



2017 Annual Report for the Washington/Baltimore HIDTA

**Stephen T. Moyer
Secretary**

**Maryland Department of Public Safety and Correctional Services
Executive Board Chairperson**

**The Honorable Jessie Liu
U.S. Attorney for the District of Columbia
Executive Board Vice-Chairperson**

Thomas H. Carr, Executive Director

Published June 15, 2018

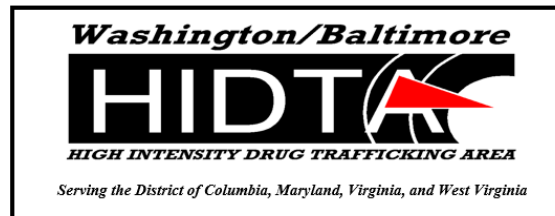


TABLE OF CONTENTS

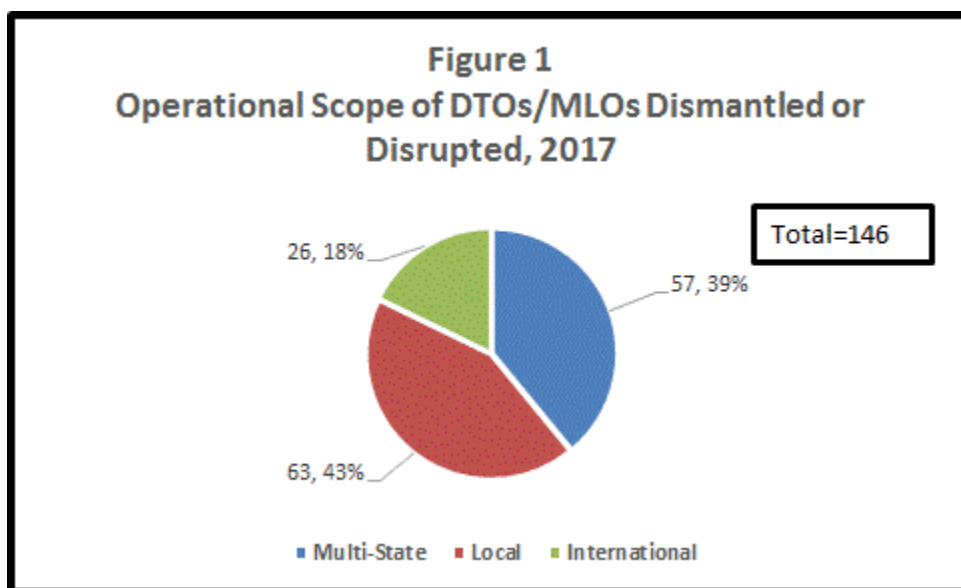
Executive Summary	1
Introduction	5
Summary of Threat Assessment for 2017	8
Summary of Strategy for 2017	9
Accomplishments	10
Investigate/Disrupt/Dismantle DTOs.....	10
Investigate/Disrupt/Dismantle MLOs	12
Interdict Drug Transportation.....	13
Disrupt/Dismantle Gangs.....	14
Treat Criminal Offenders with Drug Abuse Problems	15
Washington/Baltimore HIDTA Performance, 2017.....	17
Performance Measures for Goal 1: Disrupt the Market for Illegal Drugs by Dismantling or Disrupting Drug Trafficking and/or Money Laundering Organizations.....	18
Attacking Drug Trafficking and Money Laundering Organizations.....	18
Priority Target DTOs.....	19
Seizing Drugs.....	20
Return on Investment.....	22
Methamphetamine Laboratories Dismantled	24
Fugitive Apprehensions.....	25
Prosecutions.....	25
Performance Measures for Goal 2: Improve the Efficiency and Effectiveness of HIDTA Initiatives.....	27
Providing Training Opportunities.....	27
Intelligence and Information Sharing Activities.....	29
Deconfliction Services	30
Analytical Case Support	31
Strategic Intelligence.....	33
Treatment/Criminal Justice Initiatives.....	35
Prevention Initiatives	37
Conclusions.....	40
Appendices.....	41
Appendix A: Washington/Baltimore HIDTA Profile	42
Appendix B: Additional Tables	49
Appendix C: List of Figures and Tables.....	50

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, West Virginia, and the District of Columbia and its success in improving the effectiveness and efficiency of the W/B HIDTA initiatives in 2017.

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

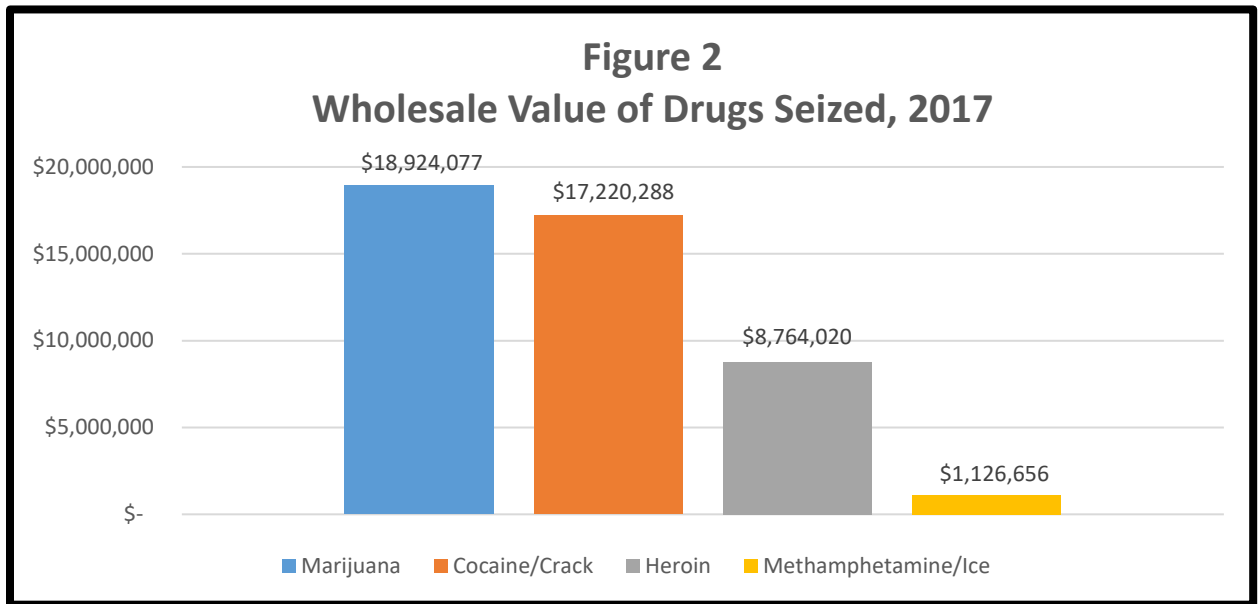
- The W/B HIDTA accomplished 115 percent of its annual performance target of disrupting or dismantling 146 DTOs/MLOs. W/B HIDTA initiatives completely dismantled 54 DTOs/MLOs and disrupted an additional 92 such organizations.
- Fifty-seven percent of the DTOs and MLOs disrupted or dismantled in 2017 (83 of 146) were part of an international or multi-state operation.



- Thirty-five 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 2017

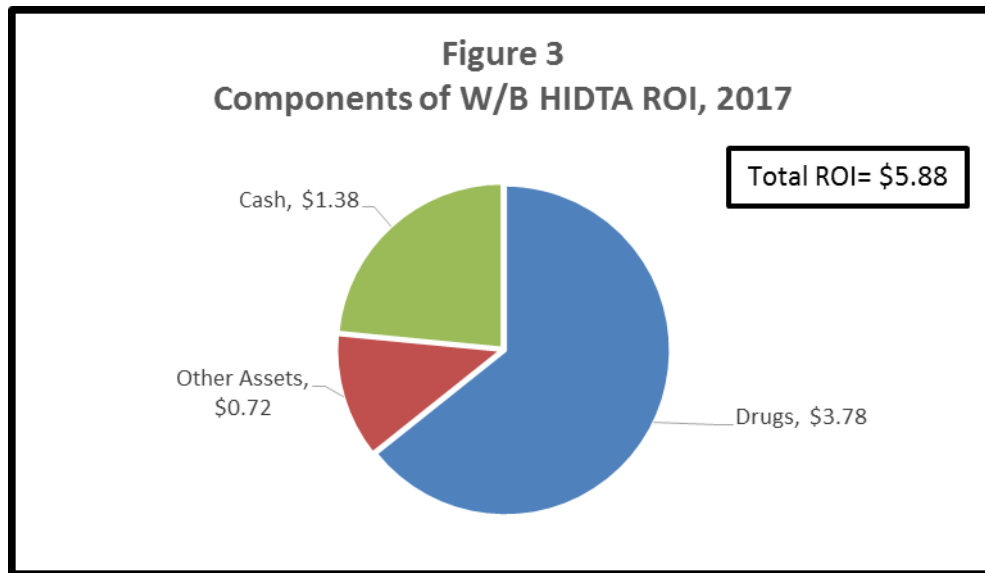
- In 2017, W/B HIDTA initiatives recorded 4,221 separate seizures of illegal substances with a wholesale value of \$46.2 million.



- W/B HIDTA initiatives made 1,146 seizures of heroin making it the drug most frequently seized in 2017. In all, W/B HIDTA initiatives seized 146.2 kilograms of heroin.
- The second most frequently seized drug in 2017 was marijuana, 991 reported seizures, including plants, accounting for 4,046 kilograms.
- W/B HIDTA initiatives recorded 777 seizures of powder cocaine (583 kilograms) and 448 seizures of crack (4.9 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 2017 was \$5.88.



- The combined value of illegal drugs, cash, and other assets seized in 2017 was \$71.7 million.
- Cash seizures (\$16.8 million) alone exceeded the amount of the W/B HIDTA's funding from ONDCP.

Training

- The W/B HIDTA sponsored 6,423 hours of training for 781 federal, state, and local participants.
- A follow-up survey administered six months after the training showed that 94 percent of students responding reported the training had improved their knowledge, skills, and abilities (KSAs) needed to perform their job, and 78 percent reported they had applied the course material since completing their training.

Intelligence and Information Sharing

- Eighty-seven agencies used the W/B HIDTA's deconfliction system to process 4,266 event deconflictions and match 43,895 case elements against existing investigations.
- The Investigative Support Center provided analytical support to 280 cases, and 87 percent of case agents responding to a survey in 2017 reported the assistance was useful.

- In a 2017 survey, 96 percent of law enforcement executives responding reported the ten strategic intelligence products produced by the W/B HIDTA were useful.

Other Accomplishments in 2017

- W/B HIDTA initiatives took 670 firearms off the streets.
- The Capital Area Regional Fugitive Task Force apprehended 4,995 fugitives.
- The W/B HIDTA's three prevention initiatives: helped decrease school absenteeism for all 13 students participating in an early intervention program and helped 10 of participants raise their grade point average by at least one-half point; 175 persons in drug prevention activities, and involved 1,201 youth in the Cal Riken Sr. Foundation's "Badges for Baseball Program."
- W/B HIDTA's 11 treatment initiatives provided treatment for 607 clients and 176 clients successfully completed their treatment programs. Among the group of individuals that successfully completed their programs in 2016, the number of individuals arrested, the number of arrests, and the number of charges all declined by more than 50 percent compared to the year before they entered treatment.

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 HIDTAs. These HIDTAs 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 HIDTAs.

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 Dorchester County, MD to the HIDTA. In all, the W/B HIDTA includes 15 counties and 16 cities in Virginia, Maryland, and West Virginia and the District of Columbia.

Each of the 29 HIDTAs 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:

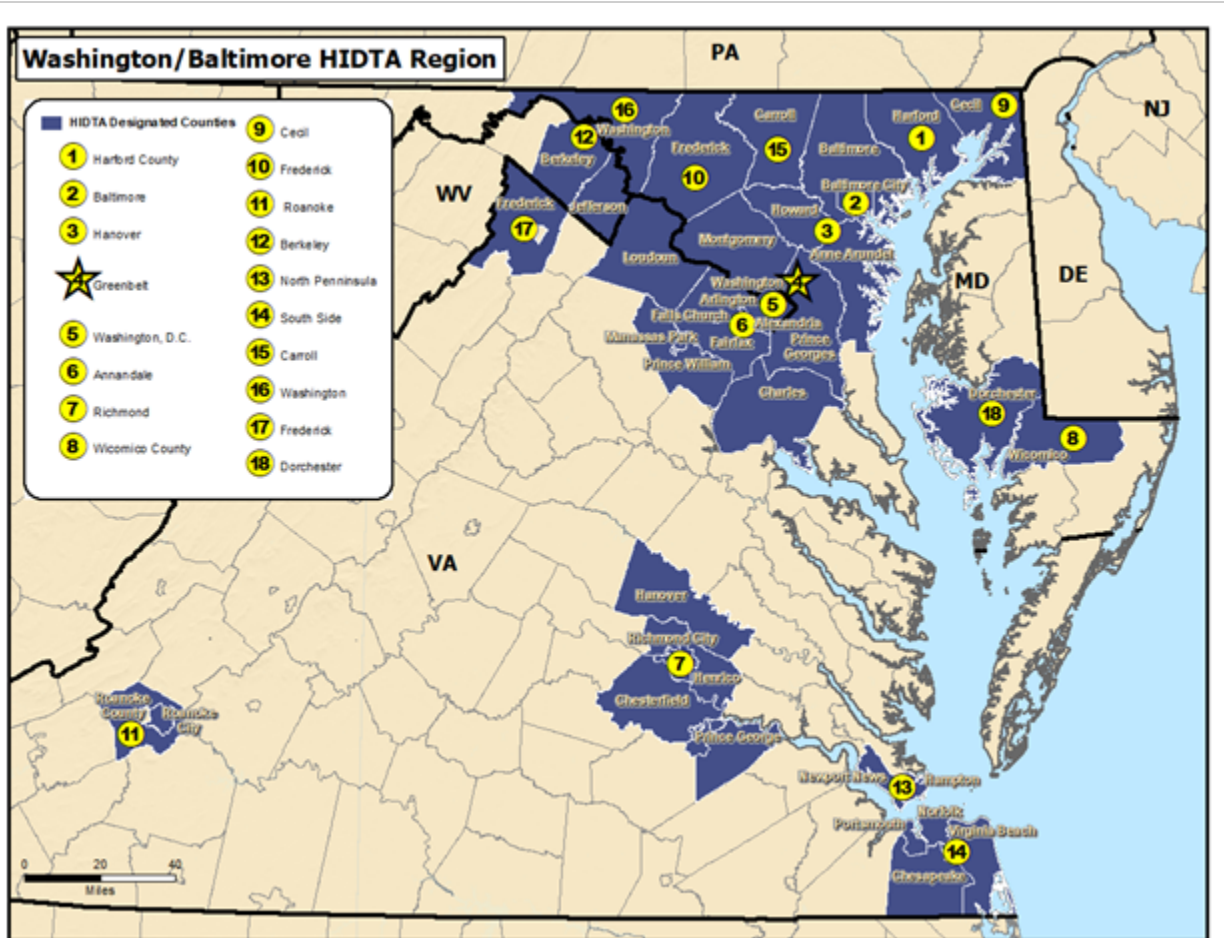
We envision that within the next five years the Washington/Baltimore HIDTA's Investigative Support Center will coordinate its intelligence collection efforts with those of the Washington/Baltimore HIDTA participating agencies to improve the effectiveness and efficiency of HIDTA initiatives. The ISC will 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 2017, the W/B HIDTA received \$16,154,768 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 2017

The primary drug threats in the Washington/Baltimore HIDTA region (W/B HIDTA) in the 2017 Threat Assessment were heroin, diverted prescription narcotics, crack cocaine, powder cocaine, and fentanyl. Every one of the Threat Assessment Surveys returned by HIDTA and non-HIDTA law enforcement officials identified the first four drugs of these drugs as causing significant or moderate harm in their communities. Fentanyl was beginning to appear in sufficient quantities that three-quarters of the survey respondents reported that it too had become at least a moderate problem in their jurisdictions. Respondents described marijuana, synthetic cannabinoids and cathinones, PCP, and other prescription drugs as second-tier threats.

All the major drugs that were widely used within the W/B HIDTA and the surrounding areas were readily available. 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 in mid-2015 when the 2017 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, commercial package delivery services, and the U.S. Postal Service (U.S.P.S.) are all used.

Summary of Strategy for 2017

Based on the Threat Assessment, the Executive Board approved 43 enforcement initiatives, two Intelligence and Information Sharing Initiatives, 12 treatment initiatives, three prevention initiatives, two training initiatives, 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 2017 Threat Assessment. The most significant of these elements are described below.

1. Investigate/Disrupt/Dismantle DTOs. In 2017, more than 400 DTOs were trafficking heroin, powder cocaine, crack cocaine, marijuana, PCP, and methamphetamine in the W/B HIDTA region. Thirty 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. Seven W/B HIDTA initiatives specifically addressed this threat.
5. Treat Criminal Offenders with Drug Abuse Problems. 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 11 W/B HIDTA Treatment/Criminal Justice initiatives focused their resources on treating criminal offenders.

* Some initiatives addressed more than one threat.

The Executive Board also established quantitative targets for each HIDTA-funded initiative in 2017. 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 127 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 470 students and provide case support to 259 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.

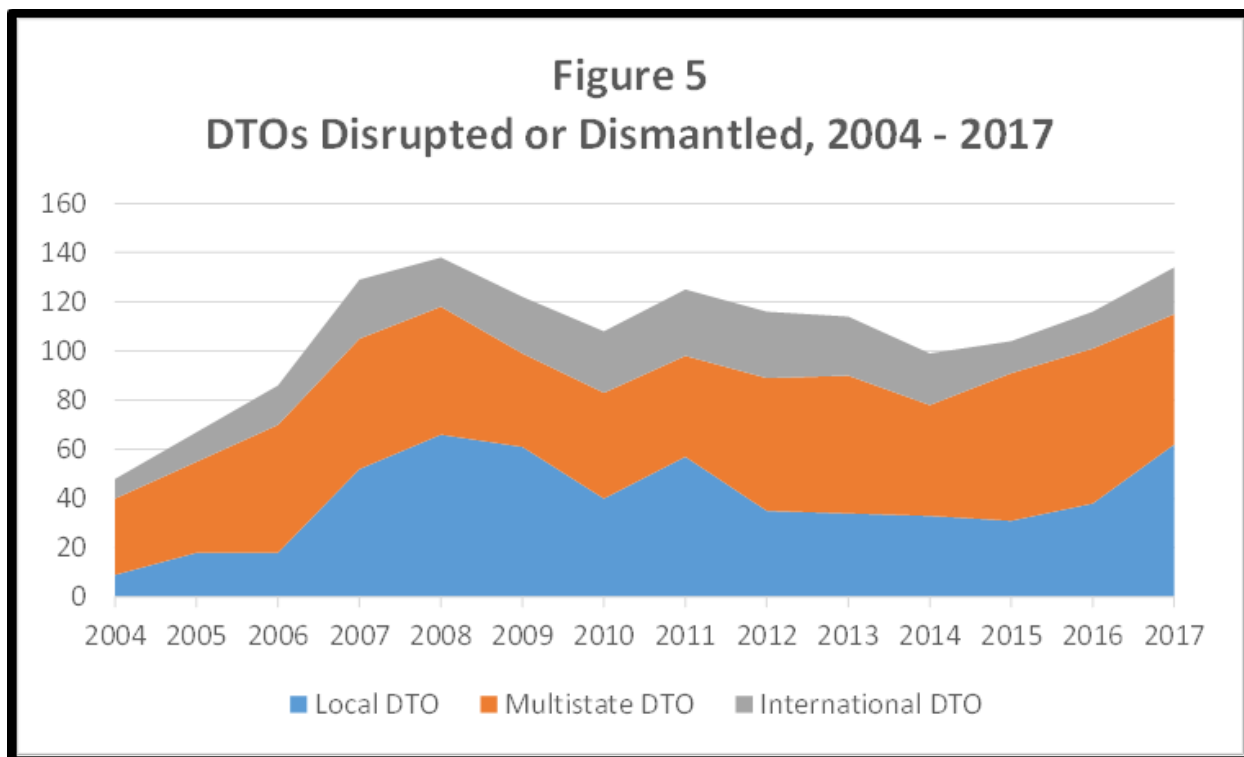
Accomplishments

This section describes the accomplishments of the W/B HIDTA in addressing the major elements of the Executive Board's 2017 Strategy. It includes a multiyear look at the elements and highlights significant investigations and other achievements in 2017.

Investigate/Disrupt/Dismantle DTOs

In 2017, W/B HIDTA initiatives disrupted or dismantled 134 DTOs operating in the W/B HIDTA region, the largest number since 2008 when 138 DTOs were disrupted or dismantled. 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-quarter 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 13,128 arrests and confiscated 6,851 firearms off the streets of Maryland, Virginia, and the District of Columbia since 2010.



The DTOs that were disrupted or dismantled in 2017 included a number of organizations responsible for importing and distributing large quantities of drugs throughout the HIDTA region. One such DTO was an international organization that was responsible for importing large quantities of heroin and fentanyl since it was identified in 2016. The DTO has ties to the Sinaloa Cartel and to a second source in Michoacán, Mexico. In the last two years, the Baltimore DEA Heroin Initiative (BDHI) has seized more than 33.3 kilograms of fentanyl, 21.3 kilograms of heroin, and almost two kilograms of cocaine from the organization. The BDHI investigation also involved the DEA Norfolk Resident Office and the DEA Newark Division Office and those offices have seized more than 100 kilograms of heroin/ fentanyl because of correlated investigations. In partnership with the Baltimore Response Model (BRM) and the Maryland Office of the Chief Medical Examiner, the immediate impact of the investigation was to reduce overdose deaths by nearly 70% for a month, an unprecedented decline.

An investigation by the Roanoke Valley Regional Drug Initiative (RVRDI) into a local DTO led to the dismantlement of a high-level heroin, cocaine, and methamphetamine dealer in the Roanoke Valley. The organization was led by a former Federal prisoner who was released after serving a sentence for drug trafficking. Although originating as an investigation of a local DTO, the investigation revealed connections to drug trafficking organizations across the United States and Mexico. The complexity of the investigation necessitated cooperation among dozens of Federal, State, and local agencies, including the Drug Enforcement Administration; Bureau of Alcohol, Tobacco, Firearms and Explosives; the U.S. Postal Inspection Service; Department of Homeland Security; United States Attorney's Offices; and the Virginia Fusion Center. The investigation also used

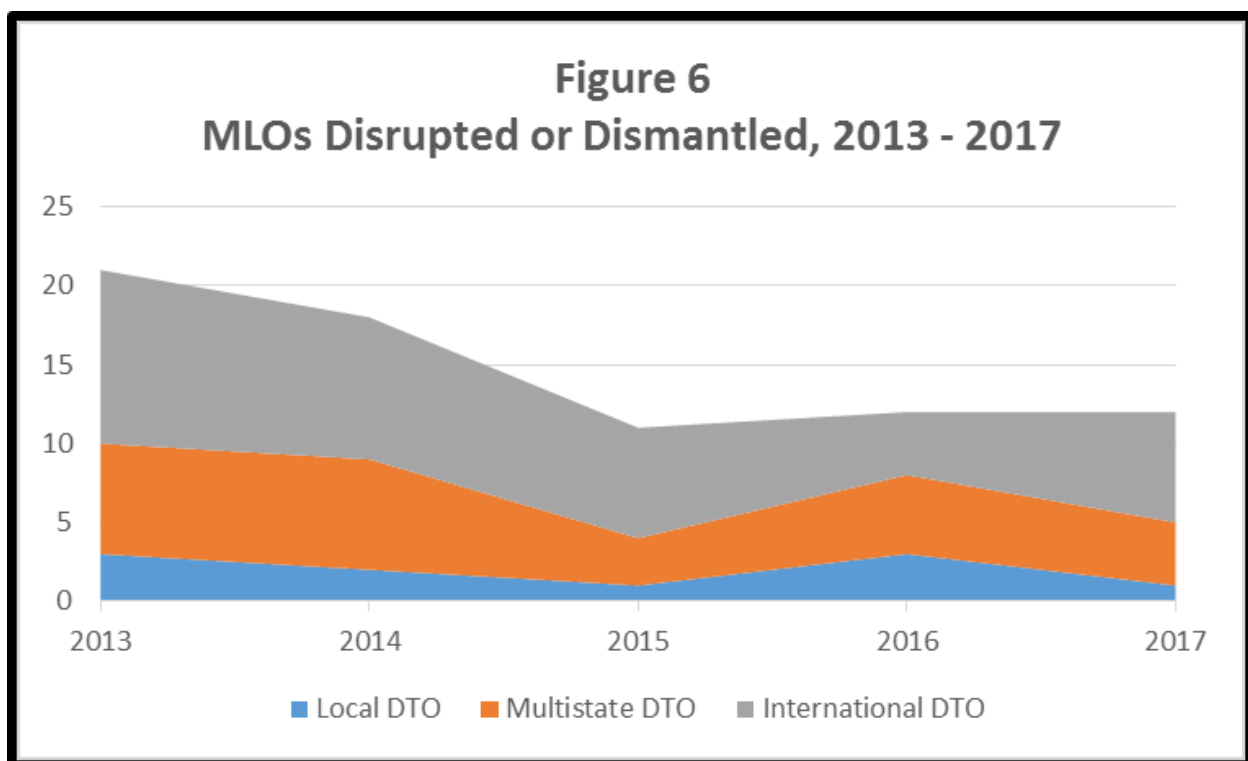
local field offices to conduct surveillance on the primary target in the Dominican Republic and Mexico. Among the drugs seized from this DTO, was two kilograms of pure fentanyl, a quantity equivalent to 10,000 fatal doses for individuals who have not developed a tolerance for the substance.

Investigate/Disrupt/Dismantle MLOs

In 2017, the Washington/Baltimore HIDTA investigated 57 MLOs, including 50 international operations, 18 multi-state, and six 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 \$480,000 for their activities.

In 2017, the three initiatives dismantled four MLOs, disrupted eight others, and seized \$1.9 million in cash and \$33,000 in real property from these 12 organizations.

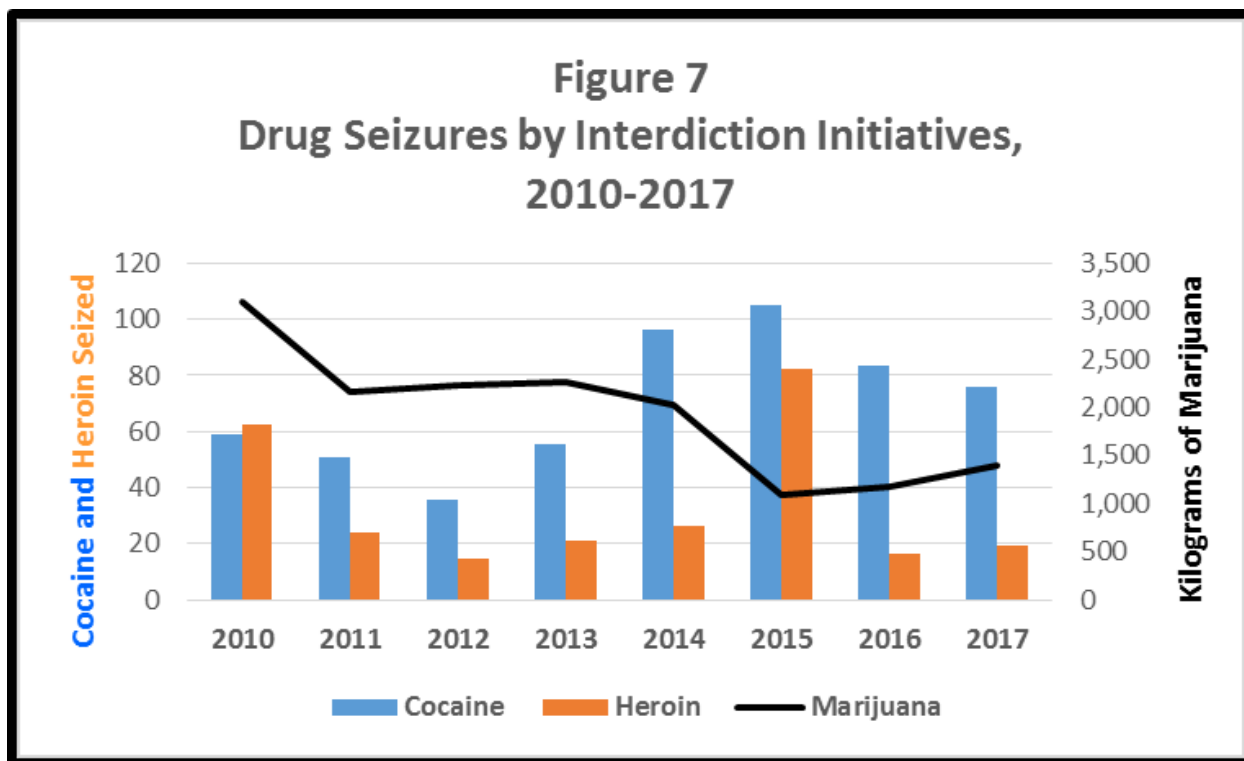


Interdict Drug Transportation

The transportation network in the W/B HIDTA provides an almost unlimited number of choices for a drug trafficker shipping illegal goods into 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 2017, these interdiction initiatives seized almost 1,400 kilograms of marijuana, 76 kilograms of cocaine, 19 kilograms of heroin, 13 kilograms of MDMA, 4.3 kilograms of fentanyl, and 1,805 dosage units of LSD.

Over the course of the past eight years, these initiatives have taken more than 16,300 kilograms of illegal drugs off the streets of the W/B HIDTA region.



In 2017, the W/B HIDTA sponsored the Illicit Online Marketplace Initiative (IOMI) to address the growing use of the internet to sell and distribute illegal drugs. At the outset, the IOMI set its sights on the largest online drug marketplace of all time, AlphaBay. Using the HIDTA task force model to bring together a variety of federal, state, local, and international agencies around this problem, the IOMI supported Project Baywatch, an

HSI-led deep undercover operation to attack AlphaBay from the inside. Project Baywatch referrals led to over 70 seizures of synthetic narcotics such as fentanyl, totaling over 700 pounds, and the seizure of \$1,118,850 in currency or virtual currency. Most significantly, Project Baywatch played a vital role in the eventual dismantlement of AlphaBay, through a coordinated operation with the DEA, the FBI, the IRS, and foreign law enforcement authorities that culminated in arrest of the site's administrator and the seizure of the website. The intelligence gleaned by the IOMI from Project Baywatch continues to result in additional arrests and seizures.

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. Seven W/B HIDTA initiatives specifically addressed gang-related drug trafficking and investigated 66 DTOs in 2017. The majority of these gang-related DTOs were African-American groups trafficking cocaine, heroin, crack, and marijuana in the Baltimore-DC corridor. In Virginia, the majority of the gang-related DTOs are Hispanic organizations that traffic cocaine and marijuana.

W/B HIDTA initiatives dismantled four gang-related DTOs and disrupted another 18 in 2017. The 22 gang-related DTOs that were disrupted or dismantled in 2017 constituted one-third of all gang-related DTOs under investigation. The membership ranged from five to 70 individuals; the average size was 17.6 persons. Thirteen of the 22 DTOs trafficked heroin, 12 trafficked cocaine, and 11 trafficked marijuana.

In Virginia, the Northern Virginia Gang Initiative secured indictments against 17 members of MS-13 in the Eastern District of Virginia as part of 3 separate homicide investigations. An ongoing RICO prosecution resulted in indictment for an additional 12 members of MS-13 in Maryland. The initiative has also supported multiple local investigations, including the recent prosecution of nine MS-13 associates related to a homicide investigation of a 15-year-old female in Fairfax County, VA.

In the District of Columbia, the Washington Area Gang Initiative, an FBI-led initiative, conducted an investigation targeted a violent neighborhood-based gang operating in Southeast D.C. The crew is linked to three recent homicides, including a shooting during a neighborhood concert that left two dead and seven with gunshot wounds. One of the persons murdered in this shooting was an FBI support employee who was an innocent bystander. An undercover task force officer was able to identify the suspect in the FBI employee murder from surveillance video, which led to his arrest. As part of the investigation, team initiated six Title III wiretaps, executed 21 search warrants targeting the crew's leadership/ drug sources of supply, and arrested 12 individuals on Federal drug and firearms charges. Members of the crew have already begun cooperating with law enforcement regarding several unsolved homicides. Over the course of the

investigation, the Safe Streets Task Force seized 240 grams of methamphetamine, 400 grams of crack cocaine, over 100 grams of heroin, seven firearms, and one sports car.

Treat Criminal Offenders with Drug Abuse Problems

The W/B HIDTA is the only one the 28 HIDTAs that funds substance abuse treatment initiatives. The HIDTA provides annual funding to local and State treatment programs in Maryland, Virginia, West Virginia, and the District of Columbia for hard-core offenders that are based on scientific principles of effective interventions,

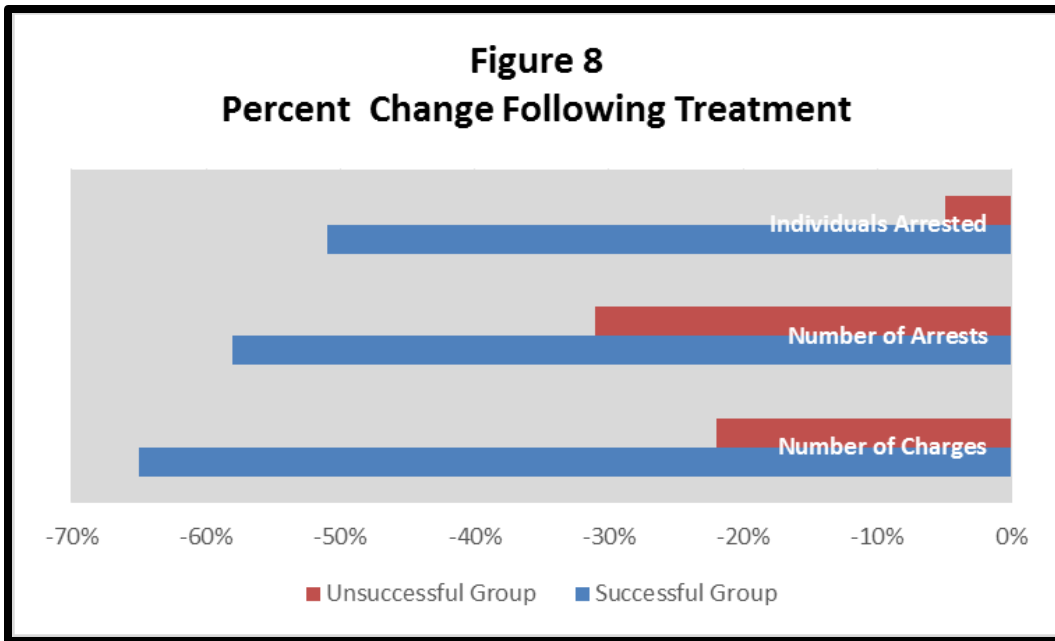
Each local initiative has created a substance abuse treatment program designed both to meet the specific needs of the population served and to integrate the treatment program seamlessly with other local substance abuse services. Each initiative has two components: (1) treatment services provided by State 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 11 initiatives was 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 2017, the 11 Treatment/Criminal Justice initiatives collectively treated 607 clients and 176 clients successfully completed the treatment program designed for them.

Criminal recidivism in the year following treatment was reduced significantly for all clients. However, post-treatment effects were far greater for those who completed their program compared to those who did not. For successful clients there was a 51 percent reduction from the year prior to treatment in the number of individuals arrested, a 58 percent reduction in the total number of arrests, and a 65 percent reduction in the number of criminal charges filed against the group. While the unsuccessful group also showed decreases in these three measures, the changes were far less dramatic: -5 percent, -31 percent, and -22 percent, respectively.



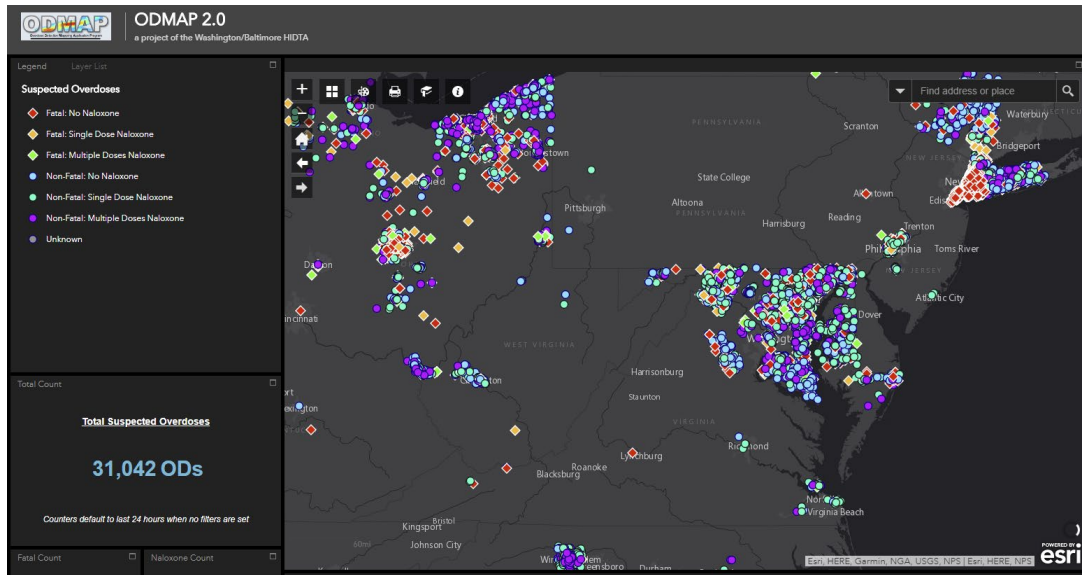
Overdose Detection Mapping Application Program (ODMAP) Tool

Drug overdoses are the leading cause of death among individuals under the age of fifty. The opioid epidemic, greatly influenced by increasing quantities of fentanyl penetrating our markets, continues to affect communities negatively. A major obstacle in dealing with this crisis is the lack of a shared methodology to track overdoses, both fatal and non-fatal, in real time and across jurisdictions.

The W/B HIDTA developed the Overdose Detection Mapping Application Program (ODMAP) to provide a tool to local agencies to address the drug threat and save lives. ODMAP provides real-time overdose surveillance data across jurisdictions to support public safety and public health efforts to mobilize an immediate response to an overdose spike. It links first responders on scene to a mapping tool to track overdoses. This tool stimulates real-time response and strategic analysis across jurisdictions. 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.

Since it was launched in 2017, we have over 700 agencies from 37 states actively participating in the program. There are almost 4,000 users engaging with the system and Maryland, Florida, New Jersey, and Wisconsin have developed statewide implementation

plans to use ODMAP. As of the date of this publication, over 30,000 overdoses have been recorded nationwide. Local jurisdictions have implemented several response strategies that have been proven effective in connecting public health and safety to address this problem.



Washington/Baltimore HIDTA Performance, 2017

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 2017. 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, the thirteenth that relies on information collected through the PMP, 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 2017.[†] Table 4 displays the quantity of illegal drugs taken off the market by the W/B HIDTA in 2017. Table 5 compares the value of the drugs, cash, and other assets taken from drug trafficking and money laundering organizations in 2017 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 2017, initiatives supported by the W/B HIDTA disrupted or dismantled 134 DTOs and 12 MLOs, or 15 percent more than the expected number (127) set in the 2017 Strategy. The majority (57%) of the organizations disrupted or dismantled in 2017 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			
	2015	2016	2017
Expected	144	116	127
Actual			
International	20	19	26
Multi-State	63	68	57
Local	32	41	63
Actual Total	115	128	146
Actual Total as Percentage of Expected	80%	110%	115%
<i>As of 5/12/2018</i>			

Priority Target DTOs

“Priority Target” organizations are those DTOs and MLOs that the Department of Justice and other agencies designate 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 2017, W/B HIDTA initiatives investigated 106 priority DTOs and MLOs.[‡] This represents 18 percent of all organizations that were under investigation last year. W/B HIDTA initiatives dismantled or disrupted 27 of the priority organizations, or slightly

[‡] 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.

more than one-quarter of these organizations in 2017. The majority of the priority organizations (100) were part of an OCDETF case. (See Table 3.)

Table 3: Priority Organizations Disrupted or Dismantled by the Washington/Baltimore HIDTA in the year 2017				
Type	Active Investigations During Reporting Year	Violent Organizations	Disrupted or Dismantled	Disrupted or Dismantled as a Percent of Investigated
DTO	522	69	134	26%
CPOT	5	2	1	20%
RPOT	3	1	1	33%
OCDETF	96	15	29	30%
PTO	15	1	2	13%
MLO	57	0	12	21%
CPOT	0	0	0	N/A
RPOT	0	0	0	N/A
OCDETF	4	0	2	50%
PTO	0	0	0	N/A
				As of 5/12/2018

Seizing Drugs

In 2017, W/B HIDTA initiatives made 4,221 seizures (an average of more than 11 seizures every calendar day) of 48 different illegal substances and removed 5,066 kilograms and 13,924 dosage units of illegal drugs from the streets of the HIDTA region.

Table 4: Quantity of Drugs Removed from the Marketplace by the Washington/Baltimore HIDTA for 2017

Drug	Quantity Seized		
	Kilograms	D.U.	Liters
Marijuana/Cannabis	3264.0818	310.0000	0.0050
Marijuana Plants - Indoor	391.8415	0.0000	0.0000
Marijuana Plants - Outdoor	390.9297	0.0000	0.0000
Cocaine/Crack	588.4240	4.0000	0.0000
Methamphetamine/Ice	41.5917	0.0000	0.0000
Heroin	146.1828	0.0000	0.0000
Synthetic Hallucinogens	97.2207	3596.0000	1.0090
Natural Hallucinogens	55.4020	0.0000	0.0000
Prescription Drugs: Narcotics	44.4833	3525.0000	0.0000
Prescription Drugs: CNS Depressant	0.1067	3425.0000	0.0000
Prescription Drugs: Stimulants	0.0000	287.0000	0.0000
Prescription Drugs: Other	6.9058	270.0000	0.0000
Other Opiates	0.2200	0.0000	0.0000
Other Drugs and Substances	39.6068	2507.0000	0.0000
Total	5,066.9968	13,924.0000	1.0140

As of 5/12/2018

W/B HIDTA initiatives made 1,146 seizures of heroin making it the drug most frequently seized drug for the third consecutive year. Most seizures were relatively small, more than 68 percent involved less than 10 grams, but four seizures exceeded five kilograms. In all, W/B HIDTA initiatives seized 146.2 kilograms of heroin. By far, seizures in the City of Baltimore and Baltimore County accounted for the majority -- 106.3 kilograms, 73 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 2017 – 325, 28 percent of the HIDTA total.

The second most frequently seized drug in 2017 was marijuana, 991 reported seizures of marijuana products and plants totaling more than 4,000 kilograms. Baltimore was by far the location of the largest share of the seizures (1,542 kilograms, 38% of the total).

W/B HIDTA initiatives recorded 777 seizures of powder cocaine, totaling 583 kilograms. The Washington, DC (the District of Columbia and the surrounding Maryland counties) and the Baltimore areas each accounted for about 20 percent of the number of cocaine seizures but the due to an unusually large seizure (160 kilograms) the quantity of cocaine seized in the District of Columbia was more than twice the amount seized around Baltimore.

Return on Investment

The Return on Investment (ROI) refers to the ratio of the HIDTA's budget (less funds budgeted for Treatment and Prevention) 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 2017 ROI for drugs seized, for cash and other assets seized, and the combined total ROI. The W/B HIDTA Total ROI was \$5.88, or 90 percent of the expected ROI for the year. The Drug ROI was slightly below the expected ROI, which was based on an annual average that included two years of unusually large seizures. Last year the W/B HIDTA revised the methodology used to estimate the ROIs. We now estimate the ROI using the projected seizures of the individual HIDTA initiatives rather than simple annual averages.

Table 5: Return on Investment (ROI) for HIDTA Activities by the Washington/Baltimore HIDTA

	2015	2016	2017
Drugs			
Expected	\$4.50	\$6.00	\$4.50
Actual	\$5.42	\$3.77	\$3.78
Actual as Percentage of Expected	120%	63%	84%
Cash and Assets			
Expected	\$4.50	\$6.00	\$2.00
Actual	\$1.34	\$2.10	\$2.10
Actual as Percentage of Expected	30%	35%	105%
Total ROI			
Expected	\$9.00	\$12.00	\$6.50
Actual	\$6.76	\$5.87	\$5.88
Actual as Percentage of Expected	75%	49%	90%
Investigative Budget and Seizures			
	2015	2016	2017
Investigative Budget	\$11,796,803	\$11,970,694	\$12,192,121
Wholesale Value of Drugs Seized	\$63,936,893	\$45,130,312	\$46,102,783
Assets Seized			
Cash Assets	\$12,978,077	\$16,333,702	\$16,797,213
Other Assets	\$2,884,636	\$8,795,947	\$8,752,947
Total Assets	\$15,862,713	\$25,129,649	\$25,550,159
Total Drugs and Assets Seized	\$79,799,606	\$70,259,962	\$71,652,942
			As of 5/12/2018

Methamphetamine Laboratories Dismantled

In 2017, the W/B HIDTA dismantled eight functioning methamphetamine laboratories and 10 laboratory dumpsites, all 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 three years, 36 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			
	2015	2016	2017
Labs Dismantled			
Less than 2 Oz	8	12	8
2 - 8 Oz	3	5	0
9 - 31 Oz	0	1	0
32 - 159 Oz	2	0	0
10 - 20 Lbs	0	0	0
Over 20 Lbs	0	0	0
Total Labs Dismantled	13	18	8
Meth Cost Per Ounce			
	\$750	\$1,440	\$1,192
Estimated Lab Value			
Less than 2 Oz	\$12,000	\$34,560	\$19,072
2 - 8 Oz	\$11,250	\$36,000	\$0
9 - 31 Oz	\$0	\$28,800	\$0
32 - 159 Oz	\$144,000	\$0	\$0
10 - 20 Lbs	\$0	\$0	\$0
Over 20 Lbs	\$0	\$0	\$0
Total Estimated Lab Value	\$167,250	\$99,360	\$19,072
As of 5/12/2018			

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 2017, this initiative apprehended 4,995 fugitives, including 1,690 wanted for drug-related charges, 617 for robbery, 347 for homicide, 822 for assault, and 523 for weapons violations.

Fugitives Apprehended by the Washington/Baltimore HIDTA			
	2015	2016	2017
Apprehensions			
Expected	4,503	4,500	4,500
Apprehensions	5,222	5,955	4,995
Apprehensions with Drug Charges	1,800	2,039	1,690
Actual as Percentage of Expected	116%	132%	111%
Apprehensions with Drug Charges as Percentage of Apprehensions	34%	34%	34%
As of 5/12/2018			

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 2017, W/B HIDTA-funded prosecutors obtained 254 indictments, prosecuted 202 individuals, and won convictions against 148.

Prosecution Activities by the Washington/Baltimore HIDTA			
	2015	2016	2017
Number of Indictments			
Expected	498	518	282
Number of Indictments	407	266	254
Actual as Percentage of Expected	82%	51%	90%
Individuals Prosecuted			
Expected	300	312	189
Individuals Prosecuted	281	199	202
Actual as Percentage of Expected	94%	64%	107%
Individuals Convicted			
Expected	256	269	144
Individuals Convicted	175	152	148
Actual as Percentage of Expected	68%	57%	103%

As of 6/8/2018

Optional Prosecution Data by the Washington/Baltimore HIDTA			
	2015	2016	2017
Search Warrants Reviewed			
Expected	45	59	56
Search Warrants Reviewed	56	22	142
Actual as Percentage of Expected	124%	37%	254%
Wiretap Orders Reviewed			
Expected	33	47	49
Wiretap Orders Reviewed	47	5	8
Actual as Percentage of Expected	142%	11%	16%
Court Orders Reviewed			
Expected	47	65	65
Court Orders Reviewed	43	0	0
Actual as Percentage of Expected	91%	0%	0%

As of 6/8/2018

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

Training is an essential component in the mission of the W/B HIDTA. In 2017, the W/B HIDTA budgeted slightly more than \$92,000 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 6,423 hours of training for 781 students in four key activity areas – enforcement, analytical, management, and demand reduction subjects.

As in past years, the 2017 results substantially exceeded the expected amount of training. The principal reason is, as in past years, the uncertainty surrounding the budget for the National Guard's Northeast Counterdrug Training Center (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.

Table 7: Training Funded and Supported by the Washington/Baltimore HIDTA in 2017

Type of Training	Expected Students	Actual Students	Actual as Percent of Expected	Training Hours Provided
Enforcement	300	186	62%	3,050
Analytical	100	494	494%	2,998
Management	30	101	337%	375
Demand Reduction	40	0	0%	0
Total	470	781	166%	6,423

Six Month Follow-Up Responses.

Type of Training	Surveys Sent	Surveys Received	Response Rate	Question 1 - Yes	Question 2 - Yes
Enforcement	162	19	12%	95%	63%
Analytical	509	85	17%	92%	80%
Management	68	5	7%	100%	60%
Demand Reduction	86	21	24%	100%	90%
Total	825	130	16%	94%	78%

Survey Results from 07/01/2016 - 06/30/2017

As of 5/12/2018

- 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?

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, 94 percent reported that the training improved their knowledge, skills, or abilities to perform their jobs and 78 percent reported that they used the knowledge, skills or abilities they acquired within six months after the training.

Intelligence and Information Sharing Activities

In 2017 the Washington/Baltimore HIDTA Intelligence and Information Sharing Initiative was comprised of two sub-initiatives -- the Investigative Support Center (ISC) located in Greenbelt, MD and the Investigative Intelligence Unit (IIU) funded embedded analysts with DEA-led initiatives throughout the W/B HIDTA region.

The mission of the 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 2017, nine analysts, agents, and detectives from the U.S. Marshals Service, the Maryland State Police, the Baltimore City Police Department, the Maryland National Guard, and the Washington D.C. National Guard and eight 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 2017, 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.

The IIU provides operational intelligence support to investigations conducted by the W/B HIDTA-assisted initiatives. The IIU improves the ability of HIDTA enforcement initiatives to counter drug trafficking in the W/B HIDTA region by collecting, analyzing, and sharing investigative intelligence among Federal, State, and local agencies of the W/B HIDTA. Eight DEA analysts and five HIDTA-funded analysts staffed the IIU in 2017.

Deconfliction Services

Processing deconfliction requests is central to the responsibility of the W/B HIDTA. Law enforcement officers conduct numerous events, such as surveillance, serving search warrants, and making undercover drug buys throughout the day in an effort to reduce drug trafficking and related crimes. As investigations progress, the targeted individuals may operate across multiple jurisdictions and have ties with other criminal groups or DTOs.

Event deconfliction help ensure officer safety by notifying agencies of potential conflicts in enforcement actions taking place in close proximity to one another. In 2017, 87 agencies participated in the W/B HIDTA event deconfliction system. That system processed 4,266 requests for event deconfliction, or approximately 12 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 2017, the W/B HIDTA deconflicted 43,895 case elements in this manner.

Table 8: Deconflictions Processed by the Washington/Baltimore HIDTA			
	2015	2016	2017
Event Deconflictions			
Agencies Participating in Event Deconfliction	86	98	87
Event Deconflictions Processed	4,515	5,544	4,266
Case/Subject/Target Elements Processed			
	27,395	29,766	43,895
DTO/MLO Deconflictions			
DTOs/MLOs Deconflicted	127	122	120
Percent of DTOs/MLOs Deconflicted	99%	100%	100%
As of 5/12/2018			

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 2017, analysts in the ISC and the embedded IIU analysts combined to provide support for 280 cases, or about 108 percent of the number expected.

Table 9: Cases Provided Analytical Support by the Washington/Baltimore HIDTA			
	2015	2016	2017
Analytical Case Support			
Expected to Provide	235	247	259
Actual Provided	425	258	280
Actual as Percent of Expected	181%	104%	108%
As of 5/12/2018			

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 2017, the Watch Unit sent 41 surveys to case agents for investigations supported by analysts in the Unit and received responses to 23 surveys. In 87 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			
	2015	2016	2017
Survey Statistics			
Cases Supported	425	258	280
Surveys Sent	52	47	41
Survey Responses	28	16	23
Percentage Useful	100%	100%	87%
How accurate was the Intelligence Analysis or Case Support			
Very Accurate	N/A	16	21
Mostly Accurate	N/A	0	2
Somewhat Accurate	N/A	0	0
Inaccurate	N/A	0	0
Overall, how accurate was the intelligence analysis	N/A	100%	100%
How useful was the Intelligence Analysis or Case Support			
Very Useful	28	13	18
Useful	0	3	2
Somewhat Useful	0	0	3
Not Useful	0	0	0
Overall, how useful was the intelligence analysis	100%	100%	87%
As of 5/12/2018			

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 2017, the W/B HIDTA sent 380 surveys to law enforcement officials asking for an assessment of the 2017 Threat Assessment and two other documents providing strategic intelligence. Fifty surveys were returned, and 96 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

	2015	2016	2017
Survey Statistics			
Strategic Products	12	10	3
Surveys Sent	175	60	380
Survey Responses	29	20	50
Percentage Useful	100%	95%	96%
How effective was the Strategic Intelligence Document in describing the situation or threat it addressed?			
Very Effective	N/A	N/A	37
Mostly Effective	N/A	N/A	12
Somewhat Effective	N/A	N/A	1
Not Effective	N/A	N/A	0
Overall, how accurate was the intelligence analysis	N/A	N/A	98%
How useful was the Strategic Intelligence Document?			
Very Useful	19	12	38
Useful	0	0	10
Somewhat Useful	10	7	2
Not Useful	0	1	0
Overall, how useful was the intelligence analysis	100%	95%	96%

As of 5/12/2018

Treatment/Criminal Justice Initiatives

In 2017, the W/B HIDTA funded 11 initiatives that provide substance abuse treatment for criminal offenders. The purpose of the 11 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 2017, the Treatment/Criminal Justice initiatives collectively treated 607 clients and 176 clients successfully completed the treatment program designed for them.

Washington/Baltimore HIDTA Treatment Initiatives Outputs, 2017		
Outputs	Expected	Actual
Clients Assessed	576	562
Clients Drug Tested*	576	994
Clients Treated	576	607
Successful Program Completions	228	176

* Some clients were tested more than once

Since 2002, the W/B HIDTA has contracted with the Institute for Behavior and Health, a research firm based in Rockville Maryland, to analyze the performance of the Treatment/Criminal Justice initiatives and report on the effects of the initiatives on the criminal behavior (i.e., the frequency of arrest following discharge from the treatment program) of the individuals treated.

The most recent study looks at the cohort of 404 individuals who were discharged from their treatment programs in 2016. The results of the study indicate that collectively the drug treatment programs funded by the W/B HIDTA reduced crime among this group of repeat offenders. Overall, the study found a significant decline in the criminal behavior of the 404 individuals of 2016 cohort group. The number of individuals that were arrested after discharge from the treatment program was 29 percent less than the number arrested

the year before they entered the treatment program, and the number of arrests and criminal charges declined by 44 percent and 42 percent respectively.

Even more impressive was the change in the criminal behavior of those individuals who successfully completed the treatment program. Among those 192 persons, the number of individuals arrested, the number of arrests, and the number of criminal charges all declined by 51 percent or more.

PRE- AND POST-ARREST RATES OF WASHINGTON/BALTIMORE HIDTA TREATMENT CLIENTS, 2016 DISCHARGE COHORTS				
Treatment Outcome	Pre- Treatment	One Year Follow-up	Absolute Change	Percent Change
Total Cohort (N=404)				
Individuals Arrested	279	199	-80	-29%
Number of Arrests	597	334	-263	-44%
Number of Criminal Charges	1,066	621	-445	-42%
Successful (N=192)				
Individuals Arrested	143	70	-73	-51%
Number of Arrests	287	120	-167	-58%
Number of Criminal Charges	498	176	-322	-65%
Unsuccessful (N=212)				
Individuals Arrested	136	129	-7	-5%
Number of Arrests	310	214	-96	-31%
Number of Criminal Charges	568	445	-123	-22%

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.

Prince William County (VA) Prevention

The Prince William HIDTA Prevention Initiative is designed to reduce drug trafficking and use and gang and criminal activity in the Georgetown South (GTS) neighborhood in Manassas, VA. Since 1997, this initiative has collaborated with community organizations, schools, Juvenile Court Services Unit, and the Manassas City Police Department to promote youth responsibility and family empowerment. The W/B HIDTA funds two prevention specialists to provide at-risk youth with opportunities for skill development, (educational, vocational, recreational, social), and involvement in activities to deter them from drug use, gang involvement, and delinquency.

This Initiative met or exceeded performance targets for all of its six primary performance measures in 2017.

Prince William County Prevention Performance, 2017		
Outputs/Outcomes	Expected	Actual
HIDTA Students Served	70	230
Number of Students Engaged in Summer Programming	10	17
Number of Students Participating in Quest (Early Intervention Program)	10	13
Quest Students with GPA increase of at least .5	8	10
Parents Engaged in Quest Students Programs	10	13
Students with Reduced Absenteeism	8	13

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

Baltimore’s Violence Prevention and Community Engagement Initiative reduces and prevents drug abuse and violent crime in Baltimore by developing neighborhood-based public safety strategies involving a partnership between the residents of Baltimore, the Baltimore Police Department and the Mayor’s Office on Criminal Justice (MOCJ). Citizens and police support each other in preventing and reducing drug and gang related crime through communication and problem-solving relationships and prevention programs appropriate for each community.

This Initiative met or exceeded performance targets for all of its six primary performance measures in 2017.

Baltimore’s Violence Prevention and Community Engagement Initiative, 2017		
Outputs/Outcomes	Expected	Actual
Demand Reduction - Prevention Presentations	4	15
Drug Prevention Presentations	50	175
Persons Receiving Drug Prevention Training	75	175
Meetings to Support Prevention Activities	24	125

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 invested mentors use a

curriculum developed by the Ripken Foundation to infuse 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. Reaching children at this vulnerable time in their development is the key to transformational change in distressed communities throughout the United States. The W/B HIDTA provides each site with the resources necessary to run a successful program.

Badges for Baseball Performance, 2017*		
Outputs/Outcomes	Expected	Actual
Participating Law Enforcement and Adult Mentors	31	44
Youth Participating in Prevention Activities	695	1,201
*Totals for Baltimore, Richmond, and Roanoke activities		

Conclusions

The W/B HIDTA 2017 Annual Report shows that the W/B HIDTA met all but one of the ambitious goals outlined in the 2017 Strategy. In addition, there were several successful operations whose significance is not captured in the purely quantitative measures.

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 54 DTOs and MLOs and disrupted another 92, accomplishing 115 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 2017, about one-fourth of all DTOs and MLOs disrupted or dismantled were a priority target designated by the Department of Justice. In addition, 57 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 2017, the W/B HIDTA seized more than 5,000 kilograms of drugs, including 588 kilograms of cocaine, 146 kilograms of heroin, and 44 kilograms of prescription narcotics.

Are the streets in the W/B HIDTA safer? Yes. In 2017, W/B HIDTA initiatives took 670 guns off the streets, arrested more than 1,700 persons for trafficking drugs and related charges, and apprehended 4,995 fugitives, including 1,690 wanted for drug-related charges, 617 for robbery, 347 for homicide, 822 for assault, and 523 for weapons violations. In addition, the W/B HIDTA treatment initiatives succeeded in reducing the recidivism rates of their clients by significant percentages.

Is the W/B HIDTA cost-effective? Yes. The W/B HIDTA achieved a Return on Investment (ROI) of \$5.88, a significant achievement that was 90 percent of the 2017 ROI target negotiated with ONDCP.

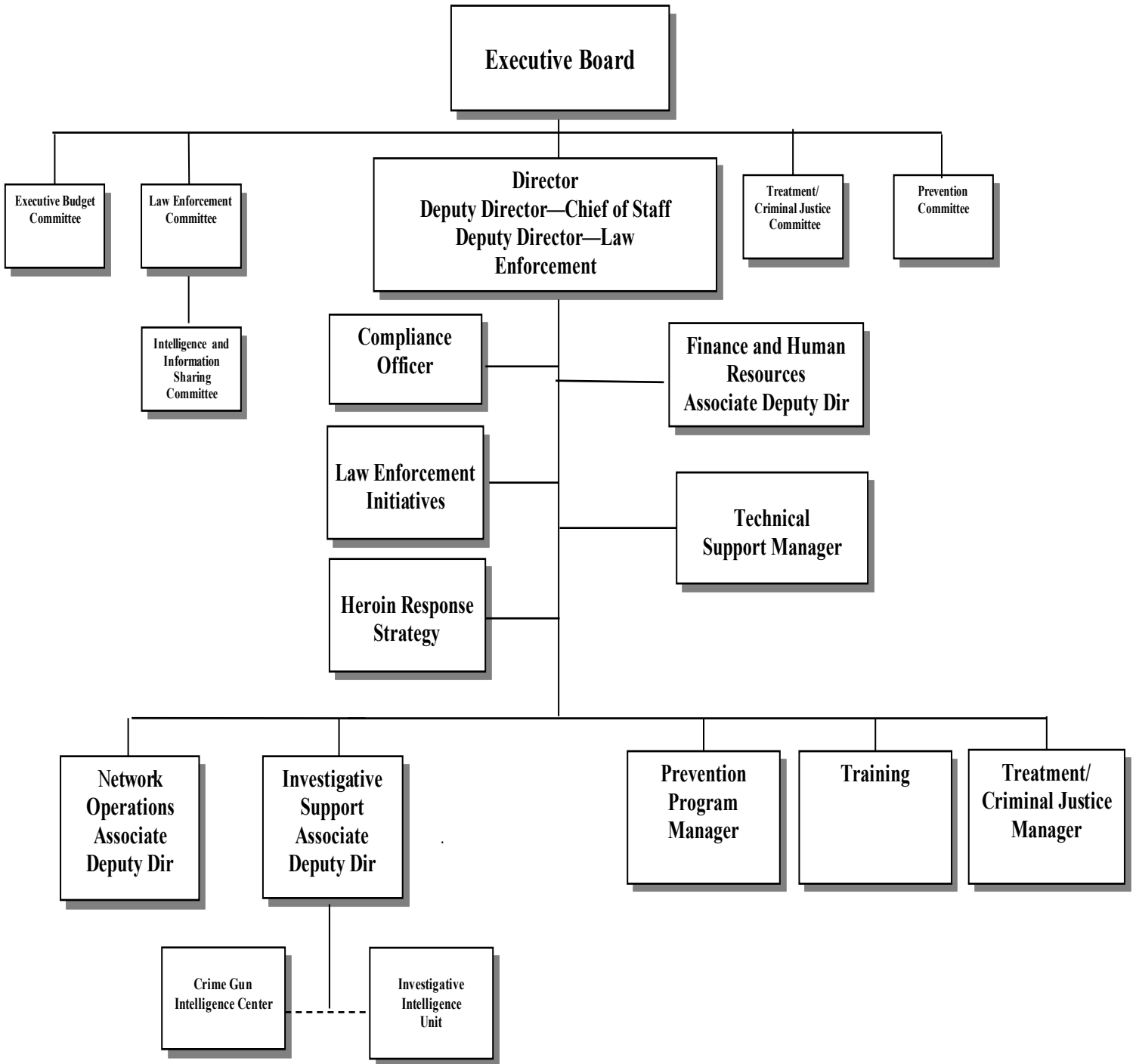
Does the W/B HIDTA provide effective training? Yes. In 2017, surveys conducted by the National HIDTA Assistance Center found that 94 percent of the students believed the course had improved the knowledge, skills, and abilities needed to perform their jobs; and 78 percent indicated they had applied the course material within six months of training.

Are law enforcement agencies using the W/B HIDTA Investigative Support Center? Yes. In 2017, 87 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 87 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



WASHINGTON/BALTIMORE HIDTA
TABLE OF ORGANIZATION

July 28, 2017

Washington/Baltimore HIDTA Executive Board Membership

LOCAL MEMBERS	
Acting Commissioner Gary Tuggle Baltimore Police Department	Marilyn Mosby State's Attorney for Baltimore City
Suzanne Somerville, Acting Director Arlington County Substance Abuse Center	Chief Peter Newsham Metropolitan Police Department
Chief Alfred Durham 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	Stephen Moyer, Secretary Maryland Department of Public Safety and Correctional Services
Colonel Jan Cahill, Superintendent West Virginia State Police	
FEDERAL MEMBERS	
Acting SAC Scott Hoernke Drug Enforcement Administration Washington Division Office	Special Agent in Charge Thomas Chittum 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	Zach Terwilliger U.S. Attorney for the Eastern District of Virginia
Special Agent in Charge Gordon Johnson Federal Bureau of Investigation Baltimore Field Division	Special Agent in Charge Patrick Lechleitner Department of Homeland Security Investigations– Washington Field Office
Robert Hur U.S. Attorney for the District of Maryland	Acting SAC Matthew P. Varisco 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	James Berry, Acting Director Court Services and Offender Supervision Agency
United States Marshal Robert Mathieson United States Marshals Service – Eastern District of Virginia	United States Marshal Michael Hughes 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:	37
W/B HIDTA Fiduciaries:	George Mason University, Mercyhurst University of Baltimore
Number of Initiatives:	76
Number of Funded Prosecutors:	4 fulltime, 1 part-time

List of Participating Agencies

FEDERAL AGENCIES

Bureau of Alcohol, Tobacco, Firearms, and Explosives	United States Attorney's Office (Maryland, District of Columbia, Eastern and Western District of Virginia, Northern District of West Virginia)
Diplomatic Security Service	United States Department of Health and Human Services
District of Columbia Court Services and Offender Supervision Agency	United States Department of Homeland Security
Drug Enforcement Administration	United States Department of Housing and Urban Development
Federal Bureau of Investigation	United States Marshals Service (Maryland, District of Columbia, and Eastern District of Virginia)
Federal Reserve System	United States Park Police
Financial Crimes Enforcement Network	United States Postal Inspection Service
Food and Drug Administration	United States Secret Service
Homeland Security Investigations	
Internal Revenue Service	
Organized Crime and Drug Enforcement Task Force	
Social Security Administration	

STATE AGENCIES

Maryland Coordination and Analysis Center	University of Maryland Dept. of Public Safety
Maryland Department of Probation and Parole	Virginia Attorney General's Office
Maryland State Police	Virginia Department of Corrections
Maryland National Capitol Park PD	Virginia Fusion Center
Maryland Natural Resources PD	Virginia State Police
Maryland Transit Administration PD	Washington Regional Threat and Analysis Center
Maryland Transportation Authority PD	West Virginia State Police
National Guard (Maryland, District of Columbia, and Virginia)	

LOCAL AGENCIES

20th Judicial Circuit of Virginia	Annapolis PD
Aberdeen PD	Anne Arundel Health Department
Alexandria Community Services Board	Anne Arundel PD
Alexandria PD	Arlington County Detention Facility
Alexandria Probation and Parole Office	Arlington County Bureau of Substance Abuse
Alexandria Sheriff's Office	

Arlington County District 10 Parole and Probation
Arlington County PD
Baltimore City PD
Baltimore County Bureau of Corrections
Baltimore County Department of Parole and Probation
Baltimore County PD
Baltimore City State Attorney's Office
Behavior Health Systems Baltimore
Bel Air PD
Berkeley County Prosecutor's Office
Berkeley County Sheriff's Department
Calvert County Sheriff's Office
Cambridge PD
Carroll County Sheriff's Office
Cecil County Sheriff's Office
Charles County Sheriff's Office
Charles Town PD
Chesapeake PD
Chesterfield County PD
Commonwealth Attorney's Office for Arlington, Virginia
District of Columbia Dept. of Corrections
Dorchester Sheriff's Office
Dumfries PD
Elkton PD
Fairfax County Community Services Board
Fairfax County Sheriff's Office
Fairfax Department of Parole and Probation
Falls Church PD
Frederick County, MD Sheriff's Office
Frederick County, VA Sheriff's Office
Front Royal PD
Fruitland PD
Greenbelt PD
Hagerstown PD
Hampton Police Division
Hanover Sheriff's Office
Harford County Sheriff's Office
Harford County State Attorney's Office
Havre De Grace PD
Herndon PD
Henrico County PD

Howard County PD
Howard County State's Attorney Office
Hurlock PD
Jefferson County Sheriff's Department
Loudoun County Sheriff's Office
Manassas City PD
Manassas Park PD
Martinsburg City PD
Metro Washington Airport Authority PD
Metropolitan PD
Montgomery County PD
Montgomery County Sheriff's Office
Newport News PD
Norfolk PD
Ocean City PD
Page County Sheriff's Office
Petersburg PD
Portsmouth PD
Portsmouth Sheriff's Office
Prince George's County Health Department
Prince George's County PD
Prince George's County Public Defender's Office
Prince George's County State Attorney's Office
Prince George's County Sheriff's Office
Prince William County Circuit Court
Prince William County Community Services Board
Prince William County District 35 Parole and Probation
Prince William County District Court
Prince William County-Manassas Regional Adult Detention Center
Prince William County Office of Criminal Justice Services
Prince William County PD
Ranson PD
Richmond Adult Drug Treatment Court
Richmond Commonwealth Attorney's Office
Richmond Criminal Justice Board
Richmond PD
Roanoke City PD
Roanoke County PD

Salem PD
Salisbury PD
Shenandoah County Sheriff's Office
South Hampton Sheriff's Office
St. Mary's County Sheriff's Office
Suffolk PD
Strasburg PD
Vienna PD
Vinton PD
Virginia Beach PD
Warren County Sheriff's Office
Washington County Sheriff's Office

Washington County State's Attorney's
Office
Westminster PD
Wicomico County Sheriff's Office
Wicomico County State Attorney's
Office
Winchester PD

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

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 Fairfax
City of Falls Church
City of Hampton
City of Hopewell
City of Manassas
City of Manassas Park
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

	2015	2016	2017
Identified	456	547	579
Under Investigation			
International	102	117	134
Multi-State	200	244	260
Local	152	184	185
Total	454	545	579
Disrupted or Dismantled			
International	20	19	26
Multi-State	63	68	57
Local	32	41	63
Total Disrupted or Dismantled	115	128	146
Disrupted or Dismantled as a Percentage of those Open			
International	20%	16%	19%
Multi-State	32%	28%	22%
Local	21%	22%	34%
Percentage based on the Total Disrupted or Dismantled vs. Total Under Investigation	25%	23%	25%

As of 5/12/2018

Appendix C: List of Figures and Tables

FIGURES		
Number	Title	Page
Figure 1	Operational Scope of DTOs/MLOs Dismantled or Disrupted, 2017	1
Figure 2	Wholesale Value of Drugs Seized, 2017	2
Figure 3	Components of W/B HIDTA ROI, 2017	3
Figure 4	Washington/Baltimore HIDTA Region	7
Figure 5	DTOs Disrupted or Dismantled, 2004 - 2017	11
Figure 6	MLOs Disrupted or Dismantled, 2013 - 2017	12
Figure 7	Drug Seizures by Interdiction Initiatives, 2010 – 2017	13
Figure 8	Percent Change Following Treatment	16

TABLES		
Number	Title	Page
Table 1	DTOs and MLOs Disrupted and Dismantled by the Washington/Baltimore HIDTA as Percent of Expected	19
Table 2	DTOs and MLOs Disrupted and Dismantled by the Washington/Baltimore HIDTA as Percent of all DTOs/MLOs Under Investigation	Appendix B
Table 3	Priority Organizations Dismantled or Disrupted by the Washington/Baltimore HIDTA in 2017	20
Table 4	Quantity and Wholesale Value of Drugs Removed from the Marketplace by the Washington/Baltimore HIDTA in 2017	21
Table 5	Return on Investment (ROI) for HIDTA Activities by the Washington/Baltimore HIDTA	23
Table 6	Clandestine Methamphetamine Labs Dismantled	24
	Fugitives Apprehended by the Washington/Baltimore HIDTA	25
	Prosecution Activities by the Washington/Baltimore HIDTA	26
Table 7	Training Funded and Supported by the Washington/Baltimore HIDTA in 2017	28
Table 8	Deconflictions Processed by the Washington/Baltimore HIDTA	30
Table 9	Cases Provided Analytical Support by the Washington/Baltimore HIDTA	31
Table 10	Intelligence Measures for Case Support by the Washington/Baltimore HIDTA	32
Table 11	Law Enforcement Executives Assessment of Strategic Intelligence Products Produced by the Washington/Baltimore HIDTA	34
	Washington/Baltimore Treatment Initiatives Outputs, 2017	35
	Pre- And Post-Treatment Arrest Rates of Washington/Baltimore HIDTA Treatment Clients, 2016 Discharge Cohorts	36
	Prince William County Prevention Performance, 2017	37
	Baltimore's Violence Prevention and Community Engagement Initiative, 2017	38
	Badges for Baseball Performance, 2017	39