

***NATIONAL
HIGH INTENSITY DRUG TRAFFICKING AREA
INTELLIGENCE SYSTEM***

STRATEGIC PLAN

***“BUILDING A NATIONAL LAW ENFORCEMENT
INTELLIGENCE NETWORK”***



Revised October 23, 2003

**NATIONAL
HIGH INTENSITY DRUG TRAFFICKING AREA
INTELLIGENCE SYSTEM
STRATEGIC PLAN**

The High Intensity Drug Trafficking Area (HIDTA) Program was established within the Office of National Drug Control Policy to assist federal, state and local law enforcement efforts in those areas where major drug production, manufacturing, importation and distribution exists. A integral component of the HIDTA Program is its intelligence infrastructure, which facilitates intelligence sharing among law enforcement agencies through the systematic collection, analysis and dissemination of secure, accurate and timely intelligence. This cooperative model of sharing intelligence promotes interagency communication and coordination of activity regarding counter drug efforts; enhances officer safety through deconfliction; eliminates duplication of effort; and is critical to combating the increasing threat of narcotics traffickers and criminal organizations.

While one of the strengths of the HIDTA Program is its flexibility in crafting strategies based on the regional needs, there is recognition that the HIDTA regional intelligence centers must share information and intelligence among themselves, as well as with participating and non-participating agencies outside their regions, while promoting interagency exchanges in a more organized and timely manner utilizing the latest technology. The fundamental mission of the HIDTA Intelligence Subsystem is to improve the ability of the High Intensity Drug Trafficking Areas to counter drug trafficking. A basic HIDTA tenet is the effectiveness of federal, state and local law enforcement agencies within a HIDTA, is significantly improved when those agencies work together and share information. This can be achieved through the formulation and execution of a national HIDTA Intelligence System Strategic Plan.

MISSION

High Intensity Drug Trafficking Areas

To reduce drug availability by creating and supporting intelligence-driven drug task forces aimed at eliminating or reducing domestic drug trafficking and its harmful consequences through enhancement and coordination of drug trafficking control efforts among federal, state and local law enforcement agencies.

VISION

HIDTA Intelligence System Strategic Plan (HISSP)

The HIDTA Intelligence System Strategic Plan will facilitate the development and implementation of a model intelligence sharing system. The model system will compliment and enhance existing systems, while promoting intelligence-led policing. The system will provide for the seamless sharing of information between criminal justice agencies, including real-time access to relevant law enforcement databases, while preserving the privacy and constitutional rights of all Americans.

Core Value: Promote and facilitate the sharing and dissemination of criminal information and intelligence.

The HIDTA Program will facilitate the systematic collection, analysis and dissemination of criminal information and intelligence among all law enforcement agencies involved in the Program by collocating and consolidating criminal intelligence resources within the HIDTA region. The program will facilitate full access to information from all appropriate sources for the development of criminal investigations and production of intelligence products.

Core Value: Provide intelligence support to serve the enforcement-related missions of participating agencies, the interests of law enforcement, and the community at large.

The HIDTA Intelligence System will provide assistance to HIDTA-participating and non-participating agencies, initiatives, and government at all levels. The program will provide support, resources and services to improve law enforcement efficiency, effectiveness and safety. The program will seek to improve the quality of life for all residents of and visitors to the HIDTA regions, while providing assistance to the community at large.

Core Value: Establish and expand strategic partnerships by actively supporting law enforcement and intelligence community activities and criminal justice programs.

HIDTA has established relationships with a number of public and private sector entities. The HIDTA Program will continue to reach out to other agencies, national intelligence centers, organizations and programs to provide intelligence and analytical support that promote and facilitate progress for all interrelated missions and disciplines.

Core Value: Serve as an agency-neutral non-competitive partner to all law enforcement.

The HIDTA Program and the National HIDTA Intelligence System will support the combined efforts of agencies and programs focused on counter-drug and related criminal investigative activities. The HIDTA Intelligence System will endeavor to complement and enhance existing systems and programs. The HIDTA Intelligence System will assist and complement the implementation of the Department of Justice GLOBAL Criminal Intelligence Sharing Plan.

Core Value: Continually evaluate and improve the collective capabilities of the HIDTA intelligence system and contribute to improvements in the law enforcement community.

The HIDTA Intelligence System will hold itself to the highest standards of the profession, while adhering to all policy and legislative mandates. It will continually evaluate how it can improve program performance and assist other entities in improving their programs.

INTRODUCTION

The HIDTA Intelligence System Strategic Plan (HISSP) is an overarching document, organized in a manner that follows the mandates of the National Drug Control Strategy, the General Counter Drug Intelligence Plan (GCIP), National HIDTA Program Policy, applicable Executive Orders from the Office of the President of the United States and federal legislation. Specific goals have been established to provide short-term and long-term targets for accomplishment, along with supporting objectives and action items. Goals identify *what* will be achieved over time. Objectives define *how* those efforts will be accomplished under each goal. The action items provide specific tasks to be undertaken in given time frames. The implementation of this Strategic Plan responds to the challenges facing the federal, state, local and tribal governments as articulated in the annual National Drug Threat Assessment, National Money Laundering Threat Assessment and other pertinent regional, state and local assessments. It provides general and specific guidance to participating law enforcement and intelligence program managers, HIDTA Executive Boards and Directors along with the executives and managers directing HIDTA initiatives. The Objectives for each Strategic Goal establish general guidance for the accomplishment of the priorities of the Plan. Specific Action items for the achievement of each Objective provide the basis for tasks to be performed within specified time frames. The time frames involved will be identified as ***Short Term-0 to 2 years; Intermediate Term-3 to 5 years; Long Term/Continuing-beyond 5 years.***

Strategic Goal #1: Enhance and Improve Criminal Intelligence Sharing Nationwide.

Objective 1: Identify drug trafficking and abuse trends and patterns or other enforcement related issues and disseminate through the appropriate forum.

Action Item #1-Prepare annual Drug Threat Assessments (Long term/continuing).

- The Executive Board of each HIDTA will oversee the development of the annual threat assessment. Its primary purpose is to provide a drug intelligence basis for the development of the HIDTA strategy and enforcement initiatives.

Action Item #2-Prepare special reports on a periodic basis or when drug trafficking or other trends and patterns dictate (Short term).

- The HIDTA intelligence centers shall regularly report on trends and patterns related to the most critical drug trafficking, money laundering and related violent crime in their regions.

Action Item #3- Promote, host, or participate in national, regional and local intelligence sharing exchanges, meetings, seminars and forums (Short term).

- The HIDTA Program shall establish an Intelligence Outreach Program promoting the mission and goals of the HIDTA intelligence centers.

Action Item #4-HIDTA intelligence centers will seek and maintain memberships in national, regional, and local enforcement and intelligence organizations that promote intelligence sharing (Short term).

- The HIDTA Program shall establish an Intelligence Outreach Program promoting the mission and goals of the HIDTA intelligence centers.

Objective 2: Develop minimum standards for all levels of the intelligence process and incorporate these standards into the HIDTA Intelligence model and HIDTA Program Policy.

Action Item #1-Adopt the minimum standards required by federal regulation 28 CFR Part 23 to ensure that intelligence data is managed in a standardized manner, thereby facilitating the appropriate sharing of intelligence between all levels of government (Short term).

- HIDTA Program Policy will require that all activities of the intelligence process, i.e., collection, collation, analysis, evaluation, storage/retention and dissemination conform to federal regulation 28 CFR Part 23.

Action Item #2-Establish a glossary of definitions for the purpose of standardizing intelligence terminology (Short term).

- The HIDTA Program will adopt a glossary of intelligence definitions to promote the use of standardized terminology throughout the law enforcement intelligence community.

Action Item #3-Participate in processes to collect, analyze and disseminate terrorist-related information with the Department of Homeland Security, Joint Terrorism Task Forces and other appropriate agencies (Short term).

- The HIDTA Program will identify and participate in appropriate terrorist-related intelligence processes.

Action Item #4-Establish event deconfliction systems at each HIDTA and encourage/require agency participation.(Short term).

- The HIDTA Program will encourage the participation of all law enforcement agencies in event deconfliction systems.
- The HIDTA Program will require all HIDTA initiatives to participate in event deconfliction.

Action Item #5-Enhance participation by all HIDTA intelligence centers in nationwide information sharing and case/subject deconfliction systems (Short term).

- Establish guidelines for mandated participation by all HIDTA intelligence centers in specific nationwide information sharing systems.

Action Item #6-Collocate intelligence analysts and other personnel from federal, state, and local law enforcement agencies into HIDTA intelligence centers, and/or initiatives or task force elements (Long term/continuing).

- The HIDTA Program will establish general requirements for direct, on-site participation by agency intelligence analysts and other personnel.

Action Item #7-Establish protocols for all HIDTA intelligence centers, to allow appropriate on site terminal access to the primary databases of all HIDTA participating law enforcement agencies and selected non-participating agencies, government and commercial databases (Long term/continuing).

- The HIDTA Program will establish general requirements for appropriate on site terminal access to the primary databases of HIDTA participating law enforcement agencies.

Action Item #8-Adopt standards for access to a national drug pointer system for subject deconfliction and require participation by all HIDTAs (Intermediate term).

- The HIDTA Program will promote the development of a National Virtual Pointer System (NVPS) and when established require participation by all HIDTA intelligence centers. The HIDTA Program supports the CDX funded NVPS project and will continue to monitor its progress.

Action Item #9-Develop and manage post seizure analysis and where appropriate, Document Exploitation capabilities in each HIDTA. (Short-term).

- HIDTA will encourage coordination with NDIC and the use of specialized software, i.e., RAID etc.

Objective 3: Promote HIDTA intelligence services, resources and capabilities to non-participating agencies.

Action Item #1-The National HIDTA Assistance Center will develop, coordinate and assist in the implementation of a strategy to promote HIDTA intelligence services, resources and capabilities (Short term).

- The HIDTA Program shall establish an Intelligence Outreach Plan, with specific guidelines for HIDTA intelligence centers.

Action Item #2- Promote officer safety by providing event deconfliction services to non-participating agencies. (Intermediate term).

- HIDTA intelligence centers will promote the utilization of event deconfliction services by non-participating agencies.

Objective 4: Enhance information and intelligence sharing between HIDTA intelligence centers and national intelligence centers (EPIC, NDIC, FinCEN, CNC, Department of Homeland Security, etc.).

Action Item #1-Establish a working group of HIDTA intelligence personnel to work with Epic, NDIC, FINCEN, CNC, CDX, SOD, DOD and the Department of Homeland Security Intelligence Center to establish specific agreements on information exchange, coordination and protocols (Short term).

- The HIDTA Intelligence Committee shall coordinate the establishment of a working group with the above entities. The working group shall produce a report containing preliminary recommendations for goals and objectives. The group will consider the process for HIDTA intelligence centers obtaining direct access to appropriate intelligence personnel and the establishment of coordinated information sharing initiatives. The group

will also consider the implementation of a Memorandum of Understanding between HIDTA and the other participants.

Objective 5: Monitor the implementation of the HIDTA Intelligence Sharing Plan in order to gauge the results and outcomes of the Plan.

Action Item #1-Establish an evaluation and assessment process to monitor the implementation of the HIDTA Intelligence Sharing Plan.

- The HIDTA Intelligence Committee shall establish a process to regularly evaluate the HIDTA Intelligence Sharing Plan and report to the National HIDTA Director.

Strategic Goal #2: Identify and Enhance Existing Technology and Computerized Applications in Support of National Intelligence Systems.

Objective 1: Provide HIDTA intelligence centers with direct, on site access to the primary databases of all HIDTA participating law enforcement agencies.

Action Item #1-Establish HIDTA intelligence center access to participating federal/state/local agency databases at all collocated sites.

- The National HIDTA office in coordination with the HIDTA Directors and the HIDTA Intelligence Committee will identify and implement processes to eliminate barriers impacting access to agency databases.

Action Item #2-Encourage fingerprint-based background checks on individuals, whether sworn or non-sworn, desiring law enforcement access to riss/hidta.net.

- Background requirements shall be consistent with requirements applied to the designation and employment of sworn personnel, as set by the participating state, local or tribal government.

- It is recommended that the minimum requirements stipulate a criminal history check made through the FBI and the appropriate local and state criminal history repositories, and confirmed by an applicant fingerprint card.
- It is recommended that a name based records check be performed on law enforcement personnel every three years after the initial fingerprint-based check was performed.

Objective 2: Develop and implement Information Technology architecture for the HIDTA Intelligence System.

Action Item #1-Establish standards to ensure compatible access to key databases and software applications utilized by individual HIDTA's. (Short term).

- HIDTA intelligence sharing systems should meet minimum requirements of being Web-enabled, Internet-based, capable of encrypted e-mail, authenticated to an individual user, and comported with the RISS/LEO security level.

Action Item #2-Identify all HIDTA intelligence center databases appropriate for inclusion within the Nationwide Intelligence Sharing System and prioritize their connectivity to the RISS network.

- The HIDTA Intelligence Committee will complete an inventory of HIDTA intelligence center databases that are appropriate for inclusion within an integrated intelligence sharing system. The committee will facilitate the prioritization and implementation of database connectivity.
- NHAC will coordinate the identification of appropriate databases and their placement on the HIDTA.NET web portal page on *Riss.net*.

Action Item #3-All HIDTA's will be NODES. It is critical that the HIDTA Program establish full integration of all HIDTA intelligence centers and initiatives with the Regional Information Sharing System (RISS) secure network (riss.net.)(Short term)

- The HIDTA Program has identified the RISS network as its communications backbone. All HIDTA intelligence centers, enforcement initiatives, HIDTA analysts and administrative staff shall have RISS email availability.
- NODE status will allow HIDTA intelligence centers to establish electronic data exchange.

Action Item #4-HIDTA intelligence center databases identified for inclusion in the sharing system will utilize the Justice Extensible Markup Language Model (XML).

- The XML standard was developed to facilitate the exchange of data across a wide range of information systems. All HIDTA databases identified in Action Item #2 will utilize this standard.

Objective 3: Establish secure, electronic connectivity to provide a wide range of communications services and information exchange among HIDTA intelligence centers, initiatives, participating and non-participating law enforcement agencies.

Action Item #1-Establish standards to ensure compatible access to key databases and software application, which are utilized by the individual HIDTAs, HIDTA participating and non-participating agencies (Intermediate term).

- The XML standard was developed to facilitate the exchange of data across a wide range of information systems. The HIDTA Program will formally adopt and promote this standard to ensure future database compatibility.

Action Item #2-Develop a master HIDTA website that provides links and easy access to HIDTA and non-HIDTA (secure and unsecured) websites and databases (Short term).

- The HIDTA Assistance Center will develop and maintain the HIDTA.NET web portal.

Action Item #3-Each HIDTA will develop an internal website with connectivity to the HIDTA.NET web portal.

- The HIDTA Assistance Center and the National HIDTA Intelligence Committee will provide assistance to facilitate connectivity.

Action Item #4-Each HIDTA will identify and develop internal web-enabled databases for connectivity to their internal website and the HIDTA.NET web portal.

- The HIDTA Assistance Center and the National HIDTA Intelligence Committee will provide assistance to facilitate connectivity.

Action Item #5-Each HIDTA will regularly maintain its network to maintain its appropriate level of security.

- The HIDTA is encouraged to follow the Global Justice Information Sharing Initiative Security Working Group's *Applying Security Practices to Justice Information Sharing* as a basis for this review process.

Objective 4: The HIDTA Program will identify and utilize local, regional and nationwide government contracts for identified intelligence and information systems, as well as software applications in support of intelligence and enforcement operations.

Action Item #1-The HIDTA Assistance Center will coordinate with the HIDTA intelligence centers to facilitate the negotiation of contracts on identified information systems and intelligence software applications (Short term).

- The HIDTA Assistance Center will coordinate the evaluation of analytical software and related products.
- The HIDTA Assistance Center will coordinate the negotiation of appropriate contracts and facilitate notification of HIDTA intelligence centers.

Strategic Goal #3: Enhance and Improve the Analytical Capabilities of the Law Enforcement and Intelligence Communities in Support of National Security and Criminal Justice Priorities at the Federal, State and Local Level.

Objective 1: Improve law enforcement efficiency by developing an intelligence-led enforcement strategy for the HIDTA Program, its participating and non-participating agencies

Action Item #1-Enhance intelligence training opportunities for HIDTA personnel and participating agencies (Short term).

- The HIDTA Assistance Center will coordinate and enhance intelligence-training opportunities.

Action Item #2- Identify 'best practices' of law enforcement intelligence components and incorporate these practices into HIDTA intelligence center, participating and non-participating agencies operations (Short term).

- The HIDTA Assistance Center will develop a process to identify "best practices" for the HIDTA intelligence components.

Action Item #3- Develop a HIDTA wide Officer Safety Alert dissemination mechanism to provide safety information to participating and non-participating agencies (Short term)

- The dissemination mechanism will allow for the timely release of officer safety information.

Action Item #4-Identify a standard set of analytical products that are recommended for use by HIDTA intelligence centers, enforcement initiatives and participating agencies.

- Identify and encourage the use of a standard set of analytical products, with the purpose to enhance the coordination and efficiency of intelligence resources.

Objective 2: Promote a balanced federal and state/local participation and supervision of the HIDTA intelligence centers and HIDTA-funded intelligence initiatives.

Action Item #1-Mandate full federal, state, and local participation in all HIDTA intelligence centers and HIDTA-funded intelligence initiatives (Short term).

Objective 3: Enhance direct and meaningful participation of participating agency senior managers in guiding HIDTA intelligence activities, through full-time personnel assignment to the HIDTA, participation on subcommittees or boards, etc.

Action Item #1- All HIDTA's will institute regular meetings between HIDTA intelligence managers and senior managers from participating agencies to identify and resolve federal, state, and local intelligence-related issues (Short term).

- The HIDTA Program shall establish an Intelligence Outreach Plan, with specific guidelines for HIDTA intelligence centers.

Objective 4: The HIDTA intelligence centers will assist with the identification; assessment and targeting of drug trafficking organizations on a nationwide, regional and local basis to include Consolidated Priority Targets (CPOT) and OCDETF defined Regional Priority Targets.

Action Item #1-Establish a standardized system for the definition, identification and tracking of drug trafficking organizations (identifying priorities, and defining criteria for dismantlement and disruptions).

Action Item #2-Provide intelligence analytical support to investigations that disrupt and dismantle CPOT's and other major drug trafficking organizations.

Objective 5: Establish and monitor Performance Measures, Developmental Standards and core functions, which require compliance by all HIDTA intelligence centers and HIDTA-funded intelligence initiatives.

Action Item #1-The HIDTA Directors Advisory Committee will establish a Developmental Standards Working Group to review and update current Developmental Standards (Short-term).

- The HIDTA Assistance Center will work in coordination with the Developmental Standards Working Group.