



Performance Management Process (PMP)

Certification Course



High Intensity Drug Trafficking Areas

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Introduction

About this Course

The Performance Management Process (PMP) Committee works to continuously improve the use and application of the system created to measure the success of the HIDTA Program.

This course material has identified core responsibilities, important milestones and methodologies that improve the accuracy of our measures.

By participating in this certification process, you ensure the HIDTA community that your application of the PMP process is consistent and in keeping with the intent of ONDCP and the PMP Committee.

Source Documents

The reference documents used in this course are housed on HRMS. Email Daniel Liang if you need access: dyliang@nhac.org.

- *HIDTA Program Policy and Budget Guidance*
- *Performance Management Process User Guide*
- *Performance Management Process IDBP User Guide*
- *WebPMP Software and PMP Process Guidelines*

Course Learning Outcomes

Upon completion of this course, participants will be able to:

- Provide an overview of the Performance Management Process.
- Explain the HIDTA reporting cycle including the timeline for documents related to the annual budget request, certifications, waivers, and expected and actual performance outputs
- Describe the purpose of performance measures and setting performance expectations.
- Differentiate between an output and an outcome.
- Define and explain what constitutes Drug Trafficking, Money Laundering and Criminal Organizations (DTO/MLO/CO) and how they are quantified in WebPMP in relation to the following elements:
 - Chain of Command
 - Reporting Members
 - Characteristics
 - Disrupt/Dismantle
 - Operational Scope
 - Disposition
- Identify how to claim and report seizures.
- Explain how drug prices are determined.
- Calculate return on investment (ROI).

- Explain how intelligence initiatives performance are measured and reported in relation to the following elements:
 - Deconfliction
 - Analytical Case Support
 - Case Agent Survey
 - Strategic Product Survey
- Distinguish training from education and explain the HOTT/WebPMP relationship.
- Define other outputs used by PMP and the relationship between WebPMP and Case Explorer.
- Explain how to use the Report capabilities of WebPMP to manage and assess the individual HIDTA and the corresponding initiatives.

Self check:

What are the two goals of the HIDTA Program?

Overview

Performance Management Process: Say what you do; do what you say; show what you did

The High Intensity Drug Trafficking Areas (HIDTA) program is a grant program administered within the Office of National Drug Control Policy's (ONDCP) National HIDTA Program Office (NHPO). The goals of the HIDTA Program are to:

- **Disrupt the market for illegal drugs by dismantling or disrupting drug trafficking and/or money laundering organizations (DTOs and MLOs); and**
- **Improve the efficiency and effectiveness of HIDTA initiatives.**

ONDCP uses the Performance Management Process (PMP) to assess the performance of each regional HIDTA and the overall performance of the HIDTA Program. The information obtained from the PMP system will also assist ONDCP with performance-based funding decisions. Prior to 2004, ONDCP did not have a reporting system capable of quantifying the HIDTA Program's outcomes in a consistent and meaningful manner.

When the Office of Management and Budget (OMB) used its Performance Assessment and Rating Tool (PART) to rate the HIDTA Program's performance, it concluded that the HIDTA Program could not demonstrate results.

Self check:

What is the difference between PMP and WebPMP?

In response to this finding, the HIDTA Executive Directors, with the support of ONDCP, formed the Performance Management Committee (PMC) and charged it with:

1. Developing a performance measurement process and database capable of reporting the activities of the individual HIDTAs as related to the two HIDTA goals;
2. Determining the accuracy and integrity of performance information;
3. Identifying and explaining variances between performance expectations and outcomes; and
4. Providing HIDTA management with suggestions to improve the quality and accuracy of reporting to better reflect individual HIDTA activities.

Since ONDCP implemented PMP, they have adopted numerous PMC recommendations to improve the quality, integrity, and accuracy of performance data stored in the PMP database, WebPMP.

WebPMP is the software tool that collects the data required in PMP. Notice the process itself is called PMP, and the program that collects data is called WebPMP.



Program Policy: Section 10 of the *HIDTA Program Policy and Budget Guidance (2021)* contains more information about the process.

Guiding Principles

The Performance Management Process is a data-driven process that measures change over time for the individual HIDTAs and the HIDTA Program. As such, PMP is *not* designed to assess the performance of individual initiatives. The process is based upon three guiding principles:

1. Say what you do;
2. Do what you say; and
3. Show what you did.

By virtue of these principles, individual HIDTAs are assessed by comparing quantitative performance expectations they and ONDCP agree upon in advance with what they accomplish by the end of the performance period (calendar year). Each HIDTA is dependent upon the success of its initiatives, and the HIDTA Program's success hinges upon the aggregate success of the individual HIDTAs.

Using PMP, HIDTAs are not compared with each other, but with their own expectations set in collaboration with ONDCP or to 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.

WebPMP makes it possible for each HIDTA to enter information about every organization it identifies.

Self check:

In PMP, HIDTAs are not compared to each other, but are compared to what?

Self check:

Differentiate between quantitative data provided by PMP and qualitative data collected elsewhere.

This information includes descriptive characteristics of the DTO and MLO and indicates whether the HIDTA has succeeded in disrupting or dismantling the organization.

WebPMP is also a repository for information about HIDTA-funded training, information and intelligence sharing, drug and asset seizures, and case support. The collection and analysis of the data entered in WebPMP enables the performance assessment of individual HDTAs and the HIDTA Program.

The Performance Management Process provides quantitative data that ONDCP can use to assess the performance of individual HDTAs and the overall performance of the HIDTA Program. However, assessments of an individual HIDTA's performance or of a HIDTA initiative must also include qualitative considerations that WebPMP does not collect. For example, the time required to develop an OCDEF case, the disruption of a significant international or multi-state DTO, a change in an initiative's manpower, the resources and time devoted to a Title III, and other qualitative factors must be considered when assessing the performance of an individual HIDTA.

Summary of the Performance Management Process

Simply put, PMP allows HDTAs to measure and evaluate their performance each program year. For PMP reporting purposes, each program year is a 12-month calendar year.

Before the program year begins, HIDTA participants record expected outputs (e.g., how many DTOs/MLOs

Self check:

What is
compared at the
end of the
program year?

will be dismantled, how many students will be trained, etc.) for the program year (*Say what you do*).

During the program year, HIDTA participants record their actual outputs (e.g., how many students were trained, etc.) or in some cases record significant events (e.g., the disruption of a DTO or the seizure of drugs) that are tabulated by WebPMP. (*Do what you say*).

At the **end** of the program year, the HIDTA management can then compare:

- Actual vs. expected performance for the program year
- Actual for this program year vs. data for preceding years (*Show what you did*).

ONDCP will annually assess performance against targets established at the beginning of the program year using measures reported through the HIDTA Performance Management Process database, WebPMP. Accountability will be ensured through internal reviews, ONDCP reviews and external performance and fiscal audits. Results are considered when determining future funding levels.

PMP Certification – Where do we go next

The purpose of this Certification Course is to help you understand the why behind the WebPMP entries and your role in ensuring its accuracy and validity. Since PMP is used to assess the performance of individual HDTAs and the overall performance of the HIDTA Program, the accuracy of the data is extremely important, and data must be properly entered.

Each HIDTA is required to designate one or more PMP Coordinators who serve as the principal point of contact for all PMP issues and questions from HIDTA staff, W/B PMP Administrators, ONDCP and auditors.

Recent changes to the annual reporting requirements place greater emphasis on the content and accuracy of the PMP data and consequently, place a greater responsibility on the PMP Coordinator role.

If you understand the HOW and the WHY of PMP, you'll appreciate the important role you play in your HIDTA and in the overall HIDTA Program.

The Washington/Baltimore HIDTA staff were instrumental in the development of the Performance Management Process and database and serve as the primary PMP subject matter experts. They have led the PMC to clarify some of the more challenging PMP concepts.

This document covers topics resulting from interviews with Tom Carr, and PMP and WebPMP users who have shared common pitfalls and lessons learned. In addition to PMP users' insights, HIDTA Program auditor's reports have also helped to shape this project.

As the dynamics of the HIDTA Performance Management Process grow and change, this document will maintain pace with these adjustments.

Self check

What are the contents of the annual budget request?

PMP Reporting Guidelines

Annual Budget Request (ABR)

Each year, each the HIDTA Executive Board must submit a strategy for approval by ONDCP in the form of a budget request for the *next* program year. In addition to a detailed budget entered in the Financial Management System (FMS) by the HIDTA Finance Manager and uploaded to WebPMP, the budget request will include some closely related documents that describe the drug trafficking activities in the HIDTA region and the measures the Executive Board proposes to address those activities.

These submissions are known as the ‘Annual Budget Request’ (ABR) and consist of the Threat Assessment, and Initiative Description and Budget Proposal (IDBPs) with budget detail. HIDTA Program Policy and Budget Guidance provides an overview of the preparation and approval process at the local and ONDCP levels. At the beginning of the program year, ONDCP publishes the Annual Reporting Requirements document detailing instructions to the HIDTA Executive Boards for the completion of each piece of the ABR.

Submission Due Dates

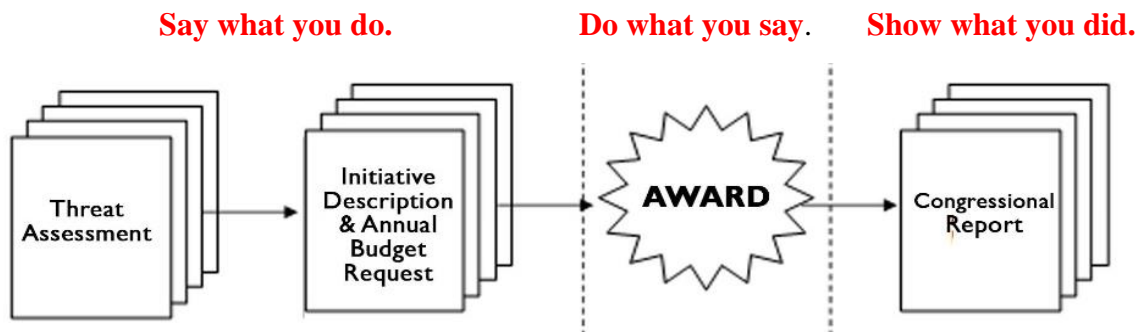
HIDTA Program reporting is based on the calendar year. Reporting preparations begin with advance planning that occurs well before the program year begins.

The HIDTA Executive Director works closely with the HIDTA Executive Board and participating agencies to conduct the planning and preparation of the Threat Assessment, the IDBPs, and the HIDTA Budget (in FMS) for submission to ONDCP by June 15th of the year **preceding** the program year to which they pertain.

Upon confirmation by ONDCP that the documents have been reviewed and accepted as final, each HIDTA will post its Threat Assessment to the HIDTA Resource Management System (HRMS), email it to the El Paso Intelligence Center (EPIC) and post it to the Homeland Security Information Network (HSIN) portal.

A Year in the Life of a HIDTA

The HIDTA reporting cycle looks like this:



Due before the start of the program year:

Threat Assessment	June 15
Initiative Description and Budget Proposal (IDBP)	June 15
Detailed Budget (FMS)	June 15

During the program year:

PMP IDBPs Locked	After ONDCP Approval
PMP Expected Values Locked	April 1
PMP Actual Values Due	Last day of February
PMP Actual Outputs Locked	March 1

Self check:

What document
is used as a
basis for the
Executive
Board's
strategy?

Threat Assessment

The Threat Assessment is an annual analysis of drug trafficking and related activities taking place in the HIDTA region. It must address the importance of each HIDTA designated area's unique demographic and geographic features, the illicit drug marketplace consisting of commodities that move to/from/ through the designated area, and the DTOs that are the central focus of the HIDTA Program.

The Threat Assessment's primary purpose is to provide a basis for the development of the Executive Board's strategy for the upcoming calendar year by identifying, describing, and predicting changes in drug trafficking. It will introduce and describe the threats posed by the drug trafficking and money laundering organizations in the designated area, the significant drug trafficking trends and patterns noted, intelligence gaps and source considerations, and a 12-month drug trafficking forecast to guide the Executive Board's decision-making and resource allocation to the initiatives.

DTO summary tables generated from WebPMP are included in the Threat Assessment and are categorized as International, Multi-State and Local. Each table contains data on the attributes and characteristics of DTOs identified by HIDTA initiatives and task forces in the designated region.

Based on the Threat Assessment, Executive Boards determine the initiatives that will be funded to address the threat. It is recommended that a version of the

HIDTA Threat Assessment be written at the unclassified level to ensure dissemination to a broad audience.

In cases where the HIDTA chooses to include sensitive but unclassified information, the HIDTA is responsible to ensure the document contents are properly marked in accordance with applicable regulations.

ONDCP is required to provide annual budget submission guidance to ensure compliance with the HIDTA Program's authorizing statute. *Annual Reporting Requirements* are distributed the beginning of each program year to address this requirement and provide the appropriate guidance for the submission of the annual budget request.

Each HIDTA Threat Assessment must be presented to ONDCP for review and approval prior to any further dissemination. Once approved, it shall be posted to the HIDTA Resource Management System (HRMS), to the Homeland Security Information Network (HSIN) Intel portal, provided to the El Paso Intelligence Center (EPIC) and law enforcement agencies with a need to know, as appropriate.

Initiative Descriptions and Budget Proposal (IDBP)

Based on the threat assessment, the HIDTA will complete an Initiative Descriptions and Budget Proposal (IDBP) in WebPMP for each initiative. The IDBP describes the activities that will be undertaken to address the threat. The IDBP must contain detailed

Self check:

Where are
initiative names
first established:
FMS or
WebPMP?

information about each initiative, including performance targets and prior-year outputs, the budget request, a compliance checklist, waivers, and verification of methamphetamine laboratory reporting as required by statute. Each IDBP associates the initiative with the specific drug trafficking threat it is designated to address.

Because all initiatives must originate in FMS.net, it is not possible to have mismatched initiative names between FMS.net and WebPMP. HIDTAs must add initiatives to FMS.net before WebPMP.

Self check:

Why would a
HIDTA need to
submit a revised
IDBP to ONDCP?

The IDBPs are generated in the WebPMP database from data entered in various screens by staff at each HIDTA location. HIDTA participants describe each initiative, including its mission statement, strategy focus, participant agencies, number of positions provided by each agency, and performance expectations for the upcoming program year.

If an initiative undergoes a major change in organization, staffing, budget or investigative focus, the HIDTA must revise its IDBP to reflect these changes.

HIDTA Executive Boards must review and approve all IDBPs prior to submitting the annual budget request to ONDCP. Each IDBP is submitted individually to ONDCP and may be sent any time before June 15.

ONDCP reviews the IDBPs and the budget submission and may request additional adjustments to

Self check:

Under what circumstances may an initiative commander request a change in performance expectation?

documentation, clarification on waivers or expected performance targets. HIDTAs are given the opportunity to respond with additional information.

HIDTA Funds Awarded

Following review of the annual budget request by the National HIDTA Director, ONDCP issues formal notification through WebPMP authorizing each HIDTA to obligate the grant funds through the Financial Management System (FMS).

During the program year, one or more awards fund the initiatives as the task force members perform their work disrupting and dismantling the organizations and other drug related activities identified in the Threat Assessment.

Budget numbers from FMS.net are automatically imported each evening to WebPMP. As the budgets are updated, WebPMP posts a notification message on the PMP Coordinator's home screen.

At least quarterly during the program year, HIDTA participants record actual results related to the performance expectations identified for each initiative into WebPMP.

Since the new program year expected performance goals will be locked on April 1, it is suggested that within the first 30 days of the new program year, initiative commanders review the initiative's performance expectations (expected values recorded in WebPMP) to ensure no adjustments are needed due

to significant changes in the initiative's mission, composition, or funding.

If adjustments are needed, initiative commanders should notify the HIDTA Executive Director and request a modification to the expected outputs. The Executive Director will request an approval by the Executive Board who will request ONDCP to approve the modified performance expectation.

Annual Report

Although this report is not required by ONDCP, the regional HIDTA Executive Board may choose to produce and disseminate an Annual Report that describes its activities, reports its progress implementing the HIDTA's strategies, and documents how it met the annual performance expectations for the preceding calendar year.

The Annual Report may include the performance results automatically transferred to one or more of the 12 Core Tables used to report a HIDTA's performance to the Executive Board and applicable law enforcement entities. The 12 Core Tables depict the individual HIDTA's efficiency, effectiveness, and workload for the performance period.

In addition, each HIDTA has the option of including one or more of the threat-specific tables that report the HIDTA's performance levels addressing MLOs disrupted or dismantled, prosecutions, fugitive apprehensions, clandestine lab seizures, arrests made, firearms and vaping cartridges seized, wiretaps conducted, and criminal operations identified.

Self check:

When is a
HIDTA's Annual
Report due to
ONDCP?

Self check:

How long must a HIDTA retain backup documentation for WebPMP entries?

ONDCP will also use the data collected in WebPMP to deliver a final report to Congress that addresses funding and accomplishments.

Actual performance data in WebPMP is available for edit and updating through the end of February of the year following the reporting year. Between March 1 and March 31, HIDTAs may make a request to ONDCP to unlock the database for edits. No changes will be allowed beginning April 1.

Accurate and Timely Data Entry

Initial performance expected values are required to be input and saved in WebPMP for the next reporting year at least six months prior to the beginning of that program year. These expected values are part of the initiative description and budget proposal submitted in the Annual Budget Request documents due to ONDCP on June 15.

Pursuant to *HIDTA Program Policy and Budget Guidance*, HIDTAs are to enter required data into WebPMP on a quarterly basis. This improves the quality and accuracy of the data. The Performance Management Committee (PMC) encourages HIDTAs to enter data about investigative activity more frequently whenever feasible. HIDTAs will retain all supporting documentation for their entries to WebPMP for a minimum of 5 years or until audited.

Whenever a data entry error occurs for the current reporting period, the error should be corrected as soon as possible. On rare occasions, user errors are not discovered until after the reporting period is closed.

Self check:

What should be done if a DTO or MLO is not reported during the year it was identified and is not under investigation during the current reporting year?

Self check:

Can drug seizures be reported outside the program year in which they occurred? If yes, what are the conditions for this?

Situations involving user errors in past reporting periods most frequently encountered are: failure to input expected values for program year performance expectations; failure to report a DTO or MLO when the case was opened; missing and inaccurate survey data; and failure to report a seizure.

Whenever a DTO or MLO is not reported during the year it was identified and the DTO or MLO is under investigation during the current reporting year, enter the DTO or MLO information in WebPMP using January 1 of the current reporting year as the identified date. Make a comment in the notes field explaining the user error. When the DTO or MLO was not reported during the year it was identified and the DTO or MLO is **not** under investigation during the current reporting year, it cannot be reported in WebPMP.

Drug seizures must be reported in WebPMP for the current reporting year. Drug seizures that took place prior to the current reporting year and that, for whatever reason were not reported, cannot be included in the current reporting period. Further, WebPMP will not be reopened for past reporting years to correct this type of user error without the approval of the ONDCP Program Office.

Survey data for training conducted at the HIDTA is migrated to WebPMP from the HIDTA Online Training Tracker (HOTT) managed by the National HIDTA Assistance Center (NHAC). HIDTA Training Coordinators must provide training and student information to the NHAC so training surveys

Self check:

Must a participating agency fall within a HIDTA's designated region?

may be sent, responses compiled, and data migrated on a quarterly basis to WebPMP.

As a best practice, results of the case agent surveys, and intelligence product surveys should be input to WebPMP on a quarterly basis.

Data entry errors in past reporting periods affecting Core and/or Threat-specific tables may be corrected upon the request of the HIDTA Executive Director and with the approval of ONDCP.

Participating Agencies and Positions

Agencies participating in the regional HIDTA have assigned positions within an initiative. Should the agencies or the positions change as the year progresses, the agencies and positions must be updated in WebPMP so the staffing within the initiative will remain current.

A participating agency need not be located within a HIDTA-designated county. A Participants Report is available in the HIDTA Management Reports section in WebPMP.

Initiatives

WebPMP is an initiative-based database. All DTO/MLO/CO information, seizure data, analytical support, training, and other statistics are organized according to initiatives. The HIDTA Program Policy and Budget Guidance identifies six general types of initiatives, some of which include subtypes. ONDCP

requires somewhat different information for each of the initiative types and subtypes.

The IDBP for each initiative type/subtype can be tailored to provide only the specific information required. The initiative type/subtype is determined at the time the initiative is established.

Self check:

What do
program
performance
measures
include?

Performance Measures

Performance measures are the statistics, indicators, or other metrics used to gauge the performance of an individual HIDTA's operations. Program performance measures include outcome measures, output measures, and efficiency measures and are the same for all HDTAs.

Because there is no highly accurate, timely, and comprehensive information that can be used to directly measure the success of a HIDTA's activities (e.g., the quantity of drugs available in an area, the number of DTOs operating in a HIDTA, etc.), ONDCP uses output measures as indirect measures (e.g., the number of DTOs disrupted or dismantled as a percent of the number the HIDTA expects to disrupt or dismantle) of a HIDTA's success.

Output measures and efficiency measures separately provide useful and complementary information about program performance. Together, these measures convey a broad picture of how effectively and efficiently a HIDTA operates. ONDCP is responsible for identifying performance measures that reflect the two HIDTA Program goals and for ensuring the measures meet the following criteria:

1. Performance measures must be meaningful and clearly related to the HIDTA Program goals.
2. The performance measures must relate to something all HDTAs do.

Self check:

Explain the difference between core and threat-specific performance measures.

3. The performance measures should be outcome-oriented, not just a measure of workload.
4. There must be a sound methodology for collecting the information and data necessary for a performance measure.
5. The performance information must be verifiable with reliable data.

ONDCP may add, delete, or revise performance measures as needed to better reflect outcomes for the HIDTA Program.

A HIDTA may report threat-specific performance data or activities of support initiatives to stakeholders. A threat-specific measure is a measure that addresses expected and actual outputs and outcomes for an activity that is not generally conducted by all HIDTAs (e.g., dismantling production and conversion labs) and is not one of the core measures for the HIDTA Program. However, HIDTAs that fund prosecution or fugitive apprehension initiatives must treat these threat-specific tables as core tables and set performance expectations and record activities throughout the program year.

Setting Performance Expectations

Performance expectations are an objective stated as a number that a HIDTA expects to achieve for the reporting period. For example, disrupting or dismantling 100 DTOs, and generating specific ROI amounts are examples of performance expectations.

Self check:

What method should the initiative commander use to set expected performance expectations?

Performance expectations should be “SMART” -- Specific, Measurable, Achievable, Reasonable, and Time Specific.

The HIDTA Program’s budget process causes initiatives to begin setting their performance expectations well in advance of when the actual performance period begins. A starting point for determining an initiative’s performance expectations is to analyze its past performance. To assist the HDTAs in establishing their performance expectations, WebPMP populates expected performance fields with the average for the preceding three years.

Self check:

What percentage variance is allowed before the HIDTA must explain the variance to ONDCP?

Although WebPMP defaults to the three-year average for performance expectation, you should not automatically enter that average for the performance expectations. Target projections must also consider factors such as mission adjustments, staffing levels, budget, drug trends, current trafficking patterns, workloads and knowledge of previous performance when making performance projections or hypotheses. The combination of experience and first-hand knowledge makes it likely you will be able to make a more accurate projection than by using a simple average.

When setting performance goals, i.e., expected outputs, be aware that ONDCP expects to see no more than a 15% variance between the expected values and the actual performance data for your HIDTA. Variances +/- 15% must be explained in the IDBP of the Management Initiative.

Self check:

When must performance expectations for the current grant year be finalized?

Modifying Performance Expectations

When the ONDCP budget review results in a change to the amount of funding, the composition or the focus of an initiative, the HIDTA Executive Director and the affected initiative supervisor should review the proposed performance expectations and, when necessary, revise them.

When these types of changes are made to an initiative, they often prompt corresponding changes to be considered for performance expectations.

Initiatives should also review their performance expectations by January 30th of the new performance period and submit proposed revisions to the HIDTA Executive Director if warranted. Once the HIDTA Executive Director agrees that the revisions are justified, he or she should immediately contact ONDCP to negotiate a change in WebPMP. When ONDCP approves the change, the initiative will be permitted to revise its performance targets in WebPMP.

Performance expectations for the current grant year must be finalized no later than March 31 of the current performance period. Changes in performance expectations cannot be made after April 1 as the expected values will be locked at that time. The HIDTA will be given the opportunity to explain the variance between its performance expectations and its actual performance in the following year's IDBP.

Self check:

What system
does the 4a.
Budget Report
come from?

Self check:

When does the
PMP
Coordinator
push
administrative
and Initiative
data?

Discretionary Funding Impact

Discretionary funds become available to HIDTAs during the grant year, usually after March 31. It is most likely that discretionary funding will require the recipient HIDTA to adjust their expected values or, in some instances, to add initiatives. HIDTAs receiving discretionary funding should negotiate their revised expected values with ONDCP and, upon approval, will be able to enter this information in WebPMP.

When discretionary funding is approved and available to the HIDTA, FMS will update the budget data in the individual initiative's Profile screen in WebPMP. A new 4a. Budget Report from FMS should be uploaded. ONDCP must approve all adjustments to performance expected values.

New Reporting Period Data Set Up

At the beginning of each calendar year, the Washington/Baltimore PMP Administrators create administrative data for each HIDTA such as the name of each HIDTA and its designated counties/cities. Each HIDTA's PMP Coordinator must set up the remaining data.

The PMP Coordinator will push from one reporting period to the next and update administrative data about:

- Active initiatives
- Drug list
- Agencies
- Local geographic areas where seizures take place
- Destination areas (if known).

The PMP Coordinator will also push and update initiative level data such as:

- Profile information
- Positions table
- DTO/MLO/CO
- Other Outputs.

The PMP Coordinator may also allow each initiative to push and edit its own initiative level data.

Enforcement initiative's Other Outputs are automatically pushed when the initiative's administrative data is pushed by the PMP Coordinator. Also, DTO/MLO/CO data should only be pushed once the previous year's activities have been completely documented in WebPMP.

Administrative and initiative level data must be reviewed and updated as need for the new program year. The data set up for a new program year is complete when all expected values are entered, the budget detail reports has been uploaded for each initiative, and each initiative has been submitted to ONDCP for approval.

Core Tables and Threat-Specific Tables

Reporting PMP outputs is achieved through two types of tables: core tables and threat-specific tables.

Core tables report HIDTA performance data for activities conducted by all HDTAs and represent the activities most common within the HIDTA program such as seizures, disruptions, case support, etc. Core table reporting enables ONDCP to determine which expected performance levels agreed upon with the HIDTA have been met.

Threat-specific tables report activities that not all HDTAs conduct. For instance, some HDTAs fund initiatives dedicated to prosecutions or fugitive apprehensions. HDTAs engaged in these activities must report their accomplishments in a threat-specific table. PMP allows all reported data output to the Core and Threat-specific tables be aggregated to report HIDTA program-wide achievements.

Drug Trafficking, Money Laundering Organizations (DTOs and MLOs) and Criminal Operations

Self check:

Define a DTO.

Drug trafficking organizations (DTO) and money laundering organizations (MLO) are PMP's primary units of analysis for Goal 1. For an organization to qualify as a DTO, it must:

- consist of five or more persons including at least one leader
- have a clearly defined chain of command, and
- generate income or acquire assets through a series of illegal drug production, manufacturing, importation, or distribution activities.

All three critical elements must be verified through investigation before the organization can be counted as a DTO in WebPMP.

Self check:

Define an MLO.

For an organization to qualify as an MLO, it must:

- consist of two or more individuals, and
- be engaged in money laundering.

Both critical elements must be verified through investigation before the organization can be counted as an MLO in WebPMP.

Self check:

How does a case agent or initiative supervisor decide whether to classify an organization as a DTO or MLO?

While some DTOs rely on MLOs to launder their ill-gotten funds, other DTOs engage in both drug trafficking and money laundering. Based on the information learned during the investigation, the case agent and/or initiative supervisor must select the classification that best describes the organization – either DTO or MLO – and enter this classification into WebPMP.

Criminal Operations (COs) are loosely knit organizations of one or more persons who are working together to traffic drugs, firearms and/or smuggle bulk cash proceeds. They do not meet the definitions for DTOs or MLOs; lack appropriate number of persons with no clearly defined chain-of-command. As more information about the CO is learned, the group may automatically graduate to the DTO or MLO list.

Case Versus a DTO/MLO/CO

It is important to understand the difference between a case and a DTO/MLO/CO. A case refers to a law enforcement agency's administrative process to track an investigation. WebPMP is designed to track DTOs and MLOs – not cases.

A case may involve no DTOs/MLOs, one DTO or MLO, or multiple DTOs and MLOs. For example, a case is opened at the time of a drug interdiction. The case number is entered in WebPMP and information about the seizure is reported. Because fewer than five individuals are identified or suspected of being involved in the drug operation, it cannot be counted as a DTO in WebPMP but may be reported as a CO for

later investigation. Regardless how the individuals are reported, the seizure should be documented in WebPMP.

In another example, a case is opened when information warrants the investigation of a single DTO. However, as the investigation continues, three separate DTOs are revealed.

Some agencies open separate cases to report the activities of the other two DTOs, while other agencies investigate all three DTOs using the same case number. Regardless of the reporting method, each DTO must be recorded in WebPMP, linked to a case number, and its disposition reported. WebPMP allows duplicate case numbers for multiple DTO/MLO/COs in the same case.

Cells and DTOs/MLOs

Often, the drug supply chain consists of more than one DTO or MLO and is composed of several cells. A cell is a unit within a DTO or MLO. When a cell meets the definition of a DTO or MLO, then it is appropriate to designate the cell as a DTO or MLO and count it separate from other cells.

For example, a large international DTO may have specialized cells responsible for smuggling drugs into the United States and other cells responsible for transporting the drugs to distribution centers, and still others for delivering drugs to lower-level distributors.

Self check:

Why is it so difficult to identify the organizational structure within a DTO?

Using this example, any cell that operates independently from all other cells should be considered a separate DTO. Conversely, when a cell is a link in the chain of command to the larger DTO, it should **not** be counted as a separate DTO.

Chain of Command

A clearly defined chain of command is needed to qualify an organization as a DTO. The isolation of separate cells, and the complex and secretive business transactions among and between cells masks the true business relationships within a DTO. This creates challenges for case agents and initiative supervisors classifying DTOs and MLOs. Further complicating the classification process is the often-changing command and control structure within DTOs.

Legitimate businesses employ executives, managers, and workers to develop corporate strategies, run their day-to-day operations, and perform work. In contrast, DTOs often spread across geographic regions and frequently add or remove executives, managers, and workers for a variety of reasons.

In the DTO world, the classic pyramid organizational structure is often not applicable. Indeed, often, DTO leaders (executives) serve as managers and even workers at different times and during different drug deals. This structure can best be depicted as a circle structure, with leaders and members (executives, managers, and workers) moving in and out of the leadership circle based on need, availability, ability, power, and relationships.

Self check:

What are some of the ways to identify a DTO/MLO's chain of command?

Despite these challenges, the case agent or supervisor must identify a chain of command to qualify the organization as a DTO. Using wiretaps, confidential sources, witnesses, forensic evidence, documents and financial records, the chain of command for a DTO can generally be established to a sufficient degree to allow for classification.

Absent a chain of command, the organization would be, at best, a loose-knit affiliation of individuals that occasionally collaborated to traffic drugs.

In this instance, the case agent or supervisor should classify the organization as a CO rather than a DTO.

Chain of Command Versus Business Relationships

The investigator must determine the nature of the relationship between or among cells. The determining factor rests with the command and control (chain of command) one cell has over the other. When the leadership in one cell controls the activity of the other cell, the cells should be reported as one DTO or MLO in WebPMP.

In contrast, when the relationship between cells is based on business transactions, each should be counted as a separate DTO or MLO. For example, when an international DTO sells drugs to a multi-state DTO, and there is no chain-of-command relationship between the two DTOs, each should be reported separately in WebPMP.

A group that is a customer of a DTO or MLO does not qualify the group as a cell of that DTO or MLO.

Self check:

How can you determine if the cell of an organization is its own DTO?

Outlaw Motorcycle Gangs (OMG) involved in drug trafficking often have a fraternal relationship, but determining whether a particular chapter of an OMG is a cell of a larger DTO or is a DTO on its own requires additional scrutiny of their drug trafficking business model. While individual chapters of the Hell's Angels, as an example, are a part of the International Hell's Angels organization, they do not necessarily qualify as a cell. When the chapter acts under its own command and control in conducting its drug business, it should be considered a separate DTO and not a cell of the larger Hell's Angels organization.

Accurately characterizing a DTO under investigation requires the case agent or initiative supervisor to examine each investigation to determine the membership, organizational structure, and activity of the organization and its cell/s. Care must be taken to apply the DTO and MLO definitions properly when identifying and classifying an organization and its cell/s in WebPMP.

Because the nature of DTOs and MLOs is secretive, the relationship between and among cells is rarely known at the inception of an investigation. Instead, the relationship generally become apparent as the investigation proceeds. PMP requires the case agent or initiative supervisor to continually examine each investigation to determine the membership, organizational structure and activity of the organization and its cells.

At a minimum, a quarterly review should be conducted to determine the accuracy of the DTO and MLO designations reported in WebPMP.

Self check:

What is the definition of a leader?

Counting/Reporting DTO/MLO Members

In today's WebPMP, we differentiate between duties of the individuals involved with an organization. Two roles – leader and member were selected to distinguish the activity of the individuals.

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. The critical issue is that a person designated as a leader is known and is in the chain of command for the group under investigation.

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 produce (manufacture or cultivate) or transport the illegal drugs, provide security or communications for the organization's activities, handle the financial transactions of the organization, sell the drugs to the organization's customers, and all other activities related to the drug trafficking operation.

Some DTOs attempt to operate more efficiently by "outsourcing" a portion of their human resource needs. It is common for large cultivation operations to hire seasonal or temporary workers to tend or harvest marijuana crops.

Self check:

What is the definition of a member?

Self check:

Is a customer considered a member of a DTO? Can you explain?

Also, clandestine laboratories often hire chemists (cooks) on an as-needed basis to produce illegal drugs. In both examples, the outsourced or contractual employees **should** be counted as DTO members.

A customer is one who does business with the organization but is not an employee of the organization. The critical difference between a member of an organization and a customer is that the customer pays the organization for its goods while, a member, is bound by a chain-of-command to the organization's leader.

Counting and reporting the number of members of an organization under investigation is done to establish that the organization includes the minimum number of people to be classified a DTO or MLO – five for a DTO and two for an MLO. The identification of roles is done to clarify that the organization has a clearly defined chain-of-command.

Self check:

How often (at a minimum) should the DTO and MLO counts be reviewed in WebPMP?

The number of members reported for a DTO/MLO is not designed to measure the scale of a DTO's or MLO's operation.

Self check:

What are examples of DTO/MLO characteristics and where do they come from?

Self check:

What is the difference between a local, multi-state and international DTO?

Describing DTO Characteristics

The DTO/MLO characteristics are the most important and 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.

Operational Scope

Operational scope is determined by two factors-the location of the identified members of the DTO/MLO/CO, and on the areas in which the organization operates. For an organization to be considered international requires that a member of that organization (identified by name, alias, nickname, etc.) operates in another country.

Local refers to an organization whose activities regularly take place within a single metropolitan area even if that metropolitan area includes parts of more than one state. A local organization may also be limited to an easily defined region or small number of neighboring counties.

A multi-state organization regularly carries out illegal drug or money activities in more than one state.

Command and control can affect the selection of operational scope. For example, when the leadership of a cell in Mexico has command and control over a cell operating in the US, the cells should be reported as one international DTO.

Self check:

What is the difference between the DTO/MLO dispositions of disrupted and dismantled?

However, if the relationship between the cells is purely a business relationship and the targeted cell is the one in the US, that cell should **not** be classified as an international organization.

DTO/MLO – Disruption and Dismantlement

The disposition markers “dismantled” and “disrupted” are used to track the status of individual DTOs and MLOs and not the status of a case.

For example, in one case involving two DTOs and one MLO, each DTO or MLO will have an independent disposition.

It is conceivable for a case involving two DTOs and one MLO to report that one DTO has been dismantled, the other DTO has been disrupted, and the MLO has not been significantly affected.

A DTO or MLO will always be considered operational unless reported as being dismantled. The organization will continue to be reported in tables during the year it was dismantled but will not push to the next program year.

PMP weighs dismantlements and disruptions equally, so there is no advantage to declaring a DTO or MLO dismantled rather than disrupted. Considering the scope of DTOs and MLOs, it is likely to be extremely difficult for an initiative to dismantle an international DTO. On the other hand, it is reasonable to expect that an initiative can dismantle a multi-state or local DTO. Even so, to claim the dismantlement of a DTO,

the DTO must be incapable of operating and/or reconstituting itself.

Dismantled and disruption dates are used in WebPMP to ensure that the status of the DTO or MLO is accounted for in the proper performance period. Some HIDTAs use the arrest or seizure date to indicate dismantlement or disruption. There is no precise way to calculate or measure whether a DTO or MLO is dismantled. An organization is “dismantled” when the leadership, financial base, and supply network of the organization are destroyed and incapable of operating and/or reconstituting itself.

For HIDTA reporting purposes, a dismantlement of a DTO/MLO 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.

When and whether a DTO or MLO is disrupted is clearly a judgment call by the case agent or initiative supervisor. However, a single arrest or seizure usually does not, by itself, result in the disruption of a DTO or MLO. Quite often DTOs and MLOs consider the loss of a load of drugs or the seizure of funds as a “cost of doing business.” The loss of several significant loads of drugs, the arrest of multiple members of the DTO or MLO, or the cessation of DTO or MLO activity should be considered indications of a disruption.

To reduce the number of identified organizations in WebPMP, those organizations whose record has not been modified in 5 program years, will be closed in year 5 of inactivity.

Self check:

What changes must be noted before a DTO/MLO is reported as disrupted in WebPMP?

A DTO or MLO is reported in WebPMP as being disrupted, when the normal operation of the organization is impeded as indicated by changes in one or more of the following areas:

- organizational leadership
- methods of financing
- modes of transportation
- methods of distribution
- communications
- drug production

For PMP reporting, enter the date when, in the judgment of the case agent or initiative supervisor, the DTO or MLO was dismantled or disrupted.

Document in the notes field the reason that the disposition was entered. It is very important that the reason for the disruption or dismantlement is described. In fact, if the notes field is blank, WebPMP will not count the disruption or dismantlement.

WebPMP reports the number of organizations disrupted or dismantled not the number of disruption events.

Self check:

What is the difference between a case and a DTO or MLO?

Self check:

When is a case considered closed for WebPMP purposes?

Case Disposition Markers: Open, Closed, and Suspended

Open, Closed, and Suspended markers report on the status of the case, not the status of DTOs or MLOs under investigation in the case. To PMP, a case is considered open when the case number is assigned. A case can report activities about one or more DTOs or MLOs.

A case is considered suspended when all reasonable steps to resolve the investigation have been exhausted, but it remains unresolved. Agencies have different rules regarding the suspended marker. For PMP reporting, the case investigator should follow his or her agency policy when determining when a case is suspended. Once suspended, the organizations related to that case will not push into the next program year.

A case is closed for HIDTA purposes, when all HIDTA investigative action has ceased. The Closed Date field will automatically update to the Dismantled Date to prevent the DTO/MLO from pushing to the next program year.

WebPMP will automatically enter a closed date for a DTO/MLO in the 5th year of investigative inactivity for that DTO/MLO.

Self check:

How are seizures in WebPMP related back to the agency files?

Claiming and Reporting Seizures

Claiming Seizures

HIDTA initiatives should report all seizures of drugs, cash and other assets made in the WebPMP at least quarterly. It is not unusual for two or more initiatives to be involved in a seizure; however, the seizure information may only be entered in WebPMP once. One solution to the possibility of double counting a seizure is an agreement between initiatives to have one enter the seizure information into WebPMP with the 'Comments' field detailing the cooperative effort of both initiatives involved. Alternatively, the cooperating initiatives may agree to split the seizure with each reporting a portion of the quantity/value of the seizure in WebPMP.

All seizures must be associated with a case number and the location reported for each seizure should be specific even if the location is outside of your HIDTA region.

Occasionally, a HIDTA is credited with seizures in a foreign county. In this case, a local geographic area may need to be added by the PMP Coordinator or created by the PMP Help Desk.

Cash seizures will be reported at face value and the blue book value of assets at the time they are seized will be used for other assets. Firearms may be added

Self check:

What are the two places in WebPMP where firearms seizures may be reported?

as a seizure entry. The values of firearms seized are not included in the ROI calculations. This was a policy decision by ONDCP, the HIDTA Directors, and the PMP Committee. Be sure to also add firearms seized to the Other Outputs.

Rates of exchange for foreign currencies and the value of cryptocurrency can be found at <https://www1.oanda.com/currency/converter>.

Counterfeit currency of any type has no value. Seizures of counterfeit currency should be documented in the investigative case file but should not be reported in the PMP database.

Claiming Seizures by Non-HIDTA Entities

HIDTA initiatives are called upon routinely to assist non-HIDTA agencies with drug seizures, and, often, HIDTA initiatives try to continue the investigation. When the HIDTA initiative continues the investigation, it is appropriate for the initiative to claim the seizure and enter it into WebPMP. However, in cases where the HIDTA initiative does not continue the investigation but only holds or processes the seizure in a custodial function, the seizure should not be claimed by the initiative.

Reporting Seizures

To properly tabulate seized drugs, it is important to use precise and accurate descriptions. Using “prescription drugs” or “Other” to describe a seizure is not acceptable. When a drug is seized and is not available on the drug drop-down list in WebPMP,

Self check:

How often
should PMP
data be
compared with
NSS records?

consult with your PMP Coordinator to add the drug to the drop-down list.

When a drug seizure is entered into WebPMP, it will automatically be placed into a drug group approved by ONDCP. Drug Groups make for simpler reporting of drug seizures in tables and reports.

Reporting Methamphetamine Labs

To receive credit for dismantling a clandestine methamphetamine laboratory, the HIDTA must submit a card (EPIC form 143) to the El Paso Intelligence Center (EPIC).

Typically, there is a significant lapse of time between the submission of the form and EPIC's recording of the event in the National Seizure System (NSS). In addition, there is one or more opportunities that occur after the HIDTA submits EPIC form 143 for the classification of the laboratory to be changed without the knowledge of the HIDTA. To resolve any discrepancies that may appear due to the time lapse or a classification issue, HDTAs must retain a copy of EPIC form 143 for three years or until audited.

Further, HDTAs should review PMP data on a quarterly basis making sure to compare NSS records with those recorded in WebPMP. When necessary, HDTAs should contact EPIC to ensure the data recorded in WebPMP and NSS match.

A HIDTA initiative may claim a methamphetamine lab as dismantled even if the physical dismantlement and clean-up is handled by a specialized unit with HAZMAT gear and training.

Self check:

What are the two types of clandestine laboratories you may report in WebPMP as optional entries?

If one HIDTA initiative discovers/investigates a methamphetamine lab and another HIDTA initiative dismantles and cleans up the lab, only one initiative may claim the dismantlement.

Labs are sized by production capacity in a single cook when reported in WebPMP.

Credit for dismantling a super lab must include recording the EPIC NSS number in WebPMP.

Other Clandestine Labs

A clandestine laboratory is a facility that manufactures, converts, refines, or transforms illegal substances for personal use by the operator of the laboratory or for sale to other parties.

Two types of clandestine laboratories, production, and conversion are reportable in WebPMP in addition to the required methamphetamine laboratories.

A production lab makes controlled substances from precursors or otherwise legal substances; these types of labs will produce substances such as fentanyl, methamphetamine, LSD, K2/Spice, etc. A conversion lab changes or transforms the form of an illegal substance to end products such as crack, ice hashish, counterfeit pills, etc.

Production and conversion labs seized are optional reporting in WebPMP.

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Self check:

How do HIDTAs
obtain drug
prices?

Drug Prices

Drug prices are included in the PMP database to estimate the value of drugs seized by HIDTA initiatives and to calculate the return on investment (ROI) for individual HIDTAs and the HIDTA Program as a whole. Because of the significance placed on the ROI calculations in the review and assessment of HIDTAs and the HIDTA Program, the credibility of the ROI figures is very important. Therefore, to avoid any appearance of inflating the ROI, the HIDTA Program uses conservative (i.e., “wholesale”) prices that are established by a third party with a credible methodology for setting those prices.

The primary source for drug prices reported in PMP are the Annual Threat Assessments prepared by each HIDTA. By July 1 of each year, every HIDTA is required to send their local drug prices for marijuana, cocaine, crack, heroin, fentanyl powder, fentanyl pill, and methamphetamine to the PMP Administrators at the W/B HIDTA. PMP Administrators will determine the mid-point of the range of the wholesale prices each HIDTA provides and then average the mid-point prices for each drug to calculate their national wholesale value. PMP administrators will adjust the prices in the PMP database for these drugs in September of each year and notify HIDTA Directors and PMP Coordinators when new prices are posted.

W/B HIDTA PMP Administrators enter national

Self check:

What is the purpose of drug groups in WebPMP?

average wholesale (kilogram or pill) price for marijuana, cocaine, crack, heroin, fentanyl powder, fentanyl pill, and methamphetamine.

With ONDCP approval, any HIDTA can replace the national average wholesale price with a different price or provide a price for an additional unit of measurement, e.g., a liter.

If ONDCP approves a different price, W/B HIDTA PMP Administrators will enter those prices for the HIDTA. HIDAAs may establish prices for drugs other than marijuana, cocaine, crack, heroin fentanyl powder, fentanyl pill, and methamphetamine without ONDCP approval. PMP Coordinators are responsible for entering prices for drugs that do not have a national average wholesale price into WebPMP.

When users enter a seizure into WebPMP, the drug will automatically be placed into one of sixteen drug groups approved by ONDCP. Drug grouping makes it easier to display seizures in reports and tables.

Drug groups include:

- marijuana/cannabis
- marijuana plants-outdoor
- marijuana plants-indoor
- cocaine/crack
- methamphetamine/ice
- heroin
- fentanyl
- synthetic marijuana

- synthetic hallucinogens and psychostimulants
- natural hallucinogens and psychostimulants
- prescriptions drugs-narcotics
- prescriptions drugs-stimulants
- prescriptions drugs-central nervous system depressants
- prescription drugs-other
- other opiates
- other drugs and substances

Requests to add a new drug/substance to one of the existing drug groups must be sent to Lisa Wiederlight, PMP Compliance and Evaluation Officer (LWiederlight@wb.hidta.org) who categorize the new drug/substance and recommend to the PMC Chair whether to add the new drug/substance to PMP. Controlled Dangerous Substances, Controlled Substances Analogues, drug precursors, and veterinary medicines abused by humans may be approved for inclusion.

Vague drug names such as alcohol, prescription drugs, unknown and other, are not permitted in WebPMP; specific drug names must be used.

Calculating Return on Investment (ROI)

For the HIDTA Program, the ROI is an expression of the impact the program and an individual HIDTA has on drug trafficking by depriving DTOs, MLOs, and other criminal organizations of illicit proceeds.

Self check

What is meant by ROI in terms of PMP?

The ROI is the ratio between the amount of HIDTA funds budgeted for all activities except treatment, prevention, and research and development and (a) the wholesale value of drugs seized, (b) the amount of cash and the market value of non-cash assets seized; and (c) the combined values of drugs, cash, and other assets. These ROIs are referred to as the Drug ROI, Cash and Assets ROI, and the Total ROI, respectively.

Prior to the beginning of each reporting period, HIDTA Executive Directors are required to set performance expectations for the Drug ROI, Cash and Assets ROI, and the Total ROI. The budget information required for calculating the ROI is incorporated into WebPMP from the NHAC's Financial Management System (FMS).

The method of calculating the Drug ROI for the entire HIDTA Program and for an individual HIDTA differ. For the program level ROI, only the national average wholesale price for a kilogram of the most common drug groups (marijuana, cocaine, crack, heroin, fentanyl powder, fentanyl pill, , and methamphetamine) are used to calculate the ROI. No value is attributed to

seizures of other types of drugs. Ninety-eight percent of all seizures are of the drugs in the four major drug groups. This percent varies little from year to year.

For the individual HDTAs, the Drug ROI is calculated using all the values of seizures entered in WebPMP, including those with prices changed with the approval of ONDCP and seizures not used to calculate the program level Drug ROI.

Self check

What is the difference in calculating Program-wide Drug ROI and individual HIDTA Drug ROI?

Self check:

Is it true that all other outputs are optional?

Other Law Enforcement Outputs

Seven measures are optional for reporting - arrests, firearm tracing, firearms seized, NIBIN (matching) correlation, NIBIN acquisition, vaping cartridges seized, and wiretaps (lines) , - in the Threat-specific Table, “Other Law Enforcement Outputs.” While this is not a core table, HIDTAs are encouraged to report their activities regarding arrests, firearm

tracing, firearms seized, NIBIN (matching) correlation, NIBIN acquisition, vaping cartridges seized, and wiretaps (lines) in these other outputs table. Definitions for these items are detailed in the WebPMP User Guide, Definitions and Key Terms.

Firearms that are reported on the Seizure tab of WebPMP must also be reported in the Other Outputs.

Arrests documented on the DHE tab must also be documented in the enforcement initiative's Other Outputs tab.

Self check:

Define what is meant by case support in PMP.

Intelligence and Information Sharing

Analytical Case Support

Case support is defined as the assignment of an analyst(s) to provide analytical services for an investigation. HIDTA analysts provide valuable support to HIDTA and non-HIDTA cases. In most instances, HIDTA analysts support complex cases that require an extensive commitment of resources to close. The processing of inquiries, event deconfliction services, and similar tasks are not considered case support for PMP even though these services often aid an investigator.

For example, when an investigator contacts the Investigative Support Center (ISC) and asks that 20 names and addresses be checked in the ISC databases, this activity should not be recorded as case support. Only when one or more analysts systematically analyze case data and produce at least one of the following products can the activity be reported as case support:

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

Self check:

Where does an agency analyst assigned to the ISC report their case support activities?

At a minimum, at least one of these types of analysis must be performed to report a case as receiving case support.

For PMP purposes, case support is intended to capture the number of cases that receive support from any analyst assigned to any HIDTA initiative as opposed to the number of analytical services provided.

Whether one analyst or several analysts provide support to a particular case is immaterial for PMP purposes. The critical information for PMP is the number of individual cases that received analytical services in support of the case.

All case support provided by analysts assigned to the ISC, including analysts assigned to the ISC by participating agencies and ISC analysts embedded in investigative initiatives, should be reported by the ISC. Case support provided by an agency analyst assigned to a HIDTA initiative should be reported by the initiative to which the analyst is assigned.

Case Support Survey**Self check:**

What type of information does the Case Agent Satisfaction Survey collect?

This survey is intended to collect the view of the case agent or other individual familiar with the case and the analytical case support provided by the HIDTA's ISC staff and other analysts. These surveys, together with other intelligence reporting, will contribute to an assessment of the performance of the HIDTA's intelligence and information sharing activities.

When administering the survey, the HIDTA should emphasize the importance of responding to the survey and of providing candid responses.

Self check:

How are cases
determined
for a survey?

The survey is very brief. Case agents are asked to respond to two statements about the analytical case product.

Surveys can be sent for ongoing or closed cases and may be sent multiple times for a single case that spans multiple years, but each case may only be surveyed once per year.

HIDTAs should complete at least 50 Case Support surveys each calendar year. Fifty surveys are the minimum number of surveys that should be completed to ensure confidence in the responses of those surveyed. More than 50 surveys should be completed if possible. The additional cases will provide greater confidence in the results of the survey.

Include cases that were supported throughout the year, involve MLOs, not just DTOs; and cases that require different levels of support, e.g., long-term extensive assistance v. relatively short-term and less intensive assistance. The procedures used to select the cases to be surveyed should be documented and available to ONDCP staff or other reviewers on request.

Obtaining 50 completed surveys may require sending out surveys for more than 50 cases. Until you know what percentage of surveys will be completed, we recommend sending out surveys for 80 cases, or for all cases if you expect to provide case support to fewer than 80 cases in the year being assessed.

We recommend that surveys be sent out quarterly. For some cases, the case support will have been started in prior years. For PMP purposes, when the

Self check:

Why is it important to receive at least 50% of surveys sent returned with responses?

case support began does not matter. We are concerned about the assessment of services that were completed in the calendar year being assessed.

The HIDTA may elect to have NHAC administer the surveys, or the HIDTA may elect to administer the surveys itself. If the HIDTA elects to have the NHAC administer the survey, it must provide NHAC with the case number, services provided, and the email address of the case agent to be surveyed. Survey responses will be recorded into the Intel Products database which will be accessible to the HIDTA for report and management purposes and the data may be transferred to the WebPMP system.

If the HIDTA wishes to administer the survey itself thru the NHAC's Intel Products Survey System, access and training is available by contacting the NHAC. The HIDTA may also administer the survey using the template available in the WebPMP program. To avoid low response rates, follow up contact should be made with non-respondents. The HIDTA should keep copies of the responses and make them available to ONDCP or other authorized parties if requested. It is not recommended that the surveys be conducted over the phone.

Unlike other PMP performance measures, the performance expectation for each HIDTA is the same: at least 85% of the respondents should indicate they found the case support provided by the HIDTA to be "Useful" or "Very Useful."

Self check:

What is the
purpose of the
Strategic
Product survey?

Strategic Product Survey

A strategic intelligence product (SIP) is a document “that provides a long-term, high-level look at the law enforcement issues that not only consider current activities but also tries to provide a forecast of likely developments.”

The SIP survey is intended to collect the views of the HIDTA Executive Board and other law enforcement executives concerning the assessment of the HIDTA’s primary strategic product, specifically the Annual Threat Assessment produced by the HIDTA’s intelligence and information sharing initiative.

This survey, together with other information, will contribute to an assessment of the performance of the HIDTA’s intelligence and information sharing activities.

The SIP survey should be sent to each member of the HIDTA Executive Board and to other senior level officials who received the Annual Threat Assessment.

HIDTAs have the option of sending surveys to recipients of other strategic products they prepare during the year and the results of those surveys are collected in the table.

SIP surveys are required to be sent to recipients of the Annual Threat Assessment.

The HIDTA may elect to have NHAC administer the surveys, or the HIDTA may elect to administer the

Self check:

Should surveys
be conducted
over the phone?
Explain your
answer.

surveys itself. If the HIDTA elects to have the NHAC administer the survey, it must provide NHAC with the

name and published year of the product and the email addresses of the board members and other executives to be surveyed. Survey responses will be recorded into a database which will be accessible to the HIDTA for report and management purposes and the data may be transferred to the WebPMP system.

If the HIDTA wishes to administer the survey itself, a survey template is available on the WebPMP portal after logging in. The survey and its instructions are listed on the “Documents” drop-down screen. When the HIDTA administers the survey, the HIDTA should keep copies of the responses and make them available to ONDCP or other authorized parties if requested. It is not recommended that the surveys be conducted over the phone.

HIDTAs should collect a minimum of 50 survey responses for SIP surveys to support the reliability of responses.

Unlike other PMP performance measures, the performance expectation for each HIDTA is the same; that at least 85% of the respondents should indicate they found the strategic intelligence to be “Useful” or “Very Useful.”

Self check:

Why is event
deconfliction
so important?

Self check:

What is counted
during target/
investigative data
deconfliction?

Deconfliction

Event Deconfliction and Documenting Agencies Using the HIDTA Deconfliction Services

Event deconfliction services enhance officer safety and assist in the coordination of investigative activity. This service must be provided to all HIDTA initiatives and is offered to law enforcement agencies, regardless of whether they participate in the HIDTA.

Event deconfliction compares location, date and time of enforcement actions and immediate notification to the affected parties is required when a potential event conflict is indicated.

In addition to the number of deconflictions processed, each HIDTA must report the number of agencies that use the deconfliction system. This includes agencies that are participating in the HIDTA and all non-participating agencies that avail themselves of HIDTA deconfliction processes. The count should be limited to agencies – not task forces or groups. Be certain not to double count agencies that participate in more than one initiative.

Target/Investigative Data Matches

Target/investigative data match services assist in the coordination of investigative activity and help to ensure the best use of HIDTA and agency resources. Report in WebPMP the number of elements (name, address, DOB, VIN, etc.) processed using target matching services.

Target/investigative data matches process case elements requested and notifies contributing parties of potential matches.

DTO/MLO Deconfliction/Match

ONDCP requires all DTOs and MLOs reported in WebPMP to be deconflicted/matched in the year they are first reported in WebPMP. A DTO or MLO is deconflicted/matched when the names of the targets are entered into the HIDTA's target/investigative data matching system. The case agent, supervisor or PMP Coordinator is responsible for reporting this information. Check-off the DTO/MLO/CO deconfliction box located on the DTO entry screen to verify that the organization has been deconflicted.

HIDTAs use one of three systems to provide both event deconfliction and target/investigative data matching:

Case Explorer
SAFETNet
RISSafe

Self check:

Which
deconfliction
system does
your HIDTA
use?

Self check:

Training
improves what
3 attributes of
the learner?

Training and Education

Training describes the act of providing an individual with the knowledge, skills, and abilities necessary to perform his/her job. This contrasts with education, which in its broadest sense is any act or experience that has a formative effect on the mind or character. PMP recognizes four types of training: management, analytical, enforcement, and demand reduction. For PMP, HIDTAs report training activity, not educational activity.

The distinction between education and training is the information imparted in each. For example, when a HIDTA investigator attends a class on interrogation techniques or surveillance, the training activity should improve the knowledge, skills, and abilities of the investigator to perform these tasks, tasks that one would reasonably expect a HIDTA investigator to perform. This activity should be reported as a training activity in WebPMP.

On the other hand, a conference designed to inform participants about drug trends, or the advantages of certain treatment modalities should not be reported as a training event unless the participant is expected to improve his or her knowledge, skills, and abilities to perform his or her duties. Education is designed to inform, whereas training is designed not only to inform, but also to provide or enhance skills and abilities.

Self check:

When reporting training in WebPMP, how are students reported?

While informal on-the-job training that a supervisor or senior investigator provides to initiative members is important, it should not be reported as training unless the trainer provides lesson plans and learning objectives for the training course. Similarly, trainers offering demand reduction training must produce lesson plans and learning objectives before the activity can be counted as a training event. For example, when an initiative member speaks to a high school class about the danger of drug use, the event should be considered educational and not reported as training. However, when a school resource officer funded through HIDTA provides classroom instruction to a high school class that teaches students how to cope with peer pressure to use illegal drugs, the event should be reported as training in WebPMP.

When reporting training in WebPMP, report only the number of students trained for which HIDTA funds are expended. For example, when HIDTA funds are used to pay for such items as a class registration fee, travel, lodging, per diem, or books, report the number of students trained in WebPMP.

When HIDTA space is used to host training, even if no other costs were covered with HIDTA funds, report the number of students trained in WebPMP.

When HIDTA funds are used to advertise, host and/or pay fees for online courses, report the number of HIDTA students and number of student hours gained during online training in WebPMP.

Self check:

How often is
HOTT data
sent to
WebPMP?

Training financially supported entirely with funds from an agency (non-HIDTA funds), even though HIDTA assigned investigators, administrators or support staff attend, should not be reported in WebPMP.

The HOTT system (HIDTA Online Training Tracker) keeps very detailed data about each training event conducted by the HIDTA. One month following the end of each calendar quarter, the National HIDTA Assistance Center (NHAC) pushes the cumulative training data (such as student hours) into WebPMP.

The data recorded in HOTT is more detailed than the summary data recorded in WebPMP. Reviewers can use the HOTT data to verify the data in WebPMP.

Two months following training, a survey is sent from the NHAC asking students whether the course improved their job-related knowledge, skills, and/or abilities and whether the student applied the course material since completing the training course.

Courses surveyed are those where HIDTA participants attended training and not for events where HIDTA training space was the only contributing resource to an outside provider. There is a program-wide performance expectation of 85% positive responses established for these surveys.

Defining Other Outputs

The use of “Other Outputs” in WebPMP has been significantly reduced. The Other Outputs tab will only be available to Enforcement, Treatment and Prevention, Intelligence, and National Initiatives.

All enforcement initiatives will have seven Other Outputs available to them in the WebPMP Other Output drop-down: Arrests; Wiretaps (Lines); Vaping Cartridges Seized; Firearms Seized, NIBIN Acquisitions, NIBIN (Matching) Correlation, and Firearm Tracing.\. It is recommended that HIDTAs report these other outputs but reporting these is not required.

Treatment, prevention, intelligence, national initiatives, and NHAC will have other outputs unique to the purpose of the initiative. The Other Outputs list for those initiatives were entered into WebPMP by W/B HIDTA PMP Administrators based on input provided by each HIDTA. If changes to that list are needed, please provide the requested changes to the PMP Help Desk.

HIDTAs can continue to track information previously reported and/or any additional information using the “Other Outputs Template” available in the drop-down list for “Documents” at the bottom of the sidebar on the WebPMP home screen.

The information entered in the Other Outputs Template will not be part of the PMP database. It must be saved and stored independently by each

Self check:

Which initiative types have recommended other outputs?

Self check:

Who is responsible to ensure updated training is provided to WebPMP reporters at your HIDTA?

HIDTA.

PMP Coordinator Role

At least one PMP Coordinator must be designated at each HIDTA and will serve as the primary point of contact for all PMP issues and question from HIDTA staff, W/B HIDTA PMP Administrators, ONDCP and auditors.

General responsibilities for the PMP Coordinator role include up-to-date knowledge of PMP policies and software; training in Case Explorer (if applicable); current list of all PMP reporters in the HIDTA; and training of all HIDTA PMP reporters on the software and policies, including annual refresher.

At the beginning of each program year, the PMP Coordinator is responsible for pushing administrative and initiative level information.

Additionally, the PMP Coordinator has tasks to be accomplished at different times during the reporting year.

At the beginning of each program year, the PMP Coordinator must ensure that all:

- Active initiatives and DTO/MLOs are pushed to the new year
- Initiative descriptions accurately describe the activities and staffing
- Active initiatives have entered expected values for outputs appropriate for the type of initiative

Self check:

Explain the beginning, during and at the end of the program year duties of the PMP coordinator.

- All expected ROIs are entered

- All PMP reporters are aware of any changes in definitions, data requirements, and/or PMP procedures.
- Update IDBPs and send to Initiative Commanders when changes are made.

During the program year, the PMP Coordinator will ensure accuracy of data reported and:

- Implement a review process of new DTOs/MLOs and reported disruptions/dismantlements ensuring PMP definitions are applied correctly/consistently
- Implement a process to project, track, and accurately report analytical case support
- Identify and remove duplicate seizures in Case Explorer and/or WebPMP
- Track the HIDTA's performance and the ONDCP-approved annual targets
- Prepare PMP reports for the Executive Board, the HIDTA Executive Director, Initiative Commanders, and staff as needed.
- Update IDBPs and send to Initiative Commanders when changes are made.

At the end of the program year, the PMP Coordinator must:

- Ensure that all active initiatives have reported actual results
- Compare expected to actual results and note any differences greater than +/- 15% using the Annual Report Review
- Prepare PMP reports for the Executive Board, the HIDTA Executive Director, Initiative Commanders, and staff as needed.

PMP Coordinators are strongly encouraged to validate the profile of each organization before pushing it to the next program year by reviewing all fields on the DTO/MLO/CO entry screen for completeness and accuracy as of the date of the review.

ONDCP's recent changes to the HIDTA annual reporting requirements places a greater importance on the content and accuracy of PMP documents and a greater importance on the PMP Coordinator role.

Performance Management Process

PRACTICE EXAM

Directions: The following serves as an open-book practice exam. The practice exam is identical to the online test. You have two options: 1) you may print out this practice exam and use the course materials provided to answer the questions. After you have finished the practice exam, click on this [link](#) and use your completed practice exam to take the actual online certification exam; or 2) go directly to the online test, bypassing the practice exam. For both options, you may use the course materials to answer the questions.

***Note:** Certification is based on receiving a score of 92%. There are total of 25 answers. Your examination will be scored, and your score returned to you in an email. You may take the examination until you achieve a score of at least 92%. When you receive a score of 92%, you will receive a certificate and an email will be sent to your executive director indicating your certification status. Thank you and good luck.*

1. Please provide your name, HIDTA name and email address where we may send your exam results.

Name: _____

HIDTA: _____

Email: _____

2. Select the HIDTA Program goals from the following. Select all that apply.

☐ To disrupt the market for illegal drugs by dismantling or disrupting drug trafficking and/or money laundering organizations

☐ To improve the efficiency and effectiveness of HIDTA initiatives

☐ To assist federal, state, local, and tribal law enforcement agencies with investigating regional drug and violent crime

☐ To improve the efficiency and effectiveness of law enforcement

3. The HIDTA Program Policy and Budget Guidelines contains information regarding the Performance Management Process.

☐ True

☐ False

4. PMP is based on guiding principles. Select all that apply.

- ☐ Do what you say
- ☐ Show what you did
- ☐ Report outcomes that affect other regions of the country
- ☐ Say what you do

5. PMP allows HIDTAs to be compared to:

- ☐ Each other
- ☐ Their own performance expectations set in collaboration with the Office of National Drug Control Policy
- ☐ Byrne/JAG funded task forces
- ☐ Federal, state, local, and tribal agencies

6. Performance expectations for the current performance period must be finalized by March 31 and the PMP database will be locked to current year expected performance levels on April 1st.

- ☐ True
- ☐ False

7. Performance expectations for the current performance period may be revised due to the following.

- ☐ Discretionary funds are awarded
- ☐ The initiative experiences a change in mission, focus, manpower, or funding
- ☐ All of the above
- ☐ None of the above

PMP Certification

8. ONDCP requires all actual outputs be reported in PMP by the end of February of the year following the end of the reporting year.

☐ True

☐ False

9. Variances in performance expectations above or below what percent requires the reporting HIDTA to provide an explanation for the variance in its Management and Coordination Initiative IDBP?

☐ 5%

☐ 10%

☐ 15%

☐ 20%

10. The HIDTA Program reporting year is the same as:

☐ The Federal fiscal year

☐ The calendar year

☐ The fiduciary agency's budget year

☐ All of the above

11. Threat-specific measures address expected and actual outputs and outcomes activities not common among HDTAs.

☐ True

☐ False

PMP Certification

12. If a HIDTA does not report a DTO/MLO during the year it was identified and the DTO/MLO is under investigation during the current program year, the HIDTA should: (Select all that apply).

- ☐ Enter the DTO/MLO into PMP using January 1 of the current reporting year as the identified data
- ☐ The DTO/MLO cannot be entered into PMP
- ☐ Enter the date the DTO/MLO investigation began in the notes field
- ☐ Request ONDCP approval to open the database and allow the entry to be made in the year the DTO/MLO was identified

13. If a HIDTA does not report a drug seizure in the reporting year in which it was seized and the database has been locked for that year, the HIDTA should:

- ☐ Enter the seizure into PMP using January 1 of the current reporting year as the seizure date
- ☐ Request the ONDCP unlock the database so that the seizure can be entered into PMP
- ☐ Enter the seizure using the true date of the seizure in the notes field

14. Who can provide you with the 4a. Budget Report and what system does it come from?

- ☐ Training Coordinator, HOTT System
- ☐ Finance Manager, FMS.net
- ☐ Local Finance Manager, PMP
- ☐ None of the above

15. Which document below reflects realistic annual funding needs for each initiative, specific quantitative outputs, and sufficient descriptive detail for ONDCP to assess whether initiatives will achieve the performance expectations proposed?

- ☐ Threat Assessment
- ☐ Strategy
- ☐ Initiative Description and Budget Proposal
- ☐ Annual Report

16. The HIDTA PMP Coordinator is responsible for pushing administrative and initiative-level data at the start of each program year.

- ☐ True
- ☐ False

17. Select the statement that best defines a DTO for PMP purposes.

- ☐ A DTO consists of two or more persons, has a clearly-defined chain-of-command, and generates income or acquires assets through a series of illegal drug production, manufacturing, or distribution purposes.
- ☐ A DTO consists of five or more persons, has a clearly-defined chain-of-command, and generates income or acquires assets through a series of illegal drug production, manufacturing, importation, or distribution activities
- ☐ A DTO has a clearly-defined chain-of-command, can be as few as three people, and generates income or acquires assets through a variety of illegal drug and money laundering activities

18. Select the statement that best defines an MLO for PMP purposes.

- ☐ An MLO consists of a clearly-defined chain-of-command and generates income or acquires assets through a series of money laundering activities
- ☐ An MLO consists of two or more persons engaged in money laundering activities
- ☐ An MLO consists of a loose-knit affiliation of five or more persons who occasionally collaborate to engage in money laundering.
- ☐ An MLO consists of one or more individuals engaged in drug money laundering activities

19. Select the statement below that best defines when an organization is disrupted:

- ☐ The organization's leadership, financial base, and supply network are destroyed and incapable of operating or reconstituting itself
- ☐ The normal and effective operation of the organization is impeded as indicated by changes in leadership, methods of financing, transportation, distribution, communication, or drug production.
- ☐ When all fugitives have been apprehended, all cases have been adjudicated, and all appeals by those charged have been exhausted.

20. Select the statement below that best defines when an organization is dismantled:

- ☐ The organization's leadership, financial base, and supply network are destroyed and incapable of operating or reconstituting itself
- ☐ The normal and effective operation of the organization is impeded as indicated by changes in leadership, methods of financing, transportation, distribution, communication, or drug production.
- ☐ When all fugitives have been apprehended, all cases have been adjudicated, and all appeals by those charged have been exhausted.

PMP Certification

21. A case refers to an agency's administrative process to collate and track an investigation.

☐ True

☐ False

22. A case is closed for HIDTA purposes when all HIDTA investigative action has ceased or when the single DTO in a case has been dismantled.

☐ True

☐ False

23. Select the statements below that are true about reporting seizures in PMP.

☐ All seizures must be associated with a case number

☐ Drug seizures made by the HIDTA initiatives must be reported at least quarterly, and cash and asset seizures may be reported annually

☐ If an initiative seizes a drug that is not available on the drop-down list in Web-PMP, the initiative does not need to record that drug's seizure

☐ When multiple initiatives collaborate and seize a drug, only one initiative may claim/report the drug seizure in the PMP database, unless the initiatives split the seizure in the database

☐ Full seizure value/quantity may be reported by a single initiative with notes indicating the joint operation

24. Please select all of the statements below that are true about event deconflictions.

☐ HIDTAs must report the number of agencies using its deconfliction services

☐ Deconfliction services must be provided to all HIDTA initiatives and offered to law enforcement agencies, regardless of whether they participate in the HIDTA

☐ All of the above

☐ None of the above.

PMP Certification

25. The HIDTA PMP Coordinator must implement a review of new DTOs/MLOs and reported disruptions/dismantlements ensuring PMP definitions are uniformly applied.

☐ True

☐ False

Congratulations on completing the practice exam! You may now take the online test by clicking on this [link](#).

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