang Information System. The W/B HIDTA also funded 46 classes on specialized investigative, analysis, and other topics through third parties such as the National Guard's Northeast Counterdrug Training Center (NCTC). The 176 classes provided 19,478 hours of training for 2,060 students in three key areas – enforcement, analysis, and management. No training was providing for demand reduction activities in 2018.

The 2018 results substantially exceeded the expected amount of training. The principal reason is, as in past years, the uncertainty surrounding the budget for the NCTC, which provides the majority of the law enforcement training for the W/B HIDTA. When the projected number of students to be trained is reported to ONDCP, the resources available to the NCTC are unknown. Consequently, the W/B HIDTA has entered conservative estimates.

Six months after each training class is completed, the National HIDTA Assistance Center sends follow-up surveys to all individuals who received training through the W/B HIDTA. The surveys ask two questions: (1) whether the course improved the knowledge, skills, and abilities needed to perform their jobs; and (2) whether in the six months that had elapsed since they had completed the course, whether they had applied the course material. Of the students surveyed, 95 percent reported that the training improved their knowledge, skills, or abilities to perform their jobs and 83 percent reported that they used the knowledge, skills or abilities they acquired within six months after the training.

Table 7: Training Funded and Supported by the Washington/Baltimore HIDTA in 2018					
Type of Training	Expected Students	Actual Students	Actual as Percent of Expected	Training Hours Provided	
Enforcement	499	1,090	218%	13,926	
Analytical	583	621	107%	3,050	
Management	171	349	204%	2,502	
Demand Reduction	53	0	0%	0	
Total	1,306	2,060	158%	19,478	
Six Month Follow-Up Responses.					
Type of Training	Surveys Sent	Surveys Received	Response Rate	Question 1 - Yes	Question 2 - Yes
Enforcement	480	69	14%	96%	86%
Analytical	475	107	23%	94%	88%
Management	153	28	18%	93%	57%
Demand Reduction	0	0	N/A	N/A	N/A
Total	1,108	204	18%	95%	83%
Survey Results from 07/01/2017 - 06/30/2018				As of 4/1/2019	
- Question 1 - Did the course improve your knowledge, skills, and abilities needed to perform your job?					
- Question 2 - Since the completion of this course, have you used the knowledge, skills, or abilities acquired in the training?					

Intelligence and Information Sharing Activities

The mission of the Investigative Support Center (ISC) is to provide strategic, operational, and tactical intelligence that HIDTA initiatives and HIDTA participating agencies can use to identify the regional drug threat, set priority enforcement targets, and facilitate the disruption of the market for illegal drugs. In 2018, 22 analysts, agents, and detectives from the U.S. Marshals Service, the Maryland State Police, the Baltimore City Police Department, the Maryland National Guard, the Washington D.C. National Guard, and the Bureau of Alcohol, Tobacco, Firearms, and Explosives and four analysts funded by the W/B HIDTA worked in the ISC.

The ISC has a number of cooperative efforts with other intelligence units, such as the ATF Crime Gun Intelligence Center (CGIC), which is embedded in the ISC. Not only does the ISC share information with the CGIC through Case Explorer, but ISC analysts also provide direct support to ATF investigations. In 2018, ISC analysts conducted research on ballistic National Integrated Ballistic Information Network (NIBIN) leads for

approximately 40 firearms and coordinated contact between agents working cases linked to those firearms.

Deconfliction Services

Event deconfliction helps to ensure officer safety by notifying agencies of potential conflicts in enforcement actions taking place in close proximity to one another. In 2018, 113 agencies participated in the W/B HIDTA event deconfliction system. That system processed 4,679 requests for event deconfliction, or approximately 13 per day.

Case/subject/target deconfliction compares names, addresses, phone numbers, and automobile license plates to identify instances in which multiple law enforcement groups might be unknowingly investigating the same suspect or organization. Case/subject/target deconfliction puts those agencies in contact with one another, saves scarce resources, and contributes to more complete and substantial case development. In 2018, the W/B HIDTA deconflicted 52,365 case elements in this manner.

Table 8: Deconflictions Processed by the Washington/Baltimore HIDTA			
	2016	2017	2018
Event Deconflictions			
Agencies Participating in Event Deconfliction	98	87	113
Event Deconflictions Processed	5,544	4,266	4,679
Case/Subject/Target Elements Processed	29,766	43,895	52,365
DTO/MLO Deconflictions			
DTOs/MLOs Deconflicted	122	120	113
Percent of DTOs/MLOs Deconflicted	100%	100%	100%
As of 5/12/2019			

Analytical Case Support

Analytical case support by W/B HIDTA analysts allows investigators to focus on high-level complex investigations that will lead to the disruption or dismantlement of major DTOs/MLOs. While the W/B HIDTA also provides support in the form of queries and other short-term tactical support, the PMP measures those cases that receive major analytical support such as telephone toll analyses, document analyses, post-seizure and post-arrest analyses and link analyses. In 2018, analysts in the ISC and the analysts embedded in initiatives combined to provide support for 358 cases, or about twice the number expected. The large discrepancy between the number of cases expected to be supported and the actual number is due to two initiatives that did not anticipate providing case support in 2018 but were provided public health analysts by the State of Maryland after the year began. Both initiatives reported 80 cases supported.

Table 9: Cases Provided Analytical Support by the Washington/Baltimore HIDTA			
	2016	2017	2018
Analytical Case Support			
Expected to Provide	247	259	180
Actual Provided	258	280	358
Actual as Percent of Expected	104%	108%	199%
As of 3/27/2019			

As part of the assessment of the W/B HIDTA's case support activities, case agents rate the support they receive from the W/B HIDTA. The national HIDTA performance target is 85 percent of all responses should report the support was useful or somewhat useful.

In 2018, the ISC sent 57 surveys to case agents for investigations supported by analysts and received responses to 36 surveys. In 97 percent of the returned surveys, the case agents described the support as "Very Useful" or "Useful."

Table 10: Intelligence Measures for Case Support by the Washington/Baltimore HIDTA			
	2016	2017	2018
Survey Statistics			
Cases Supported	258	280	358
Surveys Sent	47	41	57
Survey Responses	16	23	36
Percentage Useful	100%	87%	97%
How accurate was the Intelligence Analysis or Case Support			
Very Accurate	16	21	30
Mostly Accurate	0	2	6
Somewhat Accurate	0	0	0
Inaccurate	0	0	0
Overall, how accurate was the intelligence analysis	100%	100%	100%
How useful was the Intelligence Analysis or Case Support			
Very Useful	13	18	31
Useful	3	2	4
Somewhat Useful	0	3	1
Not Useful	0	0	0
Overall, how useful was the intelligence analysis	100%	87%	97%
As of 3/27/2019			

Strategic Intelligence

HIDTAs are required to prepare at least one strategic intelligence product – the Annual Threat Assessment -- and usually develop multiple operational intelligence^{††} documents each year. Strategic intelligence is an assessment of targeted crime patterns, crime trends, criminal organizations, and/or unlawful commodity transactions. Strategic intelligence products are used for planning, decision-making, resource allocation, and the examination of crime problems.

In 2018, the W/B HIDTA produced 19 strategic intelligence products and sent surveys to 526 law enforcement officials asking for an assessment of those documents. Seventy-nine surveys were returned, and 98 percent of the respondents indicated the documents were either “Very Useful” or “Useful” thereby exceeding the performance target (85% “Very Useful” or “Useful”) established by ONDCP.

^{††} Operational intelligence is an assessment of the methodology of a criminal enterprise or organization that depicts how the enterprise performs its activities; including communications, philosophy, compensation, security, and other variables that are essential for the enterprise to exist.

Table 11: Law Enforcement Executives Assessment of Strategic Intelligence Products Produced by the Washington/Baltimore HIDTA			
	2016	2017	2018
Survey Statistics			
Strategic Products	10	3	19
Surveys Sent	60	380	526
Survey Responses	20	50	79
Percentage Useful	95%	96%	98%
How effective was the Strategic Intelligence Document in describing the situation or threat it addressed?			
Very Effective	N/A	37	62
Mostly Effective	N/A	12	16
Somewhat Effective	N/A	1	1
Not Effective	N/A	0	0
Overall, how effective was the intelligence analysis	N/A	98%	99%
How useful was the Strategic Intelligence Document?			
Very Useful	12	38	61
Useful	0	10	0
Somewhat Useful	7	2	1
Not Useful	1	0	0
Overall, how useful was the intelligence analysis	95%	96%	98%
As of 3/27/2019			

Treatment/Criminal Justice Initiatives

In 2018, the W/B HIDTA funded 12 initiatives to provide substance use disorder (SUD) treatment for criminal offenders. The purpose of the 12 initiatives is to provide treatment services aimed at reducing the rate of recidivism, i.e., the rate at which the treated clients are arrested for committing crimes in the year following their exit from the treatment program. Each initiative has two components: (1) treatment services provided by State or local agencies or their contractors; and (2) supervision, including drug testing, by criminal justice agencies. The range of treatment services provided varies according to the capabilities of the agencies/contractors and the needs of the individual offender.

In 2018, the Treatment/Criminal Justice initiatives collectively treated 536 clients and 165 clients successfully completed the treatment program designed for them. Medicaid expansion in Maryland and Virginia influenced the total number of clients assessed and treated using HIDTA funds in 2018 in those states. Subsequently, programs performed gap analyses on their systems of treatment and recovery and identified how HIDTA funds could be utilized to address identified gaps in treatment services in 2019.

Washington/Baltimore HIDTA Treatment Initiatives Outputs, 2018		
Outputs	Expected	Actual
Clients Assessed	722	514
Clients Drug Tested*	722	1,021
Clients Treated	722	536
Successful Program Completions	242	165
* Some clients were tested more than once		

Treatment programs in Maryland and Virginia performed gap analyses on their systems of treatment and recovery and identified how HIDTA funds could be utilized to address identified gaps in treatment services in 2019. In addition, the W/B HIDTA issued a Request for Proposals (RFP) for 2020 treatment funds in 2019. Funding priorities for the RFP included (1) direct treatment services and (2) development or enhancement of treatment/recovery models. A Review Committee comprised of treatment and recovery experts scored all applications, and 11 sites were selected for awards.

Prevention Initiatives

The W/B HIDTA funds three prevention initiatives in which local government, law enforcement, schools, and community groups form partnerships to provide anti-drug abuse services to high-risk individuals. These initiatives support activities that encourage high-risk youth to avoid gangs, drugs, and criminal behavior. The modest budget for these three initiatives has provided substantial benefits to the communities where they operate.

Badges for Baseball (Baltimore, Richmond, and Roanoke)

The Cal Ripken, Sr. Foundation's "Badges for Baseball" is a juvenile crime prevention and youth development group-mentoring program that teaches important life lessons to at-risk youth. The W/B HIDTA initiative uses sports-themed activities to bring police officers, youth mentors, and underserved kids ages 9 to 14 together on a level playing field. The Ripken Foundation trains law enforcement volunteers and youth partners at community-based organizations to use sports as a hook to get youth exposed to positive choices. These mentors use a curriculum developed by the Ripken Foundation to provide life lessons like teamwork, communication, and respect while building positive, healthy relationships with law enforcement mentors. The Badges for Baseball program is a year-round program so mentors are able to interact and engage with at-risk on a weekly basis during critical afterschool hours.

The Badges for Baseball program has proven to be a positive program. The Prevention Research Center at the University of Michigan recently completed a three-year longitudinal study of Badges for Baseball participants at 14 sites across the United States. The study compared the outcomes on 24 developmental measures for 274 participants in Badges for Baseball to the outcomes for 211 participants in other exemplary programs that did not involve law enforcement in the same communities. The authors of the study found the "... the results revealed that the Badges for Baseball participants had essentially the same pattern of positive developmental improvements as the participants in the other exemplary afterschool/summer programs." The study also found that Badges for Baseball participants had significantly stronger developmental outcomes than youth who did not participate in afterschool programs.^{##}

^{##} University of Michigan; Prevention Research Center; "Evaluation Research Summary: Three-Year Longitudinal Study Outcomes for Cal Ripken, Sr. Foundation Signature Badges for baseball Program"; October 2018.

Badges for Baseball Performance, 2018*		
Outputs/Outcomes	Expected	Actual
Participating Law Enforcement and Adult Mentors	31	69
Youth Participating in Prevention Activities	795	1,181
*Totals for Baltimore, Richmond, and Roanoke activities		

Prince William County (VA) Prevention

The Prince William HIDTA Prevention Initiative is designed to reduce drug trafficking and use, human trafficking and gang and criminal activity in the Georgetown South (GTS) neighborhood in Manassas, Virginia. The initiative creates partnerships of local government, community organizations, schools, Juvenile Court Services, and the Manassas City Police Department to promote youth responsibility and family empowerment. Two HIDTA-funded prevention specialists provide at-risk youth opportunities for skill development (educational, vocational, recreational, and social), and involvement in pro-social activities to deter them from crime, drug use, gang involvement, human trafficking, and delinquency.

The initiative tracks school attendance, school performance, compliance with court mandates among participating youth, and ensure the youth and their families obtain other needed services, such as parenting education, and help with obtaining the basic necessities. The initiative also works with the Manassas City Police Department to alert them to neighborhood safety concerns in GTS.

In 2018, the initiative met or exceeded all of the performance targets set for that year.

Prince William County Prevention Performance, 2018		
Outputs/Outcomes	Expected	Actual
HIDTA Students Served	70	163
Number of Students Participating in Quest (Early Intervention Program)	10	12
Parents Engaged in Quest Students Programs	10	10
Students with Reduced Absenteeism	8	10

Baltimore's Violence Prevention and Community Engagement Initiative (Baltimore City, Maryland)

The Mayor's Office on Criminal Justice (MOCJ) advises the Mayor on all crime reduction and criminal justice matters and works to advance policies, programs and strategies that will reduce crime and enhance the perception of public safety in Baltimore city. The Baltimore Violence Prevention and Community Engagement Program contributes to MOCJ's overall mission by working to prevent and reduce substance use disorder and gun violence Baltimore's highest crime neighborhoods.

The initiative works to develop strategies and projects that treat substance use disorder and gun violence as public health issues. The initiative's Prevention Specialist will develop and implement strategies and programs that promote counterdrug initiatives, support community-based organizations that provide drug and gang prevention services to youth, and develop and implement drug and gang prevention programs for youth in high crime neighborhoods.

Baltimore's Violence Prevention and Community Engagement Initiative, 2018		
Outputs/Outcomes	Expected	Actual
Drug Prevention Presentations	24	40
Persons Attending Drug Prevention Presentations	75	368

Conclusions

The W/B HIDTA 2018 Annual Report shows that the W/B HIDTA met all the ambitious Return on Investment goals outlined in the 2018 Strategy.

Is the W/B HIDTA effectively disrupting the market for illegal drugs? Are DTOs and MLOs being disrupted and dismantled? Yes. The W/B HIDTA dismantled 50 DTOs and MLOs and disrupted another 79, accomplishing 90 percent of the performance target negotiated with ONDCP for the year.

Does the W/B HIDTA disrupt and dismantle priority target DTOs/MLOs? Yes. In 2018, 13 priority target organizations designated by the Department of Justice were disrupted or dismantled. In addition, 64 percent of the organizations disrupted and dismantled were part of a multi-state or international organization.

Does the W/B HIDTA take significant quantities of illegal drugs off the streets? Yes. In 2018, the W/B HIDTA seized more than four tons of drugs, including more than 3,200 kilograms of marijuana, 146 kilograms of heroin, 65 kilograms of fentanyl, and 336 kilograms of cocaine. The W/B HIDTA also seized more than 3,000 doses of fentanyl and almost 38,000 doses of prescription narcotics.

Are the streets in the W/B HIDTA safer? Yes. In 2018, W/B HIDTA initiatives took 766 guns off the streets, arrested more than 2,000 persons for trafficking drugs and related charges, and apprehended 4,302 fugitives, including 1,471 wanted for drug-related charges.

Is the W/B HIDTA cost-effective? Yes. The W/B HIDTA achieved a Return on Investment (ROI) of \$4.16 for every HIDTA dollar budgeted in 2018.

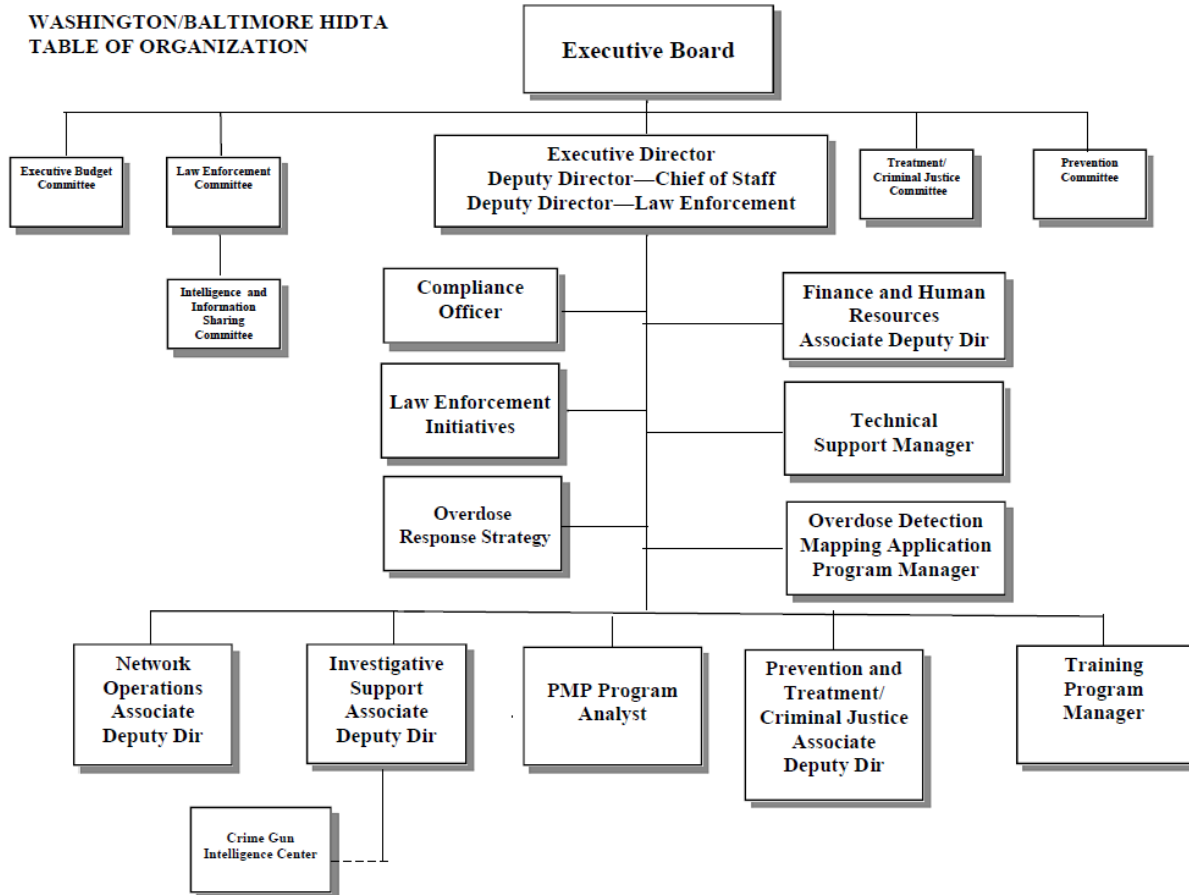
Does the W/B HIDTA provide effective training? Yes. In 2018, surveys conducted by the National HIDTA Assistance Center found that 95 percent of the students believed the course had improved the knowledge, skills, and abilities needed to perform their jobs; and 83 percent indicated they had applied the course material within six months of training.

Are law enforcement agencies using the W/B HIDTA Investigative Support Center? Yes. In 2018, 113 State, local, and Federal agencies used the HIDTA's event deconfliction system. The W/B HIDTA ISC is often the focal point of criminal and drug trafficking intelligence for the participating federal, state, and local law enforcement agencies. The ISC provides these agencies with a multitude of services such as analytical support, deconfliction, threat assessments, and access to information sharing networks and databases. More importantly, they rate the assistance they get from the ISC very highly. Surveys of case officers found that 97 percent of respondents believed the support they received was useful.

Appendices

- A. Washington/Baltimore HIDTA Profile**
- B. Additional Tables**
- C. List of Tables and Figures**

Appendix A: Washington/Baltimore HIDTA Profile



January 1, 2019

Washington/Baltimore HIDTA Executive Board Membership

LOCAL MEMBERS	
Commissioner Michael Harrison Baltimore Police Department	Marilyn Mosby State's Attorney for Baltimore City
Suzanne Somerville, Director Arlington County Substance Abuse Center	Chief Peter Newsham Metropolitan Police Department
Interim Chief William Smith Richmond Police Department	Chief Hank Stawinski Prince George's County Police Department
Chief Jay Farr Arlington County Police Department	Theophani Stamos Commonwealth Attorney for Arlington County
Sheriff Jeffrey Gahler Harford County Sheriff's Office	Sheriff Michael Chapman Loudoun County Sheriff's Office
Chief Howard Hall Roanoke Police Department	Chief Terry Sult Hampton Police Division
STATE MEMBERS	
Colonel William Pallozzi, Superintendent Maryland State Police	Colonel Gary Settle, Superintendent Virginia State Police
V. Glenn Fueston, Director Maryland Governor's Office of Crime Control and Prevention	J. Michael Ziegler, Acting Secretary Maryland Department of Public Safety and Correction Services
Colonel Jan Cahill, Superintendent West Virginia State Police	
FEDERAL MEMBERS	
Special Agent in Charge Jesse Fong Drug Enforcement Administration Washington Division Office	Special Agent in Charge Ashan Benedict Bureau of Alcohol, Tobacco, Firearms, and Explosives Washington Field Office
Special Agent in Charge Mathew DeSarno Federal Bureau of Investigation Washington Field Division	United States Marshal Johnny Hughes United States Marshals Service – District of Maryland
Jessie Liu U.S. Attorney for the District of Columbia	Zachary Terwilliger U.S. Attorney for the Eastern District of Virginia
Interim Special Agent in Charge Jennifer Moore Federal Bureau of Investigation Baltimore Field Division	Special Agent in Charge Raymond Villanueva Department of Homeland Security Investigations– Washington Field Office
Robert Hur U.S. Attorney for the District of Maryland	Special Agent in Charge Robert Cekada Bureau of Alcohol, Tobacco, Firearms, and Explosives – Baltimore Field Office
Acting Special Agent in Charge Cardell Morant Department of Homeland Security Investigations– Baltimore Field Office	Richard Tischner, Director Court Services and Offender Supervision Agency
United States Marshal Nick Proffitt United States Marshals Service – Eastern District of Virginia	Acting United States Marshal Robert Brandt United States Marshals Service – District of Columbia
Thomas Cullen U.S. Attorney for the Western District of Virginia	Postal Inspector in Charge Robert Wemyss United States Postal Inspector Service-Washington Division
William Powell U.S. Attorney for the Northern District of West Virginia	

LOCAL: 12 MEMBERS

STATE: 5 MEMBERS

FEDERAL: 17 MEMBERS

W/B HIDTA Founded:	1994
Number of Designated Cities/Counties:	38
W/B HIDTA Fiduciaries:	George Mason University, Mercyhurst University, and University of Baltimore
Number of Initiatives:	72
Number of Funded Prosecutors:	5 fulltime, 1 part-time

List of Participating Agencies

HIDTA		Number of Agencies	Participants	Fulltime	Program Year
Washington/Baltimore HIDTA	Local	98	413	393	2018
Washington/Baltimore HIDTA	State	11	102	100	2018
Washington/Baltimore HIDTA	Federal	19	372	344	2018
Total:		128	887	837	

HIDTA		Agency Name	Participants	Fulltime	Program Year
Washington/Baltimore HIDTA	Local	Aberdeen Police Department	1	1	2018
Washington/Baltimore HIDTA	Local	Alexandria Community Services Board	1	0	2018
Washington/Baltimore HIDTA	Local	Alexandria Police Department	4	4	2018
Washington/Baltimore HIDTA	Local	Alexandria Sheriff's Office	1	1	2018
Washington/Baltimore HIDTA	Local	Amtrak Police	1	1	2018
Washington/Baltimore HIDTA	Local	Annapolis Police Department	1	1	2018
Washington/Baltimore HIDTA	Local	Anne Arundel County Police Department	4	4	2018
Washington/Baltimore HIDTA	Local	Anne Arundel Health Department	1	0	2018
Washington/Baltimore HIDTA	Local	Arlington County Detention Facility	1	0	2018
Washington/Baltimore HIDTA	Local	Arlington County Police Department	5	5	2018
Washington/Baltimore HIDTA	Local	Baltimore City Police Department	62	61	2018
Washington/Baltimore HIDTA	Local	Baltimore City Sheriff's Office	1	1	2018
Washington/Baltimore HIDTA	Local	Baltimore County Police Department	8	8	2018
Washington/Baltimore HIDTA	State	Baltimore States Attorney's Office	3	3	2018
Washington/Baltimore HIDTA	Local	Baltimore Substance Abuse Systems	1	0	2018
Washington/Baltimore HIDTA	Local	Bel Air Police Department	1	1	2018
Washington/Baltimore HIDTA	Local	Berkeley County Prosecutors Office	1	0	2018
Washington/Baltimore HIDTA	Local	Berkeley County Schools	1	1	2018

Washington/Baltimore HIDTA	Local	Berkeley County Sheriff's Department	2	2	2018
Washington/Baltimore HIDTA	Local	Calvert County Sheriff's Office	1	1	2018
Washington/Baltimore HIDTA	Local	Cambridge Police Department	2	1	2018
Washington/Baltimore HIDTA	Local	Carroll County Sheriff's Department	4	4	2018
Washington/Baltimore HIDTA	Local	Cecil County Sheriff Office	4	4	2018
Washington/Baltimore HIDTA	Local	Charles County Sheriff's Office	13	11	2018
Washington/Baltimore HIDTA	Local	Charles Town Police Department	1	1	2018
Washington/Baltimore HIDTA	Local	Chesterfield Police Department	1	1	2018
Washington/Baltimore HIDTA	Local	City of Baltimore	1	1	2018
Washington/Baltimore HIDTA	Local	Clarke County Sheriff's Office	1	1	2018
Washington/Baltimore HIDTA	Local	Dorchester Sheriff's Office	2	1	2018
Washington/Baltimore HIDTA	Local	Elkton Police Department	1	1	2018
Washington/Baltimore HIDTA	Local	Fairfax Community Services Board	1	0	2018
Washington/Baltimore HIDTA	Local	Fairfax County Police Department	11	11	2018
Washington/Baltimore HIDTA	Local	Falls Church City Police Department	1	1	2018
Washington/Baltimore HIDTA	Local	Fairfax County Police Department	3	3	2018
Washington/Baltimore HIDTA	Local	Frederick County Sheriff's Office	11	11	2018
Washington/Baltimore HIDTA	Local	Frederick Police Department	1	1	2018
Washington/Baltimore HIDTA	Local	Front Royal Police Department	3	3	2018
Washington/Baltimore HIDTA	Local	Fruitland Police Department	1	1	2018
Washington/Baltimore HIDTA	Local	George Mason University	37	37	2018
Washington/Baltimore HIDTA	Local	Greenbelt Police Department	1	1	2018
Washington/Baltimore HIDTA	Local	Hagerstown Police Department	6	6	2018
Washington/Baltimore HIDTA	Local	Hampton Police Department	5	4	2018

Washington/Baltimore HIDTA	Local	Hanover Sheriff's Office	1	1	2018
Washington/Baltimore HIDTA	Local	Harford County Sheriff's Office	18	18	2018
Washington/Baltimore HIDTA	Local	Havre De Grace Police Department	1	1	2018
Washington/Baltimore HIDTA	Local	Henrico Police Department	1	1	2018
Washington/Baltimore HIDTA	Local	Howard County Police Department	2	2	2018
Washington/Baltimore HIDTA	Local	Hurlock Police Department	1	1	2018
Washington/Baltimore HIDTA	Local	Jefferson County Sheriff's Department	1	1	2018
Washington/Baltimore HIDTA	Local	Jefferson Day Reporting Center	1	0	2018
Washington/Baltimore HIDTA	Local	LaPlata Police Department	1	0	2018
Washington/Baltimore HIDTA	Local	Laurel Police Department	1	1	2018
Washington/Baltimore HIDTA	Local	Leesburg Police Department	1	1	2018
Washington/Baltimore HIDTA	Local	Loudon County Sheriff's Office	3	3	2018
Washington/Baltimore HIDTA	Local	Martinsburg City Police	2	2	2018
Washington/Baltimore HIDTA	Local	Mercyhurst College	2	1	2018
Washington/Baltimore HIDTA	Local	Metropolitan Police Department	19	19	2018
Washington/Baltimore HIDTA	Local	Metropolitan Washington Airport Authority Police Department	3	3	2018
Washington/Baltimore HIDTA	Local	Montgomery County Police Department	9	9	2018
Washington/Baltimore HIDTA	Local	Montgomery County Sheriff's Office	2	2	2018
Washington/Baltimore HIDTA	Local	Newport News Police Department	1	1	2018
Washington/Baltimore HIDTA	Local	Norfolk Police Department	8	8	2018
Washington/Baltimore HIDTA	Local	Northern Shenandoah Valley Substance Abuse Coalition	1	0	2018
Washington/Baltimore HIDTA	Local	Ocean City Police Department	1	1	2018
Washington/Baltimore HIDTA	Local	Page County Sheriff's Office	2	2	2018

Washington/Baltimore HIDTA	Local	Portsmouth Police Department	2	2	2018
Washington/Baltimore HIDTA	Local	Portsmouth Sheriff's Office	1	1	2018
Washington/Baltimore HIDTA	Local	Prince George County Health Department	1	0	2018
Washington/Baltimore HIDTA	Local	Prince Georges County Police Department	19	19	2018
Washington/Baltimore HIDTA	Local	Prince Georges County Sheriff's Office	1	1	2018
Washington/Baltimore HIDTA	Local	Prince William County Community Services Board	1	0	2018
Washington/Baltimore HIDTA	Local	Prince William County Police Department	3	3	2018
Washington/Baltimore HIDTA	Local	Ranson Police Department	1	1	2018
Washington/Baltimore HIDTA	Local	Richmond Adult Drug Treatment Court	1	0	2018
Washington/Baltimore HIDTA	Local	Richmond Police Department	9	9	2018
Washington/Baltimore HIDTA	Local	Roanoke County Police Department	5	4	2018
Washington/Baltimore HIDTA	Local	Roanoke Police Department	17	17	2018
Washington/Baltimore HIDTA	Local	SAFE	1	1	2018
Washington/Baltimore HIDTA	Local	Salem Police Department	2	2	2018
Washington/Baltimore HIDTA	Local	Salisbury Police Department	2	1	2018
Washington/Baltimore HIDTA	Local	SAUSA	1	1	2018
Washington/Baltimore HIDTA	Local	Shenandoah County Sheriff's Office	4	4	2018
Washington/Baltimore HIDTA	Local	Southampton Sheriff's Office	1	1	2018
Washington/Baltimore HIDTA	Local	St. Mary's County Sheriff's Office	1	1	2018
Washington/Baltimore HIDTA	Local	Strasburg Police Department	2	2	2018
Washington/Baltimore HIDTA	Local	Suffolk Police Department	1	1	2018
Washington/Baltimore HIDTA	Local	University of Baltimore	13	13	2018
Washington/Baltimore HIDTA	Local	University of Baltimore/Mercyhurst College	4	4	2018

Washington/Baltimore HIDTA	Local	University of Maryland Police Department	1	1	2018
Washington/Baltimore HIDTA	Local	Vienna Police Department	2	2	2018
Washington/Baltimore HIDTA	Local	Vinton Police Department	1	1	2018
Washington/Baltimore HIDTA	Local	Virginia Beach Police Department	2	2	2018
Washington/Baltimore HIDTA	Local	Warren County Sheriff's Office	3	3	2018
Washington/Baltimore HIDTA	Local	Washington County Sheriff's Office	9	9	2018
Washington/Baltimore HIDTA	Local	Westminster Police Department	1	1	2018
Washington/Baltimore HIDTA	Local	Wicomico County Sheriff's Office	2	2	2018
Washington/Baltimore HIDTA	Local	Wicomico County States Attorney's Office	1	1	2018
Washington/Baltimore HIDTA	Local	Winchester Police Department	3	3	2018
Washington/Baltimore HIDTA	State	D.C. Department of Corrections	2	2	2018
Washington/Baltimore HIDTA	State	D.C. National Guard	2	2	2018
Washington/Baltimore HIDTA	State	Maryland National Guard	8	8	2018
Washington/Baltimore HIDTA	State	Maryland Natural Resources Police Department	2	2	2018
Washington/Baltimore HIDTA	State	Maryland Park Police Prince Georges County	1	1	2018
Washington/Baltimore HIDTA	State	Maryland State Police	55	52	2018
Washington/Baltimore HIDTA	State	Maryland Transportation Authority Police	3	3	2018
Washington/Baltimore HIDTA	State	Supreme Court of Virginia	1	1	2018
Washington/Baltimore HIDTA	State	Virginia Office of the Attorney General	2	2	2018
Washington/Baltimore HIDTA	State	Virginia State Police	12	12	2018
Washington/Baltimore HIDTA	State	West Virginia State Police - BCI	11	11	2018
Washington/Baltimore HIDTA	Federal	Bureau of Alcohol, Tobacco, Firearms and Explosives	43	35	2018
Washington/Baltimore HIDTA	Federal	CSOSA	2	1	2018

Washington/Baltimore HIDTA	Federal	Department of Homeland Security	16	11	2018
Washington/Baltimore HIDTA	Federal	Department of State	2	2	2018
Washington/Baltimore HIDTA	Federal	Drug Enforcement Administration	84	84	2018
Washington/Baltimore HIDTA	Federal	Federal Bureau of Investigation	68	66	2018
Washington/Baltimore HIDTA	Federal	Homeland Security Investigations	1	1	2018
Washington/Baltimore HIDTA	Federal	Housing and Urban Development	1	1	2018
Washington/Baltimore HIDTA	Federal	Immigration and Customs Enforcement	12	12	2018
Washington/Baltimore HIDTA	Federal	Immigration and Customs Enforcement - HSI	39	38	2018
Washington/Baltimore HIDTA	Federal	Internal Revenue Service	8	3	2018
Washington/Baltimore HIDTA	Federal	Social Security Administration	1	1	2018
Washington/Baltimore HIDTA	Federal	U.S. Diplomatic Security Service	2	2	2018
Washington/Baltimore HIDTA	Federal	United States Attorney's Office	1	1	2018
Washington/Baltimore HIDTA	Federal	United States Customs and Border Protection	1	1	2018
Washington/Baltimore HIDTA	Federal	United States Marshals Service	83	82	2018
Washington/Baltimore HIDTA	Federal	United States Park Police	1	1	2018
Washington/Baltimore HIDTA	Federal	United States Postal Inspection Service	4	0	2018
Washington/Baltimore HIDTA	Federal	United States Secret Service	5	2	2018

List of Designated Cities and Counties in the Washington/Baltimore HIDTA

Maryland

Anne Arundel County
Baltimore County
Carroll County
Cecil County
Charles County
Dorchester County
Frederick County
Harford County
Howard County
Montgomery County
Prince George's County
Washington County
Wicomico County
City of Baltimore

Washington, D.C.

West Virginia

Berkeley County
Jefferson County
Mineral County

Virginia

Arlington County
Chesterfield County
Fairfax County
Frederick County
Hanover County
Henrico County
Loudoun County
Prince George County
Prince William County
Roanoke County
City of Alexandria
City of Chesapeake
City of Hampton
City of Newport News
City of Norfolk
City of Petersburg
City of Portsmouth
City of Richmond
City of Roanoke
City of Virginia Beach

Appendix B: Additional Tables

Table 2: DTOs/MLOs Disrupted or Dismantled by the Washington/Baltimore HIDTA as a Percent of all DTOs/MLOs Under Investigation			
	2016	2017	2018
Identified	547	579	584
Cases Open			
International	117	134	125
Multi-State	244	260	263
Local	184	185	195
Total	545	579	583
Disrupted or Dismantled			
International	19	26	17
Multi-State	67	57	66
Local	41	63	46
Total Disrupted or Dismantled	127	146	129
Disrupted or Dismantled as a Percentage of those Open			
International	16%	19%	14%
Multi-State	27%	22%	25%
Local	22%	34%	24%
Percentage based on the Total Disrupted or Dismantled vs. Total Under Investigation	23%	25%	22%
As of 3/27/2019			

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