



Investigative Support Center (ISC) Managers Guide

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ISC Managers Advisory Committee (IMAC)

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I. The Role of the Investigative Support Center Manager

The purpose of the HIDTA Investigative Support Center (ISC) Managers Guide is to provide a quick resource document of the basic requirements and fundamental principles of managing an ISC. It is not to replace the HIDTA Program Policy and Budget Guidance (PPBG) and HIDTA Performance Management Process (PMP), which provide critical details regarding the ISC Manager's roles and responsibilities, and the HIDTA Program. The PPBG and PMP outline the requirements and delegates authority to the ISC Manager to provide ISC daily management and the overall coordination of information sharing in their area of responsibility. The ISC Manager should maintain an ISC Vision, Mission, Goals, and Core Values.

The HIDTA Program emphasizes the sharing of intelligence and information. The ISC Manager must understand the different deconfliction systems and how they interact. The HIDTA Intelligence Committee made up of selected Executive Directors continually works to develop and support intelligence and information sharing policies and practices for the entire Program. Each Executive Board must ensure the development of at least one primary intelligence initiative or investigative support center (ISC). The ISC is designed to develop intelligence, share information, and provide analytical and technical support to the enforcement initiatives. The ISC is staffed by representatives of participating agencies who have direct onsite access to their agencies' information databases. The HIDTA Program's emphasis on information sharing goes beyond an individual HIDTA's initiatives. HIDTAs are required to share their threat assessments, criminal intelligence products, and deconfliction processes with other HIDTAs, partner agencies and other law enforcement organizations.

II. Introduction to High Intensity Drug Trafficking Areas (HIDTA) Program

a. HIDTA Authority and Program Overview

The High Intensity Drug Trafficking Areas (HIDTA) Program is administered by the Office of National Drug Control Policy (ONDCP) under the authority of *Substance Use-Disorder Prevention That Supports Opioid Recovery and Treatment for Patients and Communities Act* (SUPPORT Act), 21 U.S.C. § 1706 et seq.

Created by Congress in 1988, the HIDTA Program coordinates and assists Federal, state, local, and tribal law enforcement agencies (LEAs) to address regional drug threats with the purpose of reducing drug trafficking and drug production in the United States. The HIDTA program oversees 33 regional HDTAs in all 50 states, Puerto Rico, the United States Virgin Islands, and the District of Columbia. With HIDTA presence in over 600 counties across the country, the HIDTA Program is present in 99 of the Nation's top 100 most populated metropolitan areas..

The HIDTA Program provides funding resources so that joint initiatives of Federal, state, local, and tribal agencies in each HIDTA carry out activities that address the specific drug threats of those areas. The HIDTA program provides unique advantages over traditional law enforcement efforts against drug trafficking. The differences can be traced to the HIDTA philosophy, which emphasizes collaboration through Federal, state, local and tribal law enforcement information sharing via Investigative Support Centers (ISCs) and individual investigators. HIDTA is neutral, and is only successful when its member agencies and the greater law enforcement community are successful.

The HIDTA Program complements the efforts outlined in the SUPPORT Act and exists to reduce drug trafficking and drug production in the United States by:

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

ONDCP also provides grant funding to other programs such as the Drug-Free Communities Support Program (DFC) and the Comprehensive Addiction and Recovery Act (CARA). ONDCP produces the National Drug Control Strategy, which outlines the Administration's efforts for the Nation to reduce illicit drug use, manufacturing and trafficking; drug-related crime and violence; and drug-related health consequences.

b. HIDTA Mission Statement

The mission of the HIDTA Program is to disrupt the market for illegal drugs in the United States in support of the National Drug Control Strategy 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.

c. HIDTA Program Goals

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.

d. National Governance

The Director of ONDCP shall approve revisions to the PPBG as deemed necessary. The review and approval of proposed revisions shall be managed by the National HIDTA Director, in partnership with the HIDTA Directors Committee (HDC).

e. Local Freedom

The HIDTA program intentionally avoids setting policies and rules in some areas, so that local HIDTA Executive Boards can make certain decisions at the local level, according to the needs of the region. This program design encourages innovative approaches; each HIDTA designs strategies and initiatives for its region's most critical needs. HIDTAs are free to break the mold of traditional, single-agency law enforcement efforts.

f. Balanced Partnership

The HIDTA program is not an agency and it does not compete with any agency. The HIDTA program functions as a coordination umbrella for Federal, state, local and tribal law enforcement agencies and was designed to fill the gaps. HIDTA participants work as a balanced partnership, with no single participating agency more powerful than another. This balanced partnership is true at the task force level as well as the Executive Board level. The HIDTA program was established to fill gaps in how traditional task forces operated and brings decision making to the local level, yet maintains a balance between Federal and state/local/tribal needs.

g. Leveraged Resources

HIDTA's balanced-partnership approach fosters sharing of resources, information and intelligence. It is very common, for example, for task force participants to say, "We have that capability, let me call ..." or even, "Let me see if our agency will pay for that."

h. Information Sharing

HIDTA criminal intelligence¹ components shall maintain working relationships with the criminal intelligence and information sharing components of the participating agencies and other law enforcement agencies in the HIDTA region (to include state and regionally operated fusion centers operating in the HIDTA's designated areas). HIDTA ISCs and any ancillary intelligence initiatives are required to perform basic information sharing activities in coordination with the participating agencies, including:

- Performing event and investigative data deconfliction;
- Obtaining and maintaining access to, and properly utilizing law enforcement, proprietary, and public databases;
- Sharing drug-related information and intelligence products with other ISCs and national intelligence centers.²

i. Compliance and Standards

HIDTAs must ensure that information system(s) security policies are established or adopted that meet or exceed the minimum-security requirements of the participating agencies. When appropriate, HIDTAs will ensure, in coordination with participating agencies, that the sharing of information is compliant with all applicable standards and guidelines, such as (but not limited to) the Criminal Justice Information Services (CJIS) standards and/or The National Institute of Standards and Technology (NIST) special publications. ISC Managers must obtain and maintain, either a Secret or Top-Secret security clearance.

Personnel with a requirement to access national security information or secure areas of the ISC must have sufficient security clearance to allow such access. ISC Managers and Supervisors must have security clearances at a level to permit them access to all areas of the ISC facility. Federal agencies with joint management responsibility for ISCs shall assist in obtaining the appropriate clearance level for personnel assigned to an intelligence initiative. The costs for obtaining this clearance shall be an allowable use of HIDTA funds.

¹ The word "intelligence" is often improperly used. Intelligence is information that has been analyzed and made actionable. Refer to Glossary.

² Refer to Program Policy and Budget Guidance 6.2.1 for detailed intelligence and information sharing requirements.

j. Dissemination Policy

ISC Managers must establish policy guidelines for tracking, reviewing and disseminating information and to protect the privacy, civil rights, and civil liberties of individuals and groups. One of the biggest vulnerabilities in the ISC is the violation of a memorandum of understanding related to data sharing. Many times, the ISC is required to follow a third-party dissemination rule, and cannot disseminate Personal Identifying Information (PII) from an agency's dataset or report without specific permission from the source agency. The submitting agency remains the owner of the data and the submitter will be the point of contact for use permissions unless otherwise agreed.

k. Information Technology

In accordance with the PPBG, each HIDTA is required to maintain and secure the Information Technology (IT) necessary to fulfill the HIDTA mission. Each HIDTA Executive Director may establish an IT support initiative to manage the respective HIDTA's IT infrastructure, including capabilities, equipment, and services. The ISC manager must consider all IT matters and security issues for a safe, effective, and efficient operation.

III. National HIDTA Assistance Center

The National HIDTA Assistance Center (NHAC) supports the National HIDTA Program by providing direct assistance to all HDTAs. The NHAC manages a survey system, coordinates regional and national meetings and conferences, and supports national coordination projects. Additionally, the NHAC offers training and multimedia support, maintains the HIDTA Resource Management System (HRMS) platform for sharing information within the HIDTA Program, and the public-facing HIDTA Program website.

IV. National HIDTA Initiatives

The NHAC provides administrative support to HIDTA National Initiatives. ISC managers should collaborate and ensure that National Initiatives are integrated when appropriate.

<https://www.nhac.org/index.html#>

a. The Domestic Highway Enforcement (DHE)

The Domestic Highway Enforcement Initiative promotes public safety through 21st century criminal interdiction by facilitating information sharing to disrupt the flow of drugs moving domestically between borders and destination communities. The program seeks to provide agencies with innovative, professional, multi-jurisdictional drug trafficking information sharing platforms while promoting nationwide networking. The Domestic Highway Enforcement program's objective is to impact public safety through its law enforcement annual and regional meetings, corridor conference calls, and the use of information sharing technology.

b. The National Emerging Threat Initiative (NETI):

The National Emerging Threat Initiative supports a coordinated HIDTA strategy for emerging drug-related threats. NETI is a poly-drug national trends, intelligence, and best practices-sharing initiative that addresses all aspects of the illegal drug supply, including the diversion of legal drugs. The initiative identifies rising drug risks and patterns. NETI responds to emerging threats by promoting cooperation among public safety and public health officials, regulators, treatment providers, and entities supplying education and prevention services.

c. The National Marijuana Initiative (NMI)

The National Marijuana Initiative strives to dispel misconceptions about marijuana and raise awareness of issues surrounding the drug; so that citizens and policymakers can make well-informed choices regarding marijuana use and regulations.

Some of the services offered include:

- Educational presentations on marijuana and the effects of its legalization for law enforcement groups, public forums, community coalitions, and legislators
- The NMI Speakers Bureau, which consists of independent subject matter experts who conduct informational presentations about their respective fields
- A public resource for valid information and reliable data based upon current research into marijuana and its impacts

d. Overdose Response Strategy (ORS)

The Overdose Response Strategy is implemented by joint teams made up of Drug Intelligence Officers (DIO) and Public Health Analysts (PHA), who work together on drug overdose issues within and across sectors, states and territories. By sharing information across sectors, the ORS is growing the body of evidence related to early warning signs and prevention strategies. With the information shared, and programs inspired by the ORS, the HIDTA Program is helping communities and individuals make healthier, safer choices.

- **Overdose Detection Mapping Application Program (ODMAP)**

The Overdose Detection Mapping Application Program (ODMAP) is a free, web-based tool that provides near real-time suspected overdose surveillance data across jurisdictions to support public safety and public health efforts to mobilize an immediate response to a sudden increase, or spike in overdose events.

V. HIDTA Investigative Support Center (ISC): Program Policy and Budget Guidance (PPBG)

The following excerpts from the PPBG are relevant to the management of the ISC.

a. 5.15 Intelligence and Information Sharing

Executive Boards are required to establish an ISC, which serves as the HIDTA's primary intelligence initiative. Executive Boards may, at their discretion, establish ancillary intelligence initiatives that advance the HIDTA mission.

The Executive Board is responsible for designating the primary sponsoring agency for the ISC, and ensuring that each participating agency shall provide the HIDTA's intelligence initiatives(s) access to its investigative databases. Executive Boards are responsible for establishing and maintaining the capacity (e.g., hardware, software, policies, and procedures) to continuously and securely share information with other agencies participating in the HIDTA Program and law enforcement and intelligence components. HIDTA Executive Boards shall also ensure the establishment of guidelines for disseminating information directly to other HDTAs and law enforcement agencies that may benefit from the information.

Executive Boards shall seek to ensure the exchange of information and the coordination of activities with all law enforcement agencies in the HIDTA region is accessible and routine.

b. 5.16 Deconfliction

The Executive Board shall ensure participating agencies use the Nationwide Deconfliction Pointer System (NDPS), even for those investigations not funded by HIDTA, and shall ensure the invitation of non-participating agencies in the designated areas to use the NDPS.

c. 6.2 Intelligence Initiatives

Each HIDTA is required to operate at least one ISC, which serves as the HIDTA's primary intelligence initiative. Participation in the ISC and intelligence initiatives is a core condition of HIDTA participation and grant funding. Executive Boards may establish ancillary intelligence initiatives that fulfill the HIDTA mission at their discretion.

d. 6.2.1 Intelligence and Information Sharing Functions

At a minimum, the ISC provides analytical case support to all of the HIDTA's initiatives, develops and disseminates intelligence products, and supports information sharing activities, including deconfliction services within the HIDTA-designated areas.

- Analytical Case Support: At a minimum, HIDTA ISCs or ancillary intelligence initiatives shall provide analytical case support to all HIDTA-funded cases that request this assistance, and to non-HIDTA-funded cases as appropriate;
- Intelligence Production: HIDTA ISCs shall seek to produce tactical, operational, and strategic intelligence products in cooperation with the participating agencies and in fulfillment of the HIDTA mission and goals. All of a HIDTA's intelligence initiatives are required to support the production of an annual threat assessment, as appropriate; and Information Sharing: HIDTA ISCs and any ancillary intelligence initiatives are required to perform basic information sharing activities in coordination with the participating agencies, including:
 - Performing event and investigative data deconfliction through the Nationwide Deconfliction Pointer Solution (NDPS);
 - Obtaining and maintaining access to, and properly utilizing law enforcement, proprietary, and public databases containing information owned by the participating agencies;
 - Sharing drug-related information and intelligence products with other ISCs and national intelligence centers including (but not limited to) the El Paso Intelligence Center (EPIC), the Organized Crime Drug Enforcement Task Forces (OCDETF) Fusion Center, the Financial Crimes Enforcement Network (FinCEN), the Crime and Narcotics Center (CNC), State and Local Fusion Centers, Joint Terrorism Task Forces (JTTFs), Regional Information Sharing System (RISS) Centers, and other Federal, state, local, and tribal law enforcement agencies.

ISCs may support other activities or provide additional services at the discretion of the Executive Board and under the supervision of the Executive Director, so long as they remain consistent with the HIDTA mission. Ancillary intelligence initiatives may provide some or all of these services, and perform additional support functions that are consistent with the HIDTA mission and deemed appropriate by the Executive Board.

e. 6.2.2 Product Markings and Classification

Adherence to the appropriate safeguarding of unclassified but official or law enforcement sensitive (LES) information is imperative to maintaining the level of trust and systems integrity necessary to retain access to participating agencies' information systems and agency-owned information, thereby preserving a robust information sharing environment. ISCs and ancillary intelligence initiatives are required to apply the standards published by the Drug Enforcement Administration (DEA) or the Federal Bureau of Investigation (FBI) for classifying and marking all intelligence products. Systems maintained by the HIDTA to share unclassified or Law Enforcement Sensitive (LES) information and intelligence products must be compliant with applicable standards for the safeguarding of such information.

f. 6.2.3 Multi-Agency Participation

Only the designated ISC must fulfill the requirements for multi-agency participation and full-time commitment. However, each intelligence initiative must have at least one sponsoring agency from among the HIDTA's participating agencies.

g. 6.2.4 Collocation and Commingling of Participants

All full-time Federal, state, local, and tribal law enforcement personnel assigned to ISC or ancillary intelligence initiatives must be collocated and commingled.

h. 6.2.5 Oversight and Management of the ISC

Executive Boards shall ensure appropriate supervision of the ISC(s) by an ISC Manager who reports to the Executive Director. The ISC Manager is responsible for ensuring compliance of the ISC with applicable grant requirements and may, at the discretion of the Executive Board, provide supervision of the ancillary intelligence initiatives.

i. 6.2.7 Participating Agencies

A representative of the DEA is required to participate in the ISC, per the SUPPORT for Patients and Communities Act (Pub. L. No. 115-271), 21 U.S.C. §§ 1701 et seq. Other participating agencies that do not assign full-time staff to the primary ISC must make defined commitments to the HIDTA's intelligence initiative(s). This could include using HIDTA funds to support agency personnel, assigning personnel on a part-time basis, or assigning a designated point of contact for ISC coordination. If HIDTA funds are used to support an agency position, the incumbent of that position must have direct access to the agency's criminal information systems.

VI. Performance Management Process

ONDCP uses the Performance Management Process (PMP) to assess the performance of the individual HIDTAs and the overall performance of the HIDTA Program. The success of each HIDTA depends on the success of its initiatives, and the HIDTA Program's success hinges on the aggregate success of the individual HIDTAs. Using the PMP, HIDTAs are not compared with each other, but with their own expectations or a program-wide standard. This approach to performance management vigorously encourages cooperative investigative efforts and the sharing of information and intelligence. Success is largely dependent upon how efficiently and effectively initiatives and HIDTAs cooperate to reach their performance expectations.

ONDCP has established core performance measures that all HIDTAs must report on a quarterly basis. These measures are as follows:

1. DTOs/MLOs as Expected
2. DTOs/MLOs Open
3. Investigative Activity
4. Quantity and Value of Drugs Removed
5. Return on Investment
6. Clan Meth Labs Dismantled
7. Training Assessment
8. Deconflictions Processed
9. Analytical Support
10. Case Agent Satisfaction
11. Intelligence reporting
 - Number Strategic Products
 - Number Posted to Homeland Security Information Network (HSIN)
 - Number Posted to El Paso Intelligence Center (EPIC)
 - Number Operational Intelligence Products
 - Number Tactical Intelligence Products
 - Number Joint Strategic Intelligence Products
 - Number IIRs Using HIDTA Information
12. Review of Intel Products

It is the responsibility of the ISC Manager to ensure that the above data is accurate, monitored for trends and anomalies and entered into PMP or reported to the person responsible for PMP within their HIDTA. Each HIDTA may establish a timeline for regular reporting, at least quarterly pursuant to HIDTA Program Policy and Budget Guidance.

a. Strategic, Operational and Tactical Intelligence defined in PMP for Table 11

Strategic Intelligence: An assessment of targeted crime patterns, crime trends, criminal organizations, and/or unlawful commodity transactions for purpose of planning, decision-making, and resource allocation; the focused examination of unique, pervasive, and/or complex crime problems.

Strategic Intelligence Product: A document that provides a long-term, high-level look at the law enforcement issues that not only considers current activities but also tries to provide a forecast of likely developments. The HIDTAs' Annual Threat Assessments are examples of strategic intelligence documents. Since every HIDTA must do a Threat Assessment, every HIDTA thus produces at least one Strategic Intelligence Product.

Operational Intelligence: 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.

Operational Intelligence Product: A document that provides insight into the structure, modus operandi, leadership, and activities of an organization and helps guide investigations into the organization. Operational intelligence would include an organizational chart, phone analysis, flow diagram, financial workup, etc.

Tactical Intelligence: Evaluated information regarding a specific criminal event that can be used immediately by operational units to further a criminal investigation, plan tactical operations, and provide for officer safety.

Tactical Intelligence Product: A document containing evaluated and highly perishable information regarding an upcoming/ongoing criminal investigation or tactical operations.

b. Table 9 Guidance for Analytical Support

Collects the total number of individual **CASES** that have at least one analytical support product.

Types of analytical case support

- association/link/network analysis
- commodity flow analysis
- crime-pattern analysis
- financial analysis
- flow analysis
- geospatial analysis
- telephone toll analysis

c. Table 11 Guidance for Operational and Tactical Products

Collects the total number of PRODUCTS. Operational products are also defined as analytical support products, such as toll analysis. Tactical intelligence is evaluated information regarding a specific criminal event that can be used immediately by operational units to further a criminal investigation, plan tactical operations, and provide for officer safety. A tactical intelligence product is a document containing evaluated and highly perishable information regarding an upcoming/ongoing criminal investigation or tactical operations. Tactical products are typically all other case support products created that do not meet the operational/analytical support definition, such as a target work-up with wanted checks.

d. Surveys

The ISC's outcome measures for the Performance Management Process (PMP) are provided through two distinct surveys: 1) Case agent satisfaction with case support as provided by a specific analyst and; 2) Satisfaction with strategic products for key HIDTA stakeholders. The surveys can be administered by the HIDTA or by the National HIDTA Assistance Center (NHAC). For HIDTA PMP purposes, case support is "the assignment of an analyst(s) to provide analytical support for an investigation." "Analytical support refers to those services an analyst provides to support an investigation; i.e., Association/Link/Network Analysis, Commodity Flow Analysis, Crime-Pattern Analysis, Financial Analysis, Flow Analysis, Geo-Spatial Analysis, or Telephone Toll Analysis."

For HIDTA PMP purposes, a Strategic Intelligence Product is a document "that provides a long-term, high-level look at the law enforcement issues that not only considers current activities but also tries to provide a forecast of likely developments."

VI. Budgeting for the ISC Manager

7.1 HIDTA Grant Awards

ONDCP uses a threat-driven process that requires each HIDTA Executive Board to assess the drug trafficking activities in its region, design a strategy to attack those activities, plan initiatives to carry out the strategy, and develop a budget that is sufficient to carry out the planned initiatives. ONDCP awards funds to designated grantees based on a review and assessment of the Annual Budget Requests (ABRs) that each HIDTA Executive Board submits to ONDCP.

HIDTAs are not legal entities under Federal law, but rather a coalition joined together to receive HIDTA funds to coordinate drug-related law enforcement activities of Federal, state, local, and tribal law enforcement agencies in designated areas. Such designation enables participating agencies to combine and leverage resources and capabilities to address drug trafficking and drug-related crime.

Consequently, ONDCP must provide HIDTA Program funds to one or more legal entities, such as a state, local, or tribal agency, an institution of higher education, or a non-profit organization to act as the grantee(s) for agencies participating in the HIDTA Program. In this role, the grantee is accountable for the use of HIDTA funds and must comply with all applicable Federal statutes and regulations and with its own regulations and policies. Each HIDTA ISC is funded based on the resources available to it and the needs identified by its Executive Board. Therefore, the ISC Manager's involvement in the budget process is determined by the specific Executive Board/Director. Every ISC Manager must at least be aware of the process and general guidelines of the program.

a. Initiative Description and Budget Proposals (IDBP)

The Initiative Description and Budget Proposals (IDBPs) represent the Executive Board's strategy, and are submitted to the Office of National Drug Control Policy (ONDCP) through the Performance Management Process (PMP) database. HIDTAs use PMP to generate the appropriate content for each type of initiative, to include Intelligence Initiatives (i.e., tactical/operational/strategic intelligence analysis, deconfliction services, information dissemination, and other analytical support to HIDTA initiatives and participating agencies).

The IDBPs are generated using information and data entered into the PMP database. Prior to submission, the IDBPs should be updated with an accurate description of the initiative, its overall structure and personnel, the threat priorities the initiative will address in the coming year, and the goals of the initiative.

Completed IDBPs include verification that the Executive Board has reviewed and approved each initiative prior to submission to ONDCP, answers to all compliance questions, the methamphetamine reporting certification, expected performance targets, and any HIDTA Program Policy and Budget Guidance (PPBG) waiver requests. Budget documentation is also uploaded to the IDBP from the Financial Management System (FMS). Once submitted to ONDCP, the completed IDBPs and corresponding budgets will be reviewed on a rolling basis.

An IDBP User Guide was created to assist in the data entry for the PMP initiative profiles and the submission of the IDBPs to ONDCP for review. The IDBP User Guide is posted on the PMP website.

b. Threat Assessment

As part of the annual budget request, each HIDTA must submit an annual threat assessment to the Executive Board and ONDCP for review. The threat assessment provides a 12-month forecast of drug trafficking and money laundering activities in the region, serves as the basis for the annual budget request, and guides the Executive Board's allocation of resources through the initiatives. ISCs and ancillary intelligence initiatives are required to support the production of the annual threat assessment, as appropriate.

VII. ISC Vision and Mission Statements

Vision and mission statements help to define the ISC's role within their individual HIDTA. The statements help define the ISC to both employees and other stakeholders.

A vision statement is aspirational and expresses your ISC's plan or "vision" for the future and potential impact on the world. It often serves as a guide for the ISC's future goals and explains why our customers and employees should stick around for the long-haul.

A good vision statement should be bold and ambitious. It is meant to be an inspirational, big-picture declaration of what the ISC strives to be in the future. It gives your customers a peek into your ISC's trajectory and builds customer loyalty by allowing them to align their support with your vision.

A Mission Statement defines the ISC's business. It is an action-oriented statement declaring the purpose of the ISC (why it exists) and includes a general description of how the ISC plans to accomplish its purpose.

a. Examples: ISC Vision, Mission, Core Values and Goals

North Central HIDTA

Vision

The Vision of the ISC

To be a premier HIDTA Investigative Support Center (ISC) by developing and utilizing skills and resources to produce high quality analytical products and actionable intelligence for law enforcement to enhance officer safety and make our communities safe.

Mission

The Mission of the ISC

To promote multi agency counterdrug intelligence and information sharing to become a force multiplier in order to disrupt and dismantle drug trafficking, money laundering and violent criminal organizations that impact our area of operation.

Values

The Values of the ISC



Integrity



Respect



Diversity



Quality



Innovation



Teamwork

Washington/Baltimore HIDTA

W/B HIDTA ISC Vision, Mission, and Goals

Vision Statement

The vision of the W/B HIDTA ISC is to disrupt and dismantle all drug trafficking organizations, money laundering organizations, and other violent groups in the region by providing intelligence analysis, analytical support, and deconfliction services.

Mission Statement

The mission of the W/B HIDTA's Investigative Support Center (ISC) is to remain a leader in intelligence analysis and innovation in the region that provides analytical support and produces evidentiary products required for successful prosecution. It is responsible for:

- Developing tactical, operational, and strategic intelligence to support on-going investigations
- Sharing information and deconfliction
- Identifying drug trafficking and money laundering organizations
- Helping to reduce drug and gang-related violence.

W/B HIDTA ISC Vision, Mission, and Goals

Goals

GOAL 1: Promote officer safety by providing event and case deconfliction services

GOAL 2: Deliver superior case support and case development services

GOAL 3: Facilitate information sharing among law enforcement, drug treatment, and prevention professionals

GOAL 5: Produce strategic intelligence for decision makers

GOAL 6: Support special projects

VII. Deconfliction Information/ Systems Overview

The Nationwide Deconfliction Council (NDC) has been working to increase awareness and improve the use of the nation's three deconfliction systems. The outreach effort included an International Association of Chiefs of Police (IACP) resolution on Supporting the Use of Law Enforcement Event, Target, and Investigative Data Deconfliction in the United States.

Partner Deconfliction Interface (PDI)

The three nationally mandated systems for event deconfliction are RISSafe, SAFETnet, and Case Explorer. If an address is entered as a location but not an event with date and time, no match will be made between the systems.

National Virtual Pointer System (NVPS)

Deconflicts targets nationwide against Case Explorer, RISS, SAFETnet, NDPIX and other systems

Nationwide Deconfliction Pointer Solution (NDPS)

An event, target, and investigative data deconfliction pointer system. NDPS is currently being developed.

VIII. Resource Documents Located on HRMS

- Program Policy and Budget Guidance (PPBG), September 21, 2012
- Criminal Intelligence Resources Guide – USDOJ – Global Justice Information
- Sharing Initiative – A Collection of Intelligence Information Sharing Products and Resources, April 2012
- Law Enforcement Analytic Standards 2nd edition, April 2012
- Event/Subject/Case Deconfliction
- HIDTA Best Practices
- Database Directory
- FACT SHEET: Fusion Centers and HIDTA Investigative Support Centers
- Standards of Conduct Checklist

Accessing Documents on the HIDTA Resource Management System (HRMS)

Use the following steps for accessing (this document and all resource documents):

1. Go to <https://portal.hidta.net> and log in. If you don't have a log-in and password, email Danny Liang at dyliang@nhac.org.
2. Click on the HIDTA Resource Management System (HRMS).
3. Click on HIDTA Committees & Groups.
4. Click on ISC Managers Resource Page.

IX. Law Enforcement Analytic Standards, 2nd Edition³

The Law Enforcement Analytic Standards (LEAS) discusses the standards created by the International Association of Law Enforcement Intelligence Analysts (IALEIA) as a result of the National Criminal Intelligence Sharing Plan (NCISP) recommendations. The analytic standards consist of 25 standards that explain the requirements of agencies to adopt the minimum standards for intelligence-led policing in order to support the development of sound, and professional, analytical products (intelligence). The standards are composed of educational standards and intelligence process standards, as well as testimony, data-source attribution, and feedback standards.

The following material are some of the main highlights in the document. LEAS is intended to provide you with a resource for establishing and/ or formalizing your ISC.

The standards are not intended to be a list of issues to check off, but rather an outline to help you to develop structure within your ISC. Each ISC Manager should ensure that analysts and supervisors are aware of the LEAS and review it regularly to ensure they are managing their center consistent with these standards.

Review of LEAS

- **Analyst Managers**

Expected to take an active role in modeling the climate of their ISC and have a strategic vision on how the ISC fits within the goals of the HIDTA program as well as the needs of the Executive Board.

- Ensures analysts have requisite skills to perform duties.
- Encourages and supports a collaborative environment.
- Must utilize an intelligence operational plan that encompasses mission, goals and objectives.
- Develops and applies appropriate evaluation measures and encourages, supports and reinforces the production of high-quality intelligence products.

- **Standards for Analysts**

- In order to produce relevant, accurate and timely intelligence, analysis and case support, analysts need to be skilled and well-educated. This section discusses some of the recommended standards for analysts that are assigned to or hired by your ISC.

³ U.S. Department of Justice, Office of Justice Programs, *Law Enforcement Analytic Standards, 2nd Edition*, NCJ Number 238601
Date Published April 2012, <https://www.ojp.gov/ncjrs/virtual-library/abstracts/law-enforcement-analytic-standards-2nd-edition>

- Refer to The Common Competencies for State, Local and Tribal Intelligence Analysts (2010).
 - Analytic Attributes
 - Five baseline analytical competencies
 1. Critical thinking
 2. Sharing and collaborating
 3. Fusing intelligence law enforcement tradecraft
 4. Communicating
 5. Turning concepts and principles into action
 - Additional generic characteristics an analyst should have:
 - Education
 1. Intellectual curiosity
 2. Rapid assimilation of information
 3. Keen recall
 4. Tenacity
 5. Willingness and capacity to make judgments
 6. Initiative and self-direction
 7. Effective personal interaction
 8. Disciplined intellectual courage
 - Education

More and more colleges and universities are offering 2- and 4-year degrees in relevant and applicable subject matter areas. Having an analyst that is an educated professional in intelligence analysis can greatly benefit you and your ISC.

 - Degree or commensurate experience
 - Public, military, academic or private sector can provide great background/experience
 - Basic Training

Continued education in intelligence analysis or specialized fields can help to ensure analysts are aware of the most recent technologies, methodologies and practices in the industry.

 - Minimum of 40 hours from approved sources. (See listings.)
 - LEAS provides a list of several relevant classes for analysts.
 - Re: Minimum Criminal Intelligence Training Standards for Law Enforcement and Other Criminal Justice Agencies in the US (MCITS, 2007) – NHAC, HRMS, ISC Managers' Advisory Committee
 - Continuing Education and Advanced Training
 - Minimum 8 hours annually
 - Wide range of topics listed in LEAS

- Professional Development – Refer to: The Continuing Professional Development Workbook and Portfolio (Atkin, 2002)
 1. The staff imbedded in an ISC needs to be committed to the cause and take on part of the accountability of the success or failures. Professional development can assist in aligning an analyst's tasks with personal goals and aspirations.
- Certification – IALEIA offers program
 1. Consistent with the idea of hiring well-educated intelligence analysis professionals, general and specific certifications can assist in not only professionalizing the career of the analyst, but also the ISC, as a whole. Additionally, like continued education, certification can ensure that analysts stay current with the industry.
- Professional Liaison
 1. A Professional Liaison can assist in developing analyst skills and abilities by providing resources available from outside agencies and differing perspectives.
 2. Participation in professional organizations
 3. IALEIA and LEIU
- Leadership
 1. "By modeling excellence in the intelligence-led policing decision-making process, analysts have an opportunity to lead and influence peers, subordinates, and supervisors."
 2. Excel in managing tasks, teams, projects and individuals
 3. Training, mentoring and succession planning are vital
- Standards for Analytical Processes

The following section reviews the typical analytical process or cycle. Although some may dispute the accuracy of the process, in practice it is important to keep in mind that although analysts or analysis might not follow the process in a step-by-step manner, each component of the process should be addressed for each intelligence product produced by an ISC. The more systematic and mechanized this process is, the more likely that the output is relevant, accurate and timely. The National Criminal Intelligence Sharing Plan (NCISP) states, "The agency chief executive officer and the manager of the intelligence functions should 'support the development of sound, professional analytic products (intelligence).'"

This is often accomplished through an organized approach to intelligence analysis similar to the intelligence cycle.

1. Planning and Direction
 - a. Meetings with the ISC Manager and/or decision maker to determine the resources available to a particular project, as well as the specific

requirements for the project. Some HIDTA ISCs utilize a “Terms of Reference” which often serves as a contract between the intelligence analyst and the decision maker to ensure there is clarity of instruction and requirements. These can be utilized for standing intelligence requirements/products as well as document requirements and products.

2. Collection and Follow-Up
 - a. An organized process in which the analyst determines what information is necessary in order to complete the intelligence product.
 3. Evaluation
 - a. A process by which the analyst or data collectors evaluate the reliability, validity and usefulness of the data collected as part of the Collection phase.
 4. Collation
 - a. The process of categorizing and organizing data so that it can be efficiently and effectively analyzed.
 5. Computer-Aided Analysis
 6. Analytic Outcomes
 7. Dissemination Plan
 - a. A documented process by which each intelligence / information produced is disseminated to the decision maker or other intended customers.
- Standards for Analytical Products

Unlike the proceeding sections, this section may be thought of as a checklist of items to address when producing analytical products within the ISC (a framework for the dissemination phase).

 1. Accuracy
 - a. Analysts must verify all data before treating it as accurate
 - b. Analysts must strive to have few to no preconceived ideas about what occurred.
 - c. Presence of exculpatory data may be critical to the decision-making process
 2. Product Content
 - a. Always include analysis, assessment, integrated data, judgments, conclusions, recommendations and caveats (when appropriate).
 - b. Forecasts, estimates, and models shall be developed when appropriate.
 3. Product Format
 - a. Tailored to the consumer’s needs.
 - b. Each analytic product may be a collection of sub-products such as:

4. Report
 - a. Association matrix
 - b. Criminal business profile
 - c. Crime pattern analysis
 - d. Link chart
 - e. Map
 - f. Geospatial chart
 - g. Summary report with conclusions and recommendations
 - h. Written in clear and concise terms with facts documented thoroughly and explanation of how analyst arrived at conclusions.
 - i. Logically derived, analytic conclusion, including key intelligence gaps.
 - j. Objective and dispassionate language shall be used, emphasizing brevity and clarity.
5. Data Source Attribution

Every intelligence product shall clearly distinguish which content is public domain or general unclassified information, which information is restricted or classified, and which content reflects the judgment or opinion of analysts and/or other professionals.
6. Feedback and Product Evaluation
 - a. All analytic products shall be reviewed (if appropriate) by peers and evaluated by customers.
 - b. Peer review may be limited to factual content accuracy or may encompass collaborative comments concerning content and recommendations.
7. Presentations.
 - a. Briefings and presentations are key opportunities to convey vital points of the analyst.
 - b. Oral presentations should be concise, effective and appropriately tailored to the target audience.
 - c. Analytic judgments and relevant intelligence gaps should be communicated.
8. Testimony
 - a. Analysts shall be capable of giving testimony as fact/summary and expert witnesses.
 - b. Analysts shall be able to present and defend their qualifications as witnesses and explain and defend the material they present.
9. Legal Considerations
 - a. Must be familiar with the legal; privacy, civil rights and civil liberties; ethics; and operational security issues surrounding intelligence.

- Summary and Conclusions

Summaries and Conclusions are the heart of any analytical product. It is the analyst's thoughts, forecast and recommendations that make the product 'actionable.'

- a. LEAS Compendium of theories and practices proven to be successful
- b. Dissemination of these standards and subsequent following thereof will result in improved results for law enforcement

- Glossary of Terms

Effective communication is based upon common definitions. In the HIDTA environment, there are a wide variety of individuals with different backgrounds, history and experiences. It is imperative that everyone speak 'the same language.' Although the official "HIDTA Language" is provided in the Program Policy and Budget Guidance, the definitions within the glossary of LEAS should also be reviewed by analysts and managers on a regular basis.

- a. Regular review by all analysts ensures clear communication.
- b. An ongoing opportunity for managers to work with analysts to improve understanding and processes.

- Sources – All sources must always be listed and recognized

X. Glossary

- **Analytical Services** - Analytical services are the services an analyst provides to support an investigation to include but not limited to Association/Link/Network Analysis, Commodity Flow Analysis, Crime-Pattern Analysis, Financial Analysis, or Flow Analysis, communications analysis.
- **Analytical Training** - One of the four types of training reported in PMP that deals with the creation of analytical services. Training in the use of I2, Pen Link, Visual Links, and similar intelligence software programs are examples of Analytical Training, as are basic or advanced analytical training courses such as those offered by DEA or FLETC.
- **Association/Link/Network Analysis** - Association/link/network analysis is the collection and analysis of information that shows relationships among varied individuals suspected of being involved in criminal activity that may provide insight into the criminal operation and which investigative strategies might work best.
- **Case** - A case is an official investigation into criminal activity that has been assigned an agency investigative number for tracking purposes. See investigation. A case is synonymous to an investigation and the terms are used interchangeably. Note: A case may contain information about no, one or multiple DTOs or MLOs.
- **Case Closed** - A case is closed when all investigative action by the HIDTA initiative on the case has ceased. For HIDTA reporting purposes, a closed case does not require that all fugitives have been apprehended, that all cases have been adjudicated, or that all appeals by those charged have been exhausted.
- **Case Referred** - A case is referred when it has been turned over to another HIDTA, to another HIDTA initiative, or to a non-HIDTA entity for investigation.
- **Case/Subject Deconfliction** - Case/subject deconfliction is the process of determining if multiple law enforcement agencies are investigating the same person, crime, or organization. The process includes notifying each agency of the duplication.
- **Case Support** - Case support is the assignment of an analyst(s) to provide analytical services for an active criminal investigation. Analytical case support involves but is not limited to the assessment of investigative information to identify organizational members and associations; methods of operation; locations of criminal activity; communication patterns and methods; overt acts; and/or to help establish probable cause to support enforcement action. Analysts, using appropriate protocols, prepare and disseminate products which summarize and/or display analytical findings. Examples of analytical products are i2 charts and investigative reports. These products directly support law enforcement investigations so the products are potentially discoverable.

- **Cell** - A cell is a unit within a DTO or MLO. When a unit acts under its own command and control in its drug business, it should be considered a separate DTO or MLO and not a cell of the larger organization.
- **Chain-of-Command** - The chain-of-command is the line of authority and responsibility along which orders are passed within a DTO/MLO. Orders are transmitted down the chain-of command from a higher authority to a subordinate individual or cell that either carries out the order or transmits it farther down the chain until it is received by those expected to carry out the order. If there is no expectation that a cell or individual carry out an order, then that cell or individual is not part of the DTO/MLO giving the order.
- **Chemical/Glassware/Equipment Seizure** - A chemical/glassware/equipment seizure is a seizure of chemicals, glassware, and/or equipment normally associated with the manufacturing of a controlled/illicit substance, but where there is insufficient evidence that the items were actually used in the manufacture of a controlled/illicit substance.
- **Collection of Information** - Collection of information is the identification, location, and recording/storing of information, typically from an original source and using both human and technological means, for input into the intelligence cycle for the purpose of meeting a defined tactical, operational, or strategic intelligence goal.
- **Collation of Information** - Collation of information is the review of collected and evaluated information to determine its substantive applicability to a case or problem at issue and placement of useful information into a form or system that permits easy and rapid access and retrieval.
- **Commodity Flow Analysis** - A commodity flow analysis is a graphic depiction and description of transactions, shipments, and distribution of transactions, shipments and distribution of contraband goods and money derived from unlawful activities in order to aid in the disruption of the unlawful activities and apprehend those persons involved in all aspects of the unlawful activities.
- **Consolidated Priority Organization Target (CPOT)** - A Consolidated Priority Organization Target DTO/MLO is an organization known to have a hierarchical chain of command relationship with a major international drug trafficking organization and/or money laundering enterprise that is included on the Department of Justice's Consolidated Priority Organization Target list. To claim a DTO/MLO is linked to a CPOT-list target, there must be reliable evidence of a chain-of-command relationship, not simply a business relationship no matter how frequent or extensive that relationship.
- **Crime-Pattern Analysis** - Crime pattern analysis is the assessment of the nature, extent, and changes of crime based on the characteristics of the criminal incident, including modus operandi, temporal, and geographic variables.

- **Criminal Intelligence** - Criminal intelligence is the product of the analysis of raw information related to crimes or crime patterns with respect to an identifiable person or group of persons in an effort to anticipate, prevent, or monitor possible criminal activity.
- **Dissemination of Intelligence** - Dissemination of intelligence is the process of distributing analyzed intelligence in a timely fashion utilizing certain protocols in the most appropriate format to those in need of the information to facilitate their accomplishments of organizational goals.
- **Drug Trafficking Organization (DTO)** - A DTO is an organization consisting of five or more persons that (1) has a clearly defined chain-of-command and (2) whose principal activity is to generate income or acquire assets through a continuing series of illegal drug production, manufacturing, importation, transportation, or distribution activities.
- **Drug Trafficking** - Drug trafficking is the complex system that illegally supplies drugs to consumers. It encompasses smuggling, importation, cultivation, manufacture, transportation, sales, distribution, and possession with intent to distribute or sell controlled substances.
- **Drug Trafficking Networks** - Drug trafficking networks are the multiple buying and selling linkages across organizations and freelance individuals identified as part of an investigation.
- **DTO/MLO Characteristics** - The DTO/MLO characteristics are the most salient descriptive characteristics of the organization. These characteristics can include race, national origin, and group membership (i.e., outlaw motorcycle gangs) so long as the information is drawn from trustworthy sources and is relevant to the locality in which the DTO/MLO operates.
- **Event Deconfliction** - Event deconfliction is the process of determining if multiple law enforcement agencies are conducting an enforcement action (e.g., a raid, undercover operation, surveillance, or action) in close proximity to one another during a specified time period. The process includes notifying each agency of the conflict.
- **Financial Analysis** - Financial analysis is the review and analyses of financial data to ascertain the presence of criminal activity. It can include bank record analysis, net worth analysis, financial profiles, source and applications of funds, financial statement analysis, and/or Bank Secrecy Act record analysis. It can also show destinations of proceeds of crime and support prosecutions.

- **Flow Analysis** - Flow analysis is the review of raw data to determine the sequence of events or interactions that may reflect criminal activity. It can include timelines, event flow analysis, commodity flow analysis, and activity flow; it may show missing actions or events that need further investigation.
- **Gang** - A gang is a group or association of five or more persons with a common identifying sign, symbol, or name, the members of which, individually or collectively, engage in criminal activity that creates an atmosphere of fear and intimidation. A gang may also be a DTO/MLO providing it meets the requirements set forth in the respective definitions. A gang differs from a DTO/MLO in that while the principal criminal activities of a DTO/MLO are directly related to drug trafficking and money laundering; the criminal activities of a gang can be more diverse.
- **HIDTA** - The term HIDTA, without the words Program or Regions following it, means either: the designated area (e.g. The HIDTA includes the District of Columbia and 14 counties); or the coordinating organization and the initiatives that are funded by the HIDTA (e.g., The HIDTA funds more than 50 initiatives).
- **HIDTA Program** - The term HIDTA Program means the program operated by ONDCP at the national level.
- **HIDTA Regions** - The term HIDTA regions means areas of a HIDTA used to demarcate specific drug market areas for which drug prices are entered and drug seizures assigned.
- **HIDTA Targeted Threat** - HIDTA targeted threats are those DTOs and conditions identified in a HIDTA's Strategy that the HIDTA Executive Board views as critical to the HIDTA's mission and of sufficient importance to be the focus of HIDTA-funded initiatives. This term is only used in the HIDTA Matrix and Strategy.
- **Information** - Information is raw, unanalyzed, descriptive data that identifies persons, evidence, events, or other characteristics related to a criminal event.
- **Intelligence (Criminal)** - The product of the analysis of raw information related to crimes or crime patterns with respect to an identifiable person or group of persons in an effort to anticipate, prevent, or monitor possible criminal activity.
- **Intelligence Assessment** - An intelligence assessment is a comprehensive report on an intelligence issue related to criminal threats available to local, state, tribal, and federal law enforcement agencies.

- **Intelligence Analysis** - The systematic examination of diverse information through the application of inductive or deductive logic for the purpose of enhancing criminal investigations or assessment. Analysis is the portion of the intelligence process which transforms the raw data into a product which is useful. It provides the “what”, which is the understanding of what is, the “so what”, context regarding why it is important, and sometimes, “now what”, which includes recommendations and solutions. This is the “value added” part of the process.
- **Intelligence Bulletin** - An intelligence bulletin is a finished intelligence product in article format that describes new developments and evolving trends available for distribution to local, state, tribal, and federal law enforcement.
- **Intelligence Community** - The Intelligence Community is considered those agencies, such as the Central Intelligence Agency (CIA); Defense Intelligence Agency (DIA); Department of Defense (DOD), etc., whom engage in collections and operations involving sources and methods which must be protected, and cannot be introduced into the U.S. courts. Therefore, Intelligence Community information/intelligence is considered classified and cannot be used in criminal investigations. It is important to recognize the difference between classified intelligence and criminal intelligence.
- **Intelligence Information Reports (IIR)** - Intelligence information reports are raw, unevaluated information concerning perishable or time-limited information concerning criminal issues.
- **Intelligence Products** - Intelligence products are reports or documents that contain assessments, forecasts, associations, links, and other outputs from the analytic process that are for use by law enforcement agencies for prevention of crimes, apprehension of offenders, and prosecution.
- **International DTO/MLO** - An international DTO or MLO is an organization, or identifiable cell of an organization, that regularly conducts illegal drug trafficking or money laundering activities in more than one country or that is based in one country and conducts or coordinates illegal activities in another. To be considered an international organization, the group must have an established connection to an international DTO/MLO. Simply being a customer of such an organization is not sufficient (See Cell).
- **Investigation** - An investigation is synonymous with a case. The terms are used interchangeably.
- **Leader** - A leader is an individual who directs the operation of the group under investigation. The leader may be the head of an entire drug trafficking organization or the leader of a cell of a drug trafficking organization.

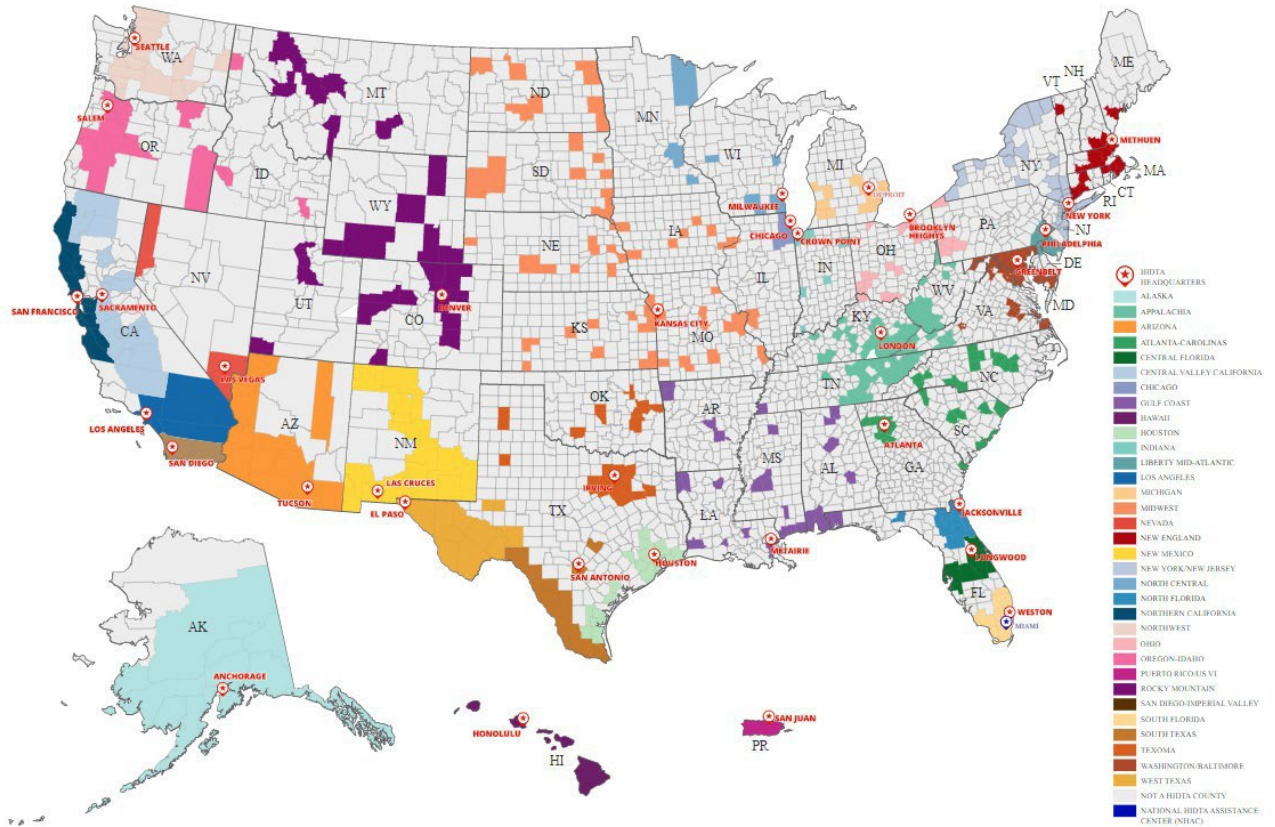
- **Leads** - A lead is the provision of sufficient information to another HIDTA or a non-HIDTA entity for the purpose of enabling that entity to conduct an independent investigation; it does not matter if or when an independent investigation is opened. You do not need to have a case to pass on a lead. Information can be referred multiple times to multiple entities. Each can be counted as a separate action. Repeated incidents of the same or similar information passed on to the same HIDTA or non-HIDTA entity cannot be counted as a lead referred more than once. Group emails or fax blasts to multiple agencies as part of a general advisory or be on the lookout (bolo) are leads; however, each group email or fax blast should be counted as one lead referred regardless of the number of agencies targeted.
- **Link** - A link is a connection to a previously identified DTO or MLO. Links are used only for activities that are part of the Domestic Highway Enforcement (DHE) project. If the arrest and/or seizure affected by the DHE action is connected to a previously identified DTO or MLO, a link is thereby established.
- **Local DTO/MLO** - A local DTO or MLO is an organization whose illegal drug trafficking or money laundering activities are generally, but not always, limited to the same metropolitan area, or for non-metropolitan areas are limited to an easily defined region or small number of geographically proximate counties. If a DTO's activities regularly take place within a single metropolitan area, it should be considered a local DTO/MLO even if that metropolitan area includes parts of more than one state.
- **Member** - A member is an individual who is part of an organization and takes direction from the organization's leader(s). A member includes all those individuals below the leader who facilitate or carry out any of the organization's activities.
- **Money Laundering Organization (MLO)** - An MLO is an organization of two or more individuals engaged in processing illegal drug profits through a continuing series of illegal activities (placement, layering, and integration) to disguise the source of the money and make the illegal profits appear to be legitimate income.
- **Multi-State DTO/MLO** - A multi-state DTO or MLO is an organization that regularly carries out illegal drug trafficking or money laundering activities in more than one state. An organization should not be considered multi-state if the organization's activities regularly take place within a single metropolitan area or region, even if that metropolitan area includes parts of more than one state.
- **Operational Intelligence** - 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.

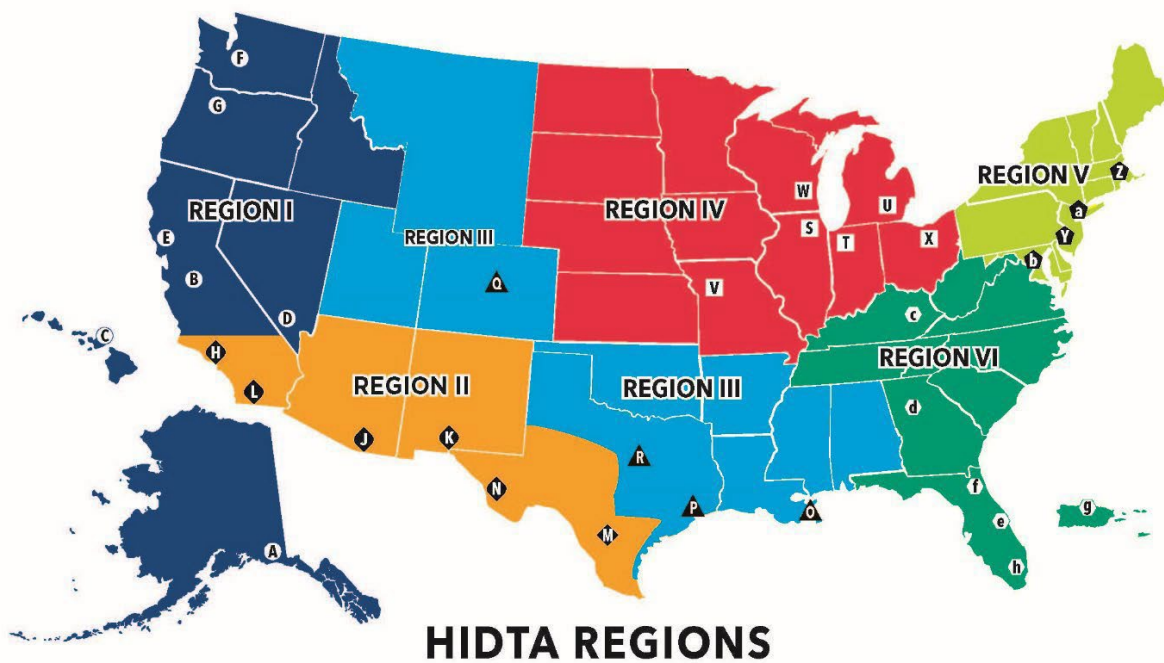
- **Positive Hit** - For PMP reporting purposes, a positive hit is a match between information submitted for case and/or event deconfliction purposes that alerts the requestor about another event and/or case that may influence his or her investigative activity.
- **Source Area** - The source area for a drug is the county, state, or foreign country from which the DTO or DTO cell under investigation obtains the drug from another DTO or individual. The source area must be the most direct and immediate source of the drug acquired by the DTO and not necessarily the area where the drug was produced or manufactured.
- **Source of Supply** - A source of supply is a person(s) responsible for supplying controlled dangerous substances to the DTO under investigation. The source of supply is not a member of the DTO.
- **Source Organization Characteristics** - The Source Organization characteristics reported should be the most salient descriptive characteristics of the group that has been identified as the source from which the DTO directly obtains its drugs. These characteristics can include race, national origin, and group membership (i.e., outlaw motorcycle gangs) so long as the information is drawn from trustworthy sources and is relevant to the source area in which the organization operates.
- **Strategic Goal** - A strategic goal is a statement of aim or purpose of a program.
- **Strategic Intelligence** - Strategic intelligence is an assessment of targeted crime patterns, crime trends, criminal organizations, and/or unlawful commodity transactions for purpose of planning, decision-making, and resource allocation; the focused examination of unique, pervasive, and/or complex crime problems.
- **Strategic Planning** - Strategic planning is the process of identifying why an organization exists (mission), what the agency will become if it achieves its mission (vision), and the concrete steps it will take to get there (goals, targets).
- **Tactical Intelligence** - Tactical intelligence is evaluated information regarding a specific criminal event that can be used immediately by operational units to further a criminal investigation, plan tactical operations, and provide for officer safety.
- **Threat** - The threat is the capability and intent of an individual or group or an existing or impending condition that potentially can do or cause harm.
- **Threat Assessment** - A threat assessment is a strategic document that examines the propensity for violence or criminality or the possible occurrence of a criminal activity in a certain time or place and focuses on drug and money laundering organizations and their communication, the movement of drugs or money, the environment, transportation, and security issues.

- **Threat Specific Measure** - A threat specific measure is a measure that addresses expected and actual outputs and outcomes for an activity that is not generally funded by all HIDTAs (e.g. fugitive initiatives) and is not one of the core measures for the HIDTA Program.
- **Training** - The act of providing an individual with the knowledge, skills and abilities necessary to perform her/his job or, for demand reduction purposes, better able to resist drug usage. In PMP, there are four types of training: administrative, analytical, investigative, and demand reduction.
- **Violent** - An organization is considered violent if it routinely engages in kidnapping, extortion, murder, aggravated assault, robbery, or other crimes involving force or the threat of force.

Additional HIDTA program accepted definitions are included in the PMP manual and the documents cited herein.

HIGH INTENSITY DRUG TRAFFICKING AREAS (HIDTA)
PROGRAM COUNTIES JULY 2022





● REGION I	◆ REGION II	▲ REGION III	■ REGION IV	◆ REGION V	● REGION VI
A Alaska B Central Valley C Hawaii D Nevada E Northern California F Northwest G Oregon-Idaho	H Los Angeles J SWB Arizona K SWB New Mexico L SWB San Diego/ Imperial Valley M SWB South Texas N SWB West Texas	O Gulf Coast P Houston Q Rocky Mountain R Texoma	S Chicago T Indiana U Michigan V Midwest W North Central X Ohio	Y Liberty Mid Atlantic Z New England a New York/ New Jersey b Washington/ Baltimore	c Appalachia d Atlanta/Carolinas e Central Florida f North Florida g Puerto Rico/ US Virgin Islands h South Florida

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