



ROUTING SLIP

| TO: | | ACTION | INFO | DATE | INITIAL |
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| 1 | DCI | | | | |
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| 3 | EXDIR | | | | |
| 4 | D/ICS | | | | |
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SUSPENSE _____
 Date

Remarks

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Executive Secretary

27 May '88

Date



NATIONAL DRUG POLICY BOARD
Washington, D.C. 20530

Executive Registry

8-2104X

MAY 23 1988

FROM: John C. Lawn *John C. Lawn*
Chairman, National Drug
Intelligence Committee

SUBJECT: NDPB Strategy and Implementation
Plan Status Reports

TO: National Drug Intelligence Committee

Pursuant to Drug Enforcement Coordinating Group Chairman Frank Keating's May 4 letter, each lead agency committee is to provide semi-annual status reports on the Drug Strategy and Implementation Plan. Enclosed are the cover letter and the instructions for the status report. (The June 1 deadline for our committee's submission to the Policy Board Staff was extended to July 1 at the May 18 Drug Enforcement Coordinating Group meeting.)

Each agency should clearly identify those Program/Action Items and Objectives that are its responsibility. For each Objective provide a brief statement of its status. Documentation also should be provided in the form of a memorandum or report, if available. Agencies are reminded that page 3 of the Executive Summary of the Drug Intelligence Strategy and Implementation Plan describes additional actions against which we must report.

Questions related to this project should be posed to Patrick Tarr on 633-1071. Please send your response to me by June 17, 1988.

Enclosures

cc: Mr. Frank Keating
Mr. David Pickens
Mr. Craig Coy



LIMITED OFFICIAL USE

B-213-15



NATIONAL DRUG POLICY BOARD

Washington, D.C. 20530

MAY 04 1988

The Honorable John C. Lawn
Chairman, Intelligence & Investigation Committees
Drug Enforcement Administration
1405 I Street, N.W., Eye Building
Washington, D.C. 20537

Dear Mr. Lawn:

Jack-

At our Coordinating Group Meeting on April 20, the NDPB Staff made a brief presentation suggesting a format and timetable for auditing, or submitting status reports, on our Strategy and Implementation Plans. The proposal was agreed to and the first report will be due on June 1, 1988, covering the semi-annual period October 1, 1987 to March 31, 1988. Subsequent reports will be due as follows:

| <u>Due Date</u> | <u>Period of Report</u> |
|-----------------|-------------------------|
| 12/01/88 | 04/01/88-09/30/88 |
| 06/01/89 | 10/01/88-03/31/89 |
| 12/01/89 | 04/01/89-09/30/89 |

The enclosed pages describe how the report is to be completed, provide sample report pages from a number of different strategy areas, and include a blank form which you may photo-copy to prepare your report. Please use this format only. The entries in the "status" column of the report should be as succinct as possible - a few lines at most for each program activity or accomplishment.

There will be a number of uses for this information: keeping the NDPB membership apprised of progress; responding to press inquiries; preparing testimony and speeches; input to future Progress Reports and Strategies. In particular, in the coming months we can anticipate a great deal of interest from the Congress in the progress we are making in carrying out our Strategy and Implementation Plans. For these reasons, it is extremely important that you meet the reporting requirements.

Please send the completed report to the Executive Director, NDPB Staff. If there are questions concerning preparation of the report, the NDPB Staff point of contact is David Pickens.

Sincerely,

Francis A. Keating II
Acting Chairman
Drug Enforcement Coordinating
Group

Enclosures

STRATEGY & IMPLEMENTATION PLAN STATUS REPORT

SEMI-ANNUAL PERIOD ENDING _____

| STRATEGY # _____ | | | |
|---------------------------------------|---|--|-----------------------------|
| WRITE OUT THE STRATEGY STATEMENT HERE | | | |
| PAGE | PROGRAM/OBJECTIVE | STATUS _____ | AGENCY |
| xx | 1. State first Program under this Strategy. A. State first objective under this Program B. State second objective | A. Brief statement indicating progress toward this objective. B. Brief statement [STATEMENTS SHOULD BE AS SPECIFIC AS POSSIBLE AND QUANTIFIED WHEN APPROPRIATE] . | abcd efgh . . . |
| xx | 2. State second Program under this Strategy [STRATEGY DOESN'T CONTAIN OBJECTIVES] | A. Statement indicating status or progress of a particular effort or project within this Program B. Same for second project. . . . | ijkl mnop |
| xx | 3. State third program under this strategy | A. Etc. | qrst |

PREVENTION EDUCATION LEAD AGENCY COMMITTEE

STRATEGY & IMPLEMENTATION PLAN STATUS REPORT

SEMI-ANNUAL PERIOD ENDING 3/31/88

| STRATEGY #2 | | | |
|---|--|---|----------------------|
| SUPPORT THE COLLECTION OF UP-TO-DATE INFORMATION ABOUT TRENDS IN DRUG AND ALCOHOL USE, PROGRAMS THAT WORK, AND THE LATEST EVALUATION AND RESEARCH FINDINGS | | | |
| PAGE | PROGRAM/OBJECTIVE | STATUS 3/31/88 | AGENCY |
| 7 | 1. Conduct national surveys on incidence and prevalence of drug and alcohol use among youth. | A. XXXXXXX B. YYYYYYY C. ZZZZZZ | NIDA ???? ???? |
| 7 | 2. Identify programs that work to assist in the collection of up-to-date info | A. (Progress in Drug-Free Schools Recognition Program) XXXXXXX C. YYYYYYY | ED OSAP ACTION |
| 7 | 3. Conduct process, outcome and impact evaluations | A. (Process evaluations) B. (Outcome evaluations) C. (Impact evaluations) | ???? ???? ???? |
| 8 | 4. Conduct basic research which provides information to persuade youth not to use drugs. | A. (Action of drugs on central nervous system) [CONTINUED] | NIDA |

PROSECUTIONS LEAD AGENCY COMM

STRATEGY & IMPLEMENTATION PLAN STATUS REPORT

SEMI-ANNUAL PERIOD ENDING 3/31/88

| STRATEGY # 1 | | | |
|--|---|--|---------------|
| INCREASE PROACTIVE TARGETING OF THE MAJOR TRAFFICKERS RESPONSIBLE FOR NARCOTICS IMPORTATION AND DISTRIBUTION, AND DEVOTE 80% OF TOTAL FEDERAL NARCOTICS PROSECUTION RESOURCES (100% OF OCDEF) TO PURSUING PRIORITY ONE TARGETS. | | | |
| PAGE | PROGRAM/OBJECTIVE | STATUS 3/31/88 | AGENCY |
| 12 | 1. Develop priority target and asset inventories | A. Priority target inventory 100% completed B. Asset inventory categories defined and 25% completed | NDPB DEA |
| 12 | 2. Pursue CCEs and RICOs | A. XX CCEs initiated B. YY RICOs initiated | MULT MULT |
| 12 | 3. Emphasize use of mandatory minimum and recidivist statutes | A.mandatory minimum B.recidivist | USA USA |
| 13 | 4. Expand prosecutive approaches to include post-conviction grand jury investigations | A. Initiated ZZ post-conviction grand jury investigations | abc |

MAINSTREAM ADULTS

STRATEGY & IMPLEMENTATION PLAN STATUS REPORT

SEMI-ANNUAL PERIOD ENDING 3/31/88

| STRATEGY # 5 | | | |
|--|--|--|-----------------------------|
| SUPPORT RESEARCH ON THE FACTORS THAT CONTRIBUTE TO GREATER AND MORE EFFECTIVE INVOLVEMENT OF MAINSTREAM ADULTS IN REDUCING DRUG ABUSE | | | |
| PAGE | PROGRAM/OBJECTIVE | STATUS <u>3/31/88</u> | AGENCY |
| 10 | 1. Utilize grant funding for research in drug use prevalence and productivity, performance assessment, and workplace policy. | A. Grant announcement issued _____ B. XXXXXXX C. YYYYYYY D. etc | NDA abcd efgh ijkl |
| 10 | 2. Develop industry-specific drug-free education and awareness models. | A. Grant announcement issued _____ B. ZZZZZZZ C. etc | OSHA mnop qrst |
| 10 | 3. Develop research initiatives regarding illicit drug use in Public Housing. | A. AAAAAAA B. BBBBBBB C. CCCCCC D. etc | HUD HHS DOJ uvwxyz |

AIR INTERDICTION

STRATEGY & IMPLEMENTATION PLAN STATUS REPORT

SEMI-ANNUAL PERIOD ENDING 3/31/88

| STRATEGY #1 | | | |
|---|---|---|------------------------|
| CONDUCT THE AIR INTERDICTION MODULE AGAINST GENERAL AVIATION AIRCRAFT CARRYING ILLEGAL DRUGS INTO THE EASTERN UNITED STATES | | | |
| PAGE | PROGRAM/OBJECTIVE | STATUS <u>3/31/88</u> | AGENCY |
| 11 | 5. Provide 12 CG helicopters as OPBAT apprehension units in the Bahamas and Turks and Caicos. A. Nassau site October 1987 B. Increase Nassau to 24-hour operations by October 1987 C. Implement Georgetown site Oct 88 etc. | A. Established on schedule B. Accomplished on schedule C. Planning proceeding on schedule etc. | CG CG CG |
| | | | |
| | | | |

STRATEGY & IMPLEMENTATION PLAN STATUS REPORT

SEMI-ANNUAL PERIOD ENDING _____

STRATEGY # __

| PAGE | PROGRAM/OBJECTIVE | STATUS _____ | AGENCY |
|------|-------------------|--------------|--------|
| | | | |

LIMITED OFFICIAL USE

NATIONAL DRUG INTELLIGENCE COMMITTEE

OF THE

NATIONAL DRUG POLICY BOARD

DRUG INTELLIGENCE STRATEGY

AND

IMPLEMENTATION PLAN

March, 1988

LIMITED OFFICIAL USE

EXECUTIVE SUMMARY

Drug Intelligence Strategy and Implementation Plan

National Drug Intelligence Committee

Policy

The National Drug Intelligence Committee (NDIC) was formed following the May 1987 National Drug Policy Board Directive which designates the Drug Enforcement Administration (DEA) to be the lead agency for drug intelligence. Chaired by the Administrator of DEA, the NDIC established a Working Group to prepare a Drug Intelligence Strategy and Implementation Plan that was requested by the Attorney General as Chairman of the National Drug Policy Board. The strategy and implementation plan that follows uses the Policy Board's National and International Drug Law Enforcement Strategy as its basic guiding document.

To be most effective, law enforcement and other drug control programs must be directed at those drug threats that are both substantial and vulnerable. Expanded and improved intelligence collection, analysis, and dissemination is essential to effective program design. Since good intelligence is a prerequisite to the effective deployment of drug control resources, it is the first among priorities and must be developed to support each of the major drug abuse functions--international programs, licit drug control, investigation and prosecution, interdiction, prevention, rehabilitation, and treatment. This diversity of programs and functions, and the complex intelligence structures supporting

-3-

- Strategy 4: Maintain and integrate systems for communication, storage, retrieval, and sharing of intelligence information.
- Strategy 5: Continue and improve drug and drug-related intelligence analysis and estimation for tactical, operational, and strategic purposes.
- Strategy 6: Ensure the timely and appropriate dissemination of useful drug intelligence products.

Programs and Recommendations

All of the agencies contributing to the fight against drug abuse and drug trafficking have developed programs and action items to carry out these six strategies. Collectively they represent implementation of the National Drug Intelligence Strategy. In addition, many initiatives are in various stages of planning. The National Drug Intelligence Committee, to enhance drug intelligence support to our supply reduction and demand reduction efforts, recommends the following:

- (1) Establish an interagency group to identify and coordinate annual drug intelligence needs, and to coordinate the tasking of requirements and responsibilities. This includes identifying, by March 1988, new drug information sources or collection capabilities for consideration by the NDIC.
- (2) By April, 1988, each agency should review its field collection system and identify potential enhancements.
- (3) Beginning June, 1988, and periodically thereafter, the EPIC Advisory Board will report to the NDIC on such matters as: computer enhancements to EPIC functions; relationships between EPIC and C³I centers; productivity and utility of EPIC functions; etc.
- (4) By January, 1988, the FBI and DEA will refine procedures for receiving, handling, storing and disseminating classified intelligence information for investigative and prosecutorial use.
- (5) The NDIC should review dissemination procedures for both law enforcement and National Intelligence to assure that drug intelligence is being provided to the right agencies on a timely basis.

NDIC Strategy and Implementation Plan

Strategy # 1: Determine the intelligence needs of all entities engaged in drug supply and demand reduction, to enable them to better achieve their assigned responsibilities.

Program/Action 1.1: By November, 1987, establish an inter-agency group to identify and coordinate annual drug intelligence needs and production goals.

Objectives: Ensure coordination and avoid duplication of intelligence products.

Establish intelligence priorities and coordinate these with NIO for Narcotics.

Identify key issues for drug source and transit countries for analysis.

Identify principal drug trafficking organizations that require analysis.

Determine means of producing major threat assessments.

Utilize the National Narcotics Intelligence Consumers Committee (NNICC) as appropriate.

Program/Action 1.2: Use the NIO/Narcotics monthly intelligence coordination and strategy meetings to further prompt discussion on intelligence needs of the enforcement community and refer such issues and intelligence gaps to appropriate Intelligence Community mechanisms.

Objectives: Set up off-site seminar to include representatives from law enforcement and intelligence communities to discuss the broad spectrum of intelligence support to the law enforcement community.

The HUMINT, SIGINT, and COMIREX committees of the IC Staff are to provide periodic up-dates for intelligence components of the enforcement community.

NDIC Strategy and Implementation Plan

Strategy # 2: Formulate and issue information collection requirements and responsibilities, both foreign and domestic.

Program/Action 2.1: Use existing Intelligence Community mechanisms to coordinate the tasking of foreign drug information collection.

Objectives: In coordination with the IC Staff, the NIO for Narcotics to monitor the DCI's Foreign Intelligence Requirements and Priorities list and recommend appropriate changes in priority for drug-related topics as needed.

In coordination with the DCI HUMINT Committee, NIO for Narcotics to review the National HUMINT Collection Plan for International Narcotics on a regular basis.

In coordination with DCI SIGINT and COMIREX Committees, the NIO for Narcotics to monitor standing SIGINT and IMINT requirements for worldwide narcotics collection and recommend changes as appropriate.

Intelligence components of the law enforcement agencies participate in Intelligence Community (IC) fora to identify and integrate information needs within IC collection requirements systems.

Program/Action 2.2: Continue to explore ways of establishing an interagency group to coordinate the tasking of domestic drug information collection.

Objectives: Coordinate and establish priorities for agencies in law enforcement, health, and education.

Identify essential elements of information for interdiction strategies, and ensure field unit participation.

Ensure systematic collection of information on drug smuggling attempts and identify the contribution of prior intelligence. Improve drug smuggling data base on containerized cargo by improved collection.

NDIC Strategy and Implementation Plan

Strategy # 3: Improve field collection efforts, and ensure the unimpeded flow of information to intelligence processors and consumers.

Program/Action 3.1: Continue to aggressively explore research and development efforts to improve collection.

Objectives: Pursuant to review by DDCI, explore recommendations of the September 1987 Intelligence Research and Development Council Study.

Program/Action 3.2: Establish additional information sources and derivative programs.

Objectives: Establish a DEA Analyst Work Group modeled on the Community Epidemiology Work Group (CEWG) concept to improve strategic intelligence on drug availability and trafficking trends in and from the DEA Field Divisions.

Program/Action 3.3: Task specifically CIA field stations with narcotics intelligence collection responsibilities.

Objectives: Human source collection on narcotics will remain a top priority for a number of stations in the key narcotics producing and transit countries.

All stations, however, are aware of the importance of the overall issue and will be expected to respond to collection opportunities as they might arise.

Program/Action 3.4: State Department Narcotics Assistance Unit (NAU) to collect and report on narcotics production and trafficking worldwide.

Objectives: Report on narcotics intelligence-related matters as a by-product of regular liaison activity with host country officials.

Program/Action 3.5: Initiate Special Field Intelligence Programs (SFIPs) to improve collection of information related to drug cultivation and production as well as other aspects of drug trafficking.

Objectives: Fill intelligence gaps by a variety of collection methods.

NDIC Strategy and Implementation Plan

Strategy # 3: Improve field collection efforts, and ensure the unimpeded flow of information to intelligence processors and consumers.

Program/Action 3.8: Develop a program designed to improve the collection and effective utilization of foreign and domestic drug intelligence.

Objectives: Create DEA Regional Intelligence Coordinator positions in Bangkok and Islamabad and assess the need for intelligence analysts in Australia, Belize, Haiti, Paraguay, and Venezuela, and in Europe and the Middle East.



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Expand Customs Latin American Operations Program into other source and transit countries by stationing additional collection assets in DEA country offices.

Use Coast Guard Defense attaches in key countries involved in the shipment of illegal drugs.

Assist source country police agencies in improving reporting systems for seizures, asset forfeiture, arrests, etc.

Collect and exchange intelligence information with foreign countries regarding trafficking and the diversion of chemicals and equipment for illicit drug production.

Continue to develop and utilize a corps of high quality informants to identify the leadership structure, operations, associations, and financial aspects of major drug trafficking organizations.

NDIC Strategy and Implementation Plan

Strategy # 3: Improve field collection efforts, and ensure the unimpeded flow of information to intelligence processors and consumers.

Program/Action 3.13: INS will establish for itself a national-level Drug Program direction and coordination staff and promulgate a Drug Collection and Reporting Program.

Objectives: Provide efficient Drug Program direction and coordination at INS Headquarters.

Establish a Service-wide drug seizure/drug activity intelligence collection system.

Improve the quality and quantity of drug related intelligence collection by field elements.

Ensure the continuous collection and reporting of tactical intelligence.

Promote the development of all-source drug intelligence databases for strategic as well as tactical applications.

Program/Action 3.14: Improve Customs' Designated Intelligence Officer Program (DIO/E).

Objectives: Increase collection and reporting from DIO/E's in field offices through:

A. Coordinated and improved collection plans for DIO's which address local, regional, and national objectives;

B. Coordinated feedback system, from processors and consumers, to maintain the currency and focus of the Customs collection program.

Program/Action 3.15: State Department and Bureau of International Narcotics Matters will fund aerial surveys in selected drug production countries.

Objectives: Obtain drug information for use in host countries in targeting, eradication planning, and production estimates. Help U.S. Government analysts validate crop estimates obtained separately.

NDIC Strategy and Implementation Plan

Strategy # 4: Maintain and integrate systems for communication, storage, retrieval, and sharing of intelligence information.

Program/Action 4.4: Locate the Southwest FBI Regional Photo Laboratory at EPIC.

Objectives: Enhance aerial reconnaissance film and print processing in support of anti-drug trafficking programs of EPIC agencies.

Program/Action 4.5: Enhance Customs secure communications capabilities.

Objectives: Provide secure communications capabilities for the Office of Intelligence via: AUTODIN, CRITICOM, KY-3, STU II, State Department Cable System, Gray phone, and FLASHBOARD.

Program/Action 4.6: Enhance Custom's Intelligence Watch Operations Center.

Objectives: Establish the Intelligence Watch as the focal point for all activities in the Office of Intelligence. It will be the central point for the receipt of intelligence from other agencies and the release point for internally produced reporting. It will be a 24 hour contact point for all Customs Intelligence elements, field components, Customs Attaches, and for other government agencies.

Program/Action 4.7: Develop and deploy Treasury's TECS II nationwide.

Objectives: Continue development of TECS II, based on the rationale that data residing in the TECS II data base should be of at least Customs-wide interest.

NDIC Strategy and Implementation Plan

Strategy # 5: Continue and improve drug and drug-related intelligence analysis and estimation for tactical, operational, and strategic purposes.

Program/Action 5.1: Reorganize and restructure EPIC operating sections to address functions according to methods of drug transport (basically, air-sea-land).

Objectives: Establish a commercial air carrier and cargo program.

Establish a maritime cargo program.

Create capability to produce Domestic Drug Movement profiles and threat assessment.

Support regional coordinated interdiction operations through tailored products. Transition NNBIS Regional Center intelligence functions and capability to EPIC wherever possible.

Program/Action 5.2: Analyze available intelligence for strategic products.

Objectives: Develop more comprehensive illicit drug assessments and expertise on a state-by-state basis in direct support of field divisions.

Provide policy makers with all necessary strategic reports.

Program/Action 5.3: Produce analyses of the sale and movement of precursor chemicals and target drug organizations responsible.

Objectives: Provide intelligence support to Operation CHEMCON by developing intelligence on cocaine precursor chemical purchases, businesses, and movement. (1989)

Support Operation ORIGINATION by documenting and analyzing the flow of precursor chemicals from major reporting companies to suspect retailers and known clandestine laboratory operators. (1989)

NDIC Strategy and Implementation Plan

Strategy # 5: Continue and improve drug and drug-related intelligence analysis and estimation for tactical, operational, and strategic purposes.

Program/Action 5.8: Fund National Household Survey on Drug Abuse Contract.

Objectives: Provide incidence and prevalence estimates of drug abuse in the U.S. household population.

Provide pattern trend information.

Provide consumption estimates for cocaine and marijuana.

Program/Action 5.9: Fund Heroin Prevalence Estimation Contract.

Objectives: Estimate heroin prevalence and intravenous drug abuse in the U.S. for 1982 through 1987.

Evaluate data using three existing methodologies.

Program/Action 5.10: The DIA will refine and enhance its production of finished intelligence products concerning the involvement of foreign military forces in both narcotics trafficking and counternarcotics efforts.

Objectives: Help leaders in DOD and other U.S. Government departments and agencies assess the growing impact of the illicit drug trade on foreign military forces, particularly in Latin America.

Program/Action 5.11: CIA's analytic program on narcotics will produce assessments on the international drug problem to meet the needs of policy-makers and enforcement agencies.

Objectives: CIA's all-source assessments will deal with all dimensions of the drug trade, its impact on drug producing and trafficking countries, prospects for anti-drug programs, and the relationship among insurgents, terrorists and narcotics traffickers.

NDIC Strategy and Implementation Plan

Strategy # 6: Ensure the timely and appropriate dissemination of useful drug intelligence products.

Program/Action 6.1: Reinstate the Maritime Watch at EPIC.

Objectives: Enhance intelligence support to interdiction efforts.

Program/Action 6.2: Establish the C3I System.

Objectives: Provide a complete communications package for the secure dissemination of both classified and law enforcement intelligence. Onsite intelligence staff will interpret and provide direct dissemination of intelligence to the supported interdiction commanders.

Program/Action 6.3: Provide NADDIS access to deputized state and local officers assigned to state and local task forces.

Program/Action 6.4: Continue the use of Coast Guard Headquarters, and the Coast Guard Intelligence Coordination Center, as the primary point of contact with the National Intelligence Community for subordinate Coast Guard commands.

Objectives: Ensure full implementation of Operational Intelligence Program.

Ensure widest dissemination and full implementation of Coast Guard directives guiding intelligence collection and reporting by Coast Guard units.

Program/Action 6.5: States' Bureau of Intelligence and Research (INR) will monitor all source intelligence relating to narcotics control for consumers within the Department.

Objectives: Ensure Department principals are informed of significant narcotics related development.

Disseminate drug intelligence within State and, as appropriate, to the intelligence law enforcement community.