

HIDTA Initiative Commander Orientation



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Acknowledgements

The following subject matter experts provided input and guidance in the design and development of this guide. They contributed considerable time and effort to ensure the materials are accurate and relevant to your role as initiative supervisor or commander within the HIDTA program. Special thanks to all of these subject matter experts, and to new commanders and supervisors:

Welcome to the HIDTA program

May 4, 2017

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Resources:

HIDTA Program Policy and Budget Guidance (January 17, 2017)

Obtain a copy from your HIDTA Financial Manager.

[Center for Task Forces Training](#) (free training and other resources, including 28 CFR Part 23)

Before You Begin

This guide provides initiative commanders an orientation to the HIDTA program, in a self-study format that allows independent learning about the HIDTA program. This guide contains HIDTA-wide information and each HIDTA may provide additional local information, as needed. Therefore, the course varies among HDTAs, and it also may vary for different types of initiatives.

No prior knowledge of HIDTA is required, but participants should know about the practices of his or her work. For example, an enforcement initiative commander should know drug law enforcement activities and practices. Similarly, a commander of an intelligence initiative should have in-depth knowledge of intelligence practices and criminal intelligence regulations such as 28 CFR, Part 23.


This course is suitable for new initiative commanders and group supervisors, as well as an initiative's non-supervisory members.

How to Use This Guide

The following icons are used in this guide:

 **Important:** Don't miss this important fact.

 **Note:** Notice an unusual concept that you shouldn't miss.

 **Program Policy:** Refer to the *HIDTA Program Policy and Budget Guidance* (January 17, 2017) for more information about the topic.

Module 1: Welcome to HIDTA

Learning Outcomes

At the end of this module, participants will be able to:

- Describe the HIDTA program including the national strategy and the local organization's contribution to the program's goals.
- Describe the roles and responsibilities of key positions such as the Executive Board, the HIDTA Director, the financial manager, and the initiative commanders and supervisors.

What is HIDTA?

The High Intensity Drug Trafficking Areas or HIDTA program is under the Office of National Drug Control Policy (ONDCP) and provides locally managed regional offices.

National Strategy

HIDTA is a federally-funded program formed to address the nation's illicit drug market – specifically, focusing on high drug trafficking regions that have harmful effects on the other parts of the United States.

There are 28 HIDTAs across the nation which includes five partnership regions called the Southwest Border (SWB) HIDTA. Each area is identified and designated by the National Director of the Office of National Drug Control Policy. ONDCP operates within the Executive Office of the President of the United States, and Congress appropriates funds to the HIDTA program.

Mission and Purpose

The mission of the HIDTA program is to disrupt the market for illegal drugs in the United States. The program helps federal and non-federal entities work together in collaborative efforts to dismantle and disrupt drug trafficking organizations and associated money laundering organizations.

Program funding partially supports interagency initiatives that are collocated, commingled in their day-to-day work. Not all costs are funded by HIDTA funds; each participating agency invests what it can.

HIDTA Goals

There are two HIDTA goals:

Goal 1:

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

Goal 2:

Improve the efficiency and effectiveness of HIDTA initiatives

❶ **Important:** Notice that HIDTA is a **program**, not an agency or legal entity. A program cannot hire employees or execute contracts such as building leases and purchases. Instead, HIDTAs accomplish legal contracts through one or more of the agencies and entities that participate in the regional HIDTA. These are referred to as a fiduciary or pass-through funding mechanism.

Measuring Accomplishments

The HIDTA program measures its accomplishments each year using the Performance Management Process (PMP). You'll learn the details of PMP in the next module, but for now, realize that the HIDTA program's accomplishments of its mission and program goals are tracked, documented, and verified to demonstrate HIDTA funds are wisely used.

Example

For example, suppose the San Walter Valley is designated as a high intensity drug trafficking area. Furthermore, the valley spans a three-county area in one state and a two-county area in a neighboring state. Rather than relying on the individual counties and states to fight the drug problem individually, HIDTA funds allow the federal, state, and local law enforcement agencies to work as one collective, coordinated effort.

In the San Walter Valley example, a team works to fight one area of drug trafficking, such as heroin. Federal agents (DEA) work alongside state and local officers and analysts (State Highway Patrol, county sheriff deputies, and city police officers). Their collective team effort to achieve one or more goals is called an *initiative*.

Initiatives

Initiatives are planned activities to accomplish a portion of the HIDTA's strategy; each has a limited amount of HIDTA funding that is requested, justified, and approved. Each initiative targets a specific area, sets measurable goals, and maintains a separate budget within its local HIDTA.

- Enforcement
- Intelligence and information sharing
- Management and coordination
- Support

Every initiative has:

- a mission – representing a portion of the HIDTA's strategy,
- an initiative budget – a portion of the HIDTA's budget,
- a roster of members that identifies each one's position and parent agency, and
- a set of expected performance measures – goals to achieve during the program year.

Task Forces

The terms initiative and task force are often used interchangeably, but within the HIDTA program, they are defined differently.

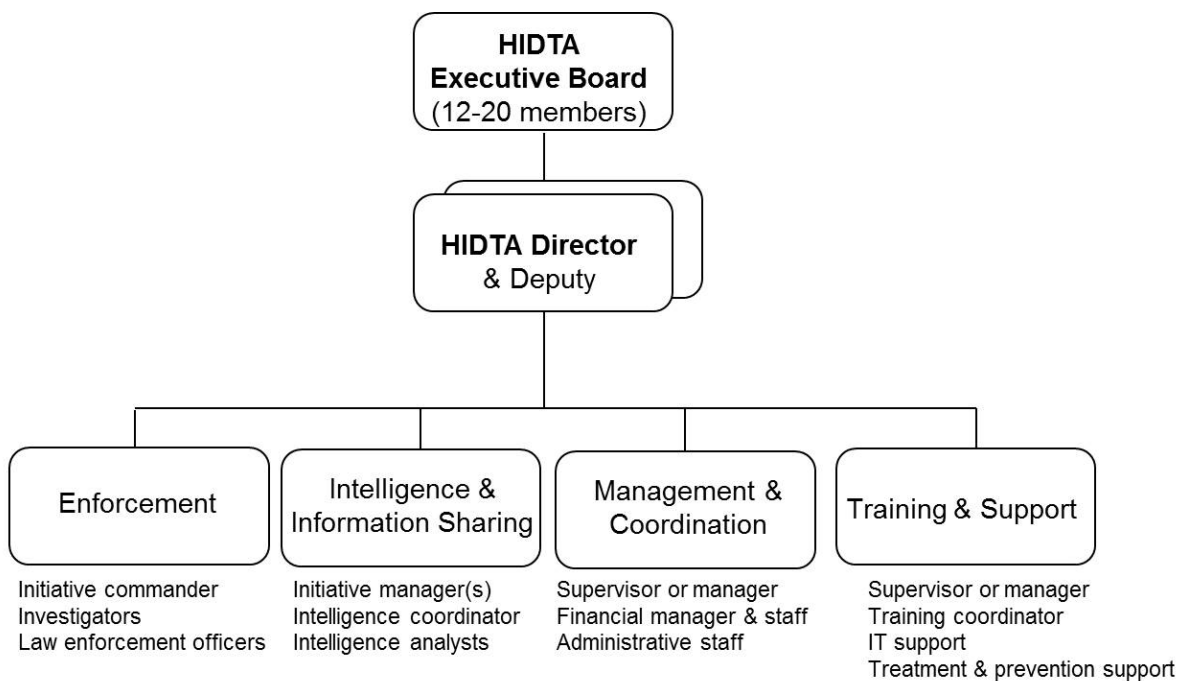
A *task force* is a group of individuals assigned to an initiative. An initiative can have a single task force or several. Therefore, an initiative is a planned set of activities, and a task force is a group of people.

Your HIDTA

Every regional HIDTA is managed by its own Executive Board, following HIDTA program policies set by the Office of National Drug Control Policy (ONDCP).

Organizational Structure

Each HIDTA has the following structure for its Executive Board, HIDTA Director, and initiatives. The number of members of the HIDTA Executive Board varies, but the chart below depicts a typical size range.



Key Roles

Key roles are defined in program policy, but each Executive Board determines the positions and responsibilities it needs to carry out its mission. Following, are people you will most likely need to know at your HIDTA.

Executive Board

Your HIDTA's Executive Board is composed of 18 or so high-ranking federal, state, and local law enforcement officials. By program policy, the board maintains a balanced voting system between federal and non-federal members.

Executive Boards supplement program policy as needed with additional policies for the participants of the HIDTA. A local board, might, for example, require all budgeted funds to be spent within 15 months of funds' arrival. A local board might require all participating agencies sign an interagency cooperative agreement about following program policy and reimbursing the HIDTA funds for unauthorized expenditures, should they occur.

HIDTA Director

The HIDTA Director is a non-voting member of the Executive Board; he or she reports to the board and carries out its directives. Many HIDTAs also have Deputy Directors who often lead their own projects as part of the HIDTA's strategy. The HIDTA Director has many responsibilities, but he or she is not permitted to be involved in the day-to-day operations of enforcement and intelligence initiatives.

The HIDTA Director will interact with initiative commanders about:

- New ideas, areas of concern, current issues the commander may present to the director;
- The initiative's annual performance goals and review;
- The initiative's budget request for the following program year, although often the commander works closely with the financial manager and the Executive Board's Budget Subcommittee about the details of the budget request; and
- Recommendations and feedback on policy changes proposed by the Executive Board or the ONDCP.

Financial Manager

The Financial Manager (FM) of each HIDTA is the single point of contact for HIDTA funding matters. This doesn't mean the FM signs any checks – recall the HIDTA is not a legal entity so it has no check-writing capability.

The Financial Manager knows who has how much money left to spend, because the FM manages the authorized budget for the entire HIDTA. The FM knows who has how much budgeted funds remaining, at all times, and more importantly, knows who to ask for up-to-the-minute updates on spending.

Your FM has an established system of managing the HIDTA budget, and each initiative's budget, and will certainly brief you on his or her control system. The FM may, for example, provide monthly reports of your budget balances and track your initiative's spending to ensure you are spending at the correct pace – not too fast and not too slow. No one at HIDTA wants leftover funds, so any hint of unused funds will be quickly reassigned to high priority needs – as they should be.

The Financial Manager is your single point of contact for:

- Budgeting
- Explaining rules for spending HIDTA funds
- Providing current reports about your initiative's budget

Performance Management Process (PMP) Coordinator and Training Coordinator

Each HIDTA has at least one person assigned as the PMP Coordinator, and that coordinator distributes policy and software news to all who report data for PMP purposes. Most likely, the PMP Coordinator provides local training to your HIDTA's users of the software and answers any first line questions you may have about the process.

Each HIDTA also has a Training Coordinator, often a collateral duty to the employee's other assigned job duties. The Training Coordinator has access to training sources, so if your initiative members require specific training – with or without HIDTA funding – ask the Training Coordinator. Both the PMP Coordinator and the Training Coordinator participate in regular regional committee meetings with other HIDTA representatives to exchange information. They know the latest news for their areas, so ask them before you ask anyone else.

Initiative Commander

The Initiative Commander provides leadership for the members, and handles the day-to-day operations to carry out the initiative's mission. The commander leads a team of top-notch professionals from multiple agencies, and builds unity from the collective expertise and abilities of the initiative members. In enforcement initiatives, for example, the Initiative Commander typically manages several regional cases at once, with task forces or squads blended from several federal, state, and local law enforcement agencies.

When working HIDTA cases, individual agency loyalties are set aside for the good of the often larger HIDTA cases within the HIDTA's designated region. The Initiative Commander's duties include creating and reviewing operational plans, finding or developing solutions for unplanned circumstances, and enforcing policies to ensure officer safety and compliance with HIDTA program policy as well as policies set by the local HIDTA Executive Board.

Keep in mind that Initiative Commander manages investigations based on their respective agency's policy. The HIDTA Directors and Deputy Directors have no operational control over investigations.

Getting to Know Your HIDTA Activity 1

Now that you know a bit about the HIDTA program and the parts that make up regional HIDTAs, you are ready to draw your HIDTA's organization chart.

Part 1

Locate a knowledgeable colleague or local administrator to help you as you work, and include the following components in your diagram:

- Executive Board
- HIDTA Director
- Deputy Director
- Enforcement initiative(s)
- Intelligence initiative(s)
- Support initiative(s)
- Management & coordination initiative
- Number of members in each initiative

Part 2

Locate the names of the people who serve the following roles. You will need to meet with them in the future, but for now, complete the list of the people who are currently filling these roles.

HIDTA Director

Name	Phone
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Deputy Director

Name	Phone
------	-------

Financial Manager

Name	Phone
------	-------

PMP Coordinator

Name	Phone
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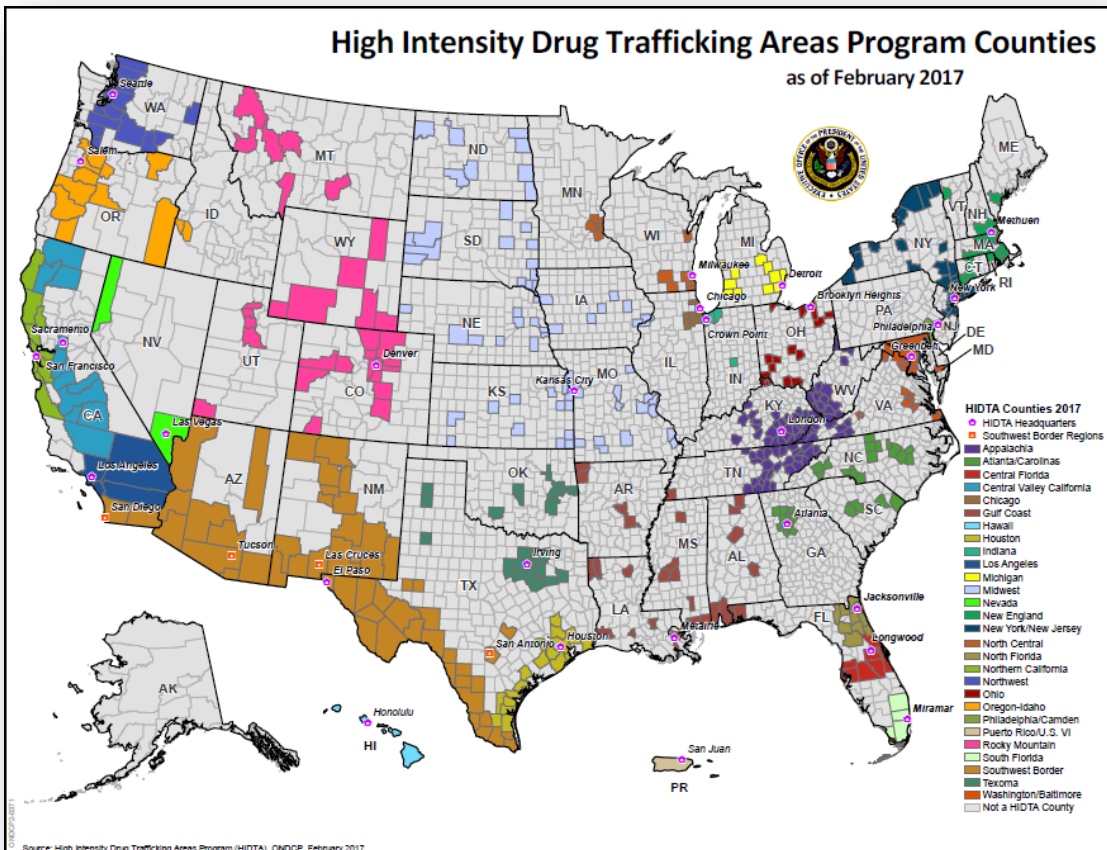
Training Coordinator

Name	Phone
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Your HIDTA's Geographic Area

HIDTAs are designated geographical areas that are not necessarily contiguous on a map. Each area with the HIDTA is designated by the Director of ONDCP, and additional counties may be added by petition from local law enforcement agencies, with the approval of your HIDTA Executive Board.

Take a look at the HIDTA map below showing the geographic areas assigned to the HIDTAs, and locate your own HIDTA's designated areas.



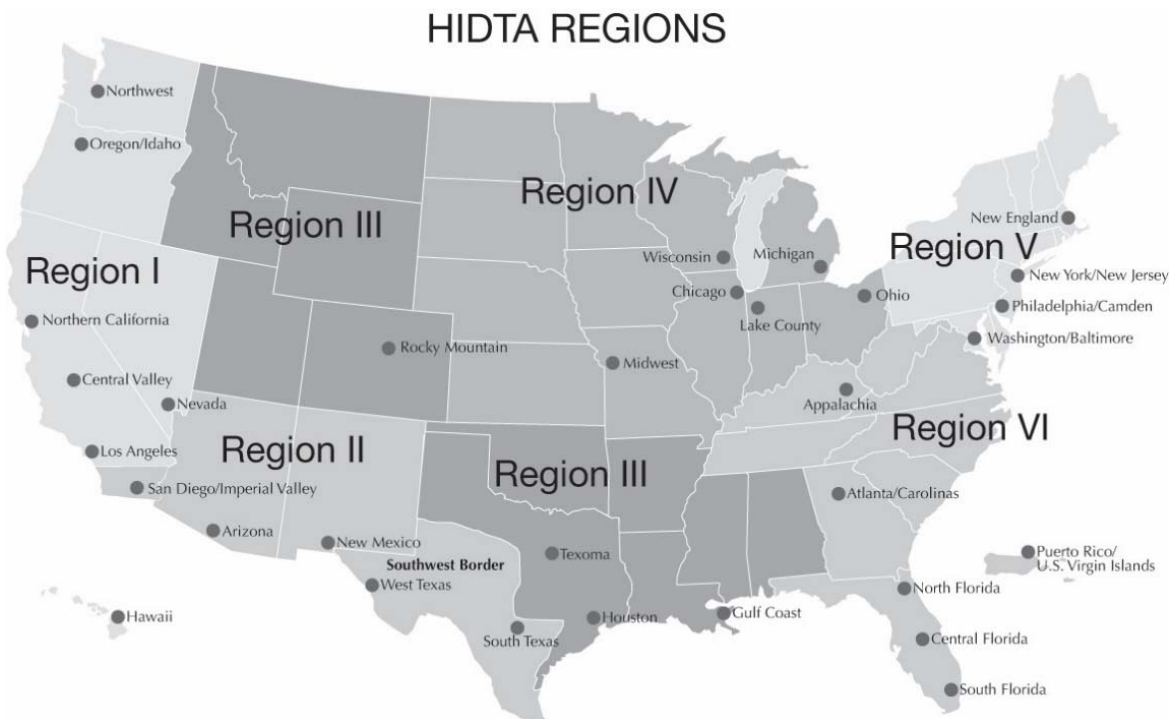
Connecting the HIDTAs

How do HIDTAs connect with one another? HIDTA regions function as self-managed organizations with program direction coming from ONDCP, and information sharing among the 28 HIDTA regions is important to each HIDTA's achievements.

- HIDTAs refer cases to one another and to other law enforcement agencies outside of the HIDTA region.
- HIDTAs perform deconfliction services for their own investigations and events as well as deconfliction services for law enforcement agencies internal and external to the HIDTA region.

Regional Committees

HIDTA managers communicate with their counterparts to share current practices and exchange ideas about current concerns, and regional committees allow all HIDTAs to participate through a regional representative. The nation is partitioned into six regions, with a representative of each region to channel information to and from the national program and to share collective best practices. The regional committees include the HIDTA Directors Committee (HDC); the Performance Management Process Committee (PMP); HIDTA Intelligence and Information Sharing Committee (HIISC); Intelligence Management Advisory Committee (IMAC); Financial Managers Committee (FMG); and Training Coordinators Committee (TCC). By sharing their respective best practices, Initiative Commanders' knowledge can benefit the entire HIDTA program.



Another way information is distributed efficiently among HIDTAs is by way of a service center that supports HIDTA staff and HIDTA needs, i.e., the NHAC.

NHAC – National HIDTA Assistance Center

The NHAC, the National HIDTA Assistance Center in Miami, Florida, supports the entire HIDTA program nationwide. Initiative commanders benefit from the NHAC's assistance, because HIDTA management, financial staff, and training coordinators contact the NHAC for

- Administrative guidance regarding policy compliance,
- Training in program management and tools, such as software used for fiscal and program management,
- Software development and support of HIDTA-specific software, and
- Many other services too numerous to list.

Required Resources

So far, you've learned about organizations that provide resources to your local HIDTA – resources such as people, regional committees, the National HIDTA Assistance Center, and the ONDCP. Let's take a closer look at the resources your HIDTA requires to accomplish the HIDTA mission.

Entities

Both federal and non-federal agencies and entities participate in the HIDTA, by invitation from the HIDTA Executive Board. Not just any entity can participate. You might be surprised to learn that non-profit organizations and institutions of higher education can also participate, especially in the area of prevention and treatment.

Each entity's representatives contribute its collective knowledge and experience, its intelligence data, and other resources to the HIDTA – to different degrees and to different types of initiatives.

What kinds of contributions do entities make? Typically, agencies contribute investigation support with agents, officers, analysts, etc. who play a pivotal role in identifying drug trafficking and money laundering organizations until the groups are dismantled or disrupted. Beyond assigning sworn officers and other staff to the HIDTA, equipment, vehicles, and other services can also be contributed. Keep in mind that local entities may have "intelligence data" that isn't stored in any database, such as who in the local town desired a relationship with a drug gang member in years passed.

Some entities contribute accounting services to process the HIDTA's accounting needs if they have expertise in grant management because they receive multiple grants and have an established Grants Department.

Fiduciary role

To help manage the large number and variety of non-federal entities participating in the HIDTA program, many HIDTA Executive Boards designate a single grantee (or maybe several grantees) to receive all of the non-federal HIDTA funds for the smaller entities. They serve as a *fiduciary*, or caretaker, of the HIDTA funds.

Why does the fiduciary matter?

Because HIDTA is not an entity and cannot receive and spend funds.

The fiduciary entity for your HIDTA affects your initiative members only because the fiduciary – serving as the HIDTA's centralized paymaster – can have additional rules for providing receipts, three quotes on equipment purchases, and such.

When a commander submits receipts or timekeeping records, for example, the receipts and documents have to satisfy both the **employee's parent agency as well as the HIDTA's fiduciary agency**.

Don't worry, though, your Financial Manager will give you the details you need to provide with each receipt submitted for reimbursement, including overtime payments and payroll.

HIDTA *grantees* sign a Grant Agreement that outlines the non-federal entity's funding, its approved budget plan, and its obligation to comply with federal grant regulations and HIDTA program policy set by the ONDCP.

🔗 **Note:** Keep in mind that invoices for reimbursement must be submitted in a timely fashion. Some HIDTAs require reimbursement submissions be made on a monthly basis.

How funding arrives – does it matter?

Both federal agencies and non-federal entities receive HIDTA funds but by different means. Federal entities receive awards directly from ONDCP, with immediate transfers of HIDTA funds (actually spending authorization at the U.S. Treasury). Non-federal entities receive HIDTA funds from ONDCP either directly or indirectly by way as *grants* and *sub-awards* from appointed HIDTA grantees, i.e., an appointed fiduciary.

Other non-federal entities receive HIDTA funds by contract agreements with a HIDTA grantee. To summarize the delivery means of HIDTA funds:

Federal agencies receive funding by way of awards from ONDCP.

Non-federal entities receive funding from:
Grants - direct awards from ONDCP; or

Sub-grants or sub-awards – pass through of funds from a grant, by a sub-award agreement between two entities; or
Contracts – cost-reimbursement contracts between 2 entities.

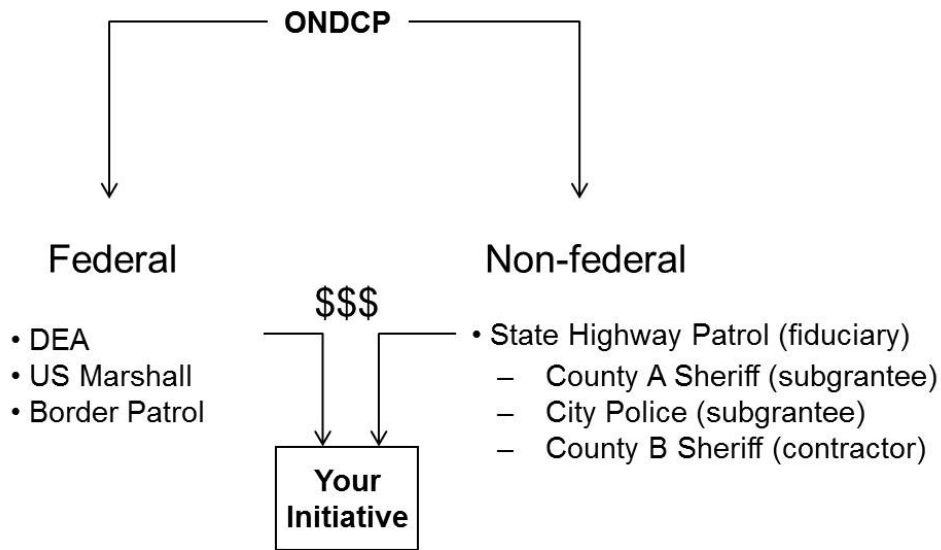
Notice the term *award* applies to both federal and non-federal entities, but the term *grant* applies only to non-federal entities.

Non-federal entities may receive funds on a reimbursement basis – after they provide receipts and proof of payment or obligations, or by requesting an advance to pay the bills and provide receipts after the fact.

HIDTA funding

Now that you know that ONDCP distributes HIDTA program funds through a variety of ways, you can see that your initiative has many funding sources – all arrive by way of your initiative members’ parent agencies.

For example:



Funding for 1 year – 2-year spending window

Because HIDTA funds are appropriated each year by Congress, for ONDCP to distribute to the participating entities, an initiative is funded for 1 year’s activities and needs.

Bookkeeping of invoices, payments, and such occur over time, and 1 year’s funding takes longer than 1 year to spend, when you consider time to receive all of the invoices, check the budget, review the receipts, and finally pay the invoices. Therefore, HIDTA transfers and grants are intended to fund 1 year, but all agreements have a 2-year time limit for spending the funds.

Software

In addition to the standard software many offices use, the HIDTA program funds the development and maintenance of several HIDTA-specific software tools. The two tools you will most likely use or encounter are WebPMP and FMS.net. These tools will be discussed in detail in the next module.

QUIZ 1 - Test Your Knowledge

1. What is HIDTA?

2. What is the HIDTA program's national strategy?

3. What is the HIDTA program's purpose?

4. What are the two HIDTA goals?

5. What does PMP track?

6. What is the Initiative Commander's primary role at the HIDTA?

Check Points

Before moving onto the next module, make sure you have a good grasp on the following points. Review the material as needed.

- ✓ HIDTAs provide an organized response to a region's drug threat, and each HIDTA has a strategy with planned initiatives that implement portions of the strategy.
- ✓ HIDTA awards provide funding for a coordinated effort between federal, state, and local law enforcement agencies but the funding is not intended to fully fund all of the costs. Individual agencies and entities contribute various talents, equipment, staff, and access to intelligence to optimize the collective efforts.
- ✓ Each HIDTA region is locally managed by its Executive Board, a group of high-ranking officials of federal and non-federal law enforcement agencies and related entities.
- ✓ By design, ONDCP allows the Executive Board to set local policies according to its needs; the HIDTA Director carries out the directives of the Executive Board.
- ✓ The Financial Manager of the HIDTA closely monitors the budgets for each initiative, and collectively for the entire HIDTA. If you have financial concerns or needs, take them to your Financial Manager.
- ✓ Keep in mind that invoices for reimbursement must be submitted in a timely fashion.
- ✓ Find out who at your HIDTA serves the role of PMP Coordinator; he or she knows the latest news and changes about PMP.
- ✓ Each initiative is staffed by individuals working for various agencies and non-federal entities; be respectful of each entity's policies as well as the fiduciary's policy regarding overtime records, expenditure receipts, and so forth.

Module 2: The Fiscal Process

Learning Outcomes

At the end of this module, you will be able to:

- Describe the components and significance of the budget package
- Describe the program reporting, the funding cycle and the Executive Board's role.
- Track your initiative's budget
- Interface with the PMP Coordinator to access and record PMP data

The Budget Package

A budget package consisting of a threat assessment, strategy, initiative description and budget proposal, and annual report is approved by each HIDTA Executive Board and then sent to ONDCP. ONDCP reviews both the paper documents and the data stored online in FMS.net (budget) and WebPMP (performance). Once the package is approved and the award documents are signed and returned, spending of the funds can begin.

Here is a summary of the contents of each document:

Threat Assessment

- Completed by the Intelligence component and/or Director's office
- Current drug threats in the region
- Trends, projections and outlook; used by the Executive Board to determine what Initiatives are need to accomplish the HIDTA mission

Strategy

- Completed by the Director's office
- HIDTA vision and mission statement
- Overall concept of strategy (structure, composition, unity of effort)
- Initiatives to support HIDTA Goals 1 and 2
- Performance targets to support HIDTA Goals 1 and 2

Goal 1:

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

Goal 2:

Improve the efficiency and effectiveness of HIDTA initiatives

Initiative Description and Budget Proposal

- Completed by the Initiative Commander with assistance from the Financial Manager and Director's office
- Mission, lead agency and strategy responsibility
- Budget needs of the initiative
- Agency participation (positions, full-time or part-time, collocated members, etc.)
- Performance goals for the initiative

The Initiative Commander's role starts here.

The Finance Manager (FM) at each HIDTA will assist the Initiative Commander with the budget process to secure needed funds so the initiative can accomplish its mission and achieve its target goals.

Annual Report

- Completed by the Director's office
- Actual performance accomplishments

Program Reporting

Program reporting tracks the funding and accomplishments of the program. Before each program year, individual HIDTA regions plan for and request funds needed for the program year, and after the year is complete, each HIDTA prepares an annual report of its accomplishments during that program year. Program reporting for a single program year starts before the program year begins and extends well after the program year concludes. The budget package guides this process.

Initiative data is recorded in WebPMP as seen in the diagram below. This information consists of the summary of the initiatives' expected accomplishments including the mission, participating agencies and positions staffed as well as expected data values reflecting seizures of drugs, assets and firearms; cases deconflicted and cases supported; DTOs and MLOs identified, investigated, disrupted and dismantled. It also includes the HIDTA's aggregate accomplishments including return on investment (the value of seizures v. budget); number of DTOs and MLOs dismantled and disrupted; meth labs dismantled and many others.

Program year – a 12-month period beginning January 1 for which budget needs are planned, requested and granted for a HIDTA's operation. A HIDTA's reporting of its accomplishments also occur during this same 12-month period.

Note: All documents are due to ONDCP by June 15.

3 Guiding Principles

Simply stated, the process is based on three guiding principles as illustrated in the chart on the next page.

- **Say what you do**

Before the program year begins, HIDTA participants record expected outputs (e.g., how many DTOs/MLOs will be dismantled, how many students will be trained, etc.) for program year.

- **Do what you say**

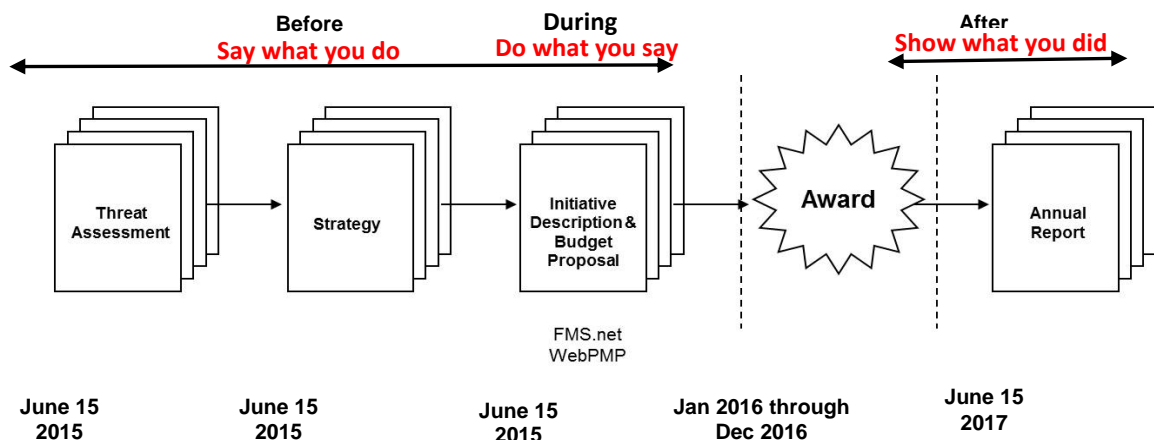
During the program year, the HIDTA participants record their actual outputs (e.g., how many DTOs were dismantled, how many students were trained, etc.).

- **Show what you did**

After the program year, the HIDTA management can compare:

- Actual vs. expected for the program year
- Actual vs. average of the preceding 3 years

Program Year 2016



A Brief Overview of the Software Used for Program Reporting and Tracking of Funds

There are two software tools that are used for program reporting and tracking of funds: WebPMP and FMS.net. The following overview provides a brief description of these two tools.

WebPMP

All initiatives record performance goals and record actual performance data, or achievements using the WebPMP program. The software gathers this and other initiative data such as its description, its mission statement, and its roster of positions from various agencies. Collectively, the software screens fully describe the initiative and its work.

Here are a few key terms you should become familiar with as you navigate the Performance Management Process:

1. Drug Trafficking Organization (DTO)

A DTO is an organization consisting of five or more persons that (1) has a clearly defined chain-of-command and (2) whose principal activity is to generate income or acquire assets through a continuing series of illegal drug production, manufacturing, importation, transportation, or distribution activities.

2. Money Laundering Organization (MLO)

A MLO is an organization of two or more individuals engaged in processing illegal drug profits through a continuing series of illegal activities (placement, layering, and integration) to disguise the source of the money and make the illegal profits appear to be legitimate income.

3. Criminal Operations (COs)

Loosely knit organizations of two or more person who are working together to traffic drugs, firearms, and/or smuggle bulk cash proceeds. The groups do not meet the definitions of DTOs or MLOs due to the size of the organization or its lack a clearly defined chain-of-command.

4. Dismantled

An organization is dismantled when its leadership, financial base, and supply network are destroyed and incapable of operating and/or reconstituting itself. NOTE: 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. Dismantling a DTO/MLO does not occur very often, especially for international DTOs. A DTO can only be dismantled once. Disruptions and dismantlements carry an equal weight in PMP.

5. Disrupted

An organization is “disrupted” when the normal and effective operation of the organization is impeded, as indicated by changes in organizational leadership and/or changes in methods of financing, transportation, distribution, communications, or drug production. There is no precise way to calculate or measure whether a DTO/MLO is disrupted. This is a judgment call by the case agent or initiative supervisor. NOTE: A drug seizure, the execution of a search warrant or another enforcement activity, by itself, does not constitute a disruption unless the action truly results in the alteration of the organization’s operations or membership. PMP only counts one disruption or dismantlement per DTO/MLO during a calendar year. When collecting statistics regarding annual disruptions and dismantlements, PMP is asking “yes” or “no” questions.

It is important to document and track all disruptions in PMP. However, it only counts if (yes or no) a DTO/MLO was disrupted during a calendar year, not the number of times it was disrupted.

6. Analytical Support

Analytical support refers to those services an analyst provides to support an investigation; i.e., Association/Link/Network Analysis, Commodity Flow Analysis, Crime-Pattern Analysis, Financial Analysis, Flow Analysis, Geo-Spatial Analysis, or Telephone Toll Analysis.

7. Conversion Laboratory

A Conversion Lab is a clandestine lab that changes or transforms the form of an illegal substance; e.g., cocaine HCL to crack, morphine to heroin; marijuana to hashish, methamphetamine powder to crystal meth; “wax,” or an oil; etc.

Other Law Enforcement Outputs Table for Arrests, Wiretaps, and Firearms Seized

Arrests, wiretaps and firearms seized are reported in a Threat Specific Table, “Other Law Enforcement Outputs.” While this is not a core table, HIDTAs are strongly encouraged to report their activities regarding arrests, wiretaps and firearms seized in this other outputs table.

Arrest refers to the taking into custody of a person for the purpose of holding them to answer a criminal charge. Report the total number of persons arrested, not the total number of charges filed against those persons.

A wiretap is a form of electronic monitoring where a court order authorizes law enforcement to surreptitiously listen to phone calls or intercept wireless electronic text messages or video communications.

Report the number of lines (telephone numbers) for which a court order issued pursuant to Federal or state law authorized eavesdropping. By way of example, when the original order was granted in 2014 and the wiretapping continued into 2015 without an extension, the wiretapping should be reported in both 2014 and 2015.

Likewise, when an extension was granted for a wiretap that began in 2014 and the order extends the wiretapping into January 2015, the wiretap should be counted in both 2014 and 2015. Do not report an extension of a court order for the same telephone line (number) unless the extension is spanning the calendar year being reported. Dialed number recorders (Pen registers) are not considered a wiretap for PMP reporting purposes.

For PMP purposes, the term “firearm” means any weapon that is designed to expel a projectile by the action of an explosive. This is a shortened definition of 18USC921, which contains the definitions used in the chapter of the United States Code dealing with firearms.

The values of firearms seized are not included in PMP. HIDTAs are encouraged to include information about firearms seizures in their Annual Reports, but they may not enter the value of firearms seized into PMP.

FMS.net

Budget data is stored in a software program known as FMS.net (FMS = Financial Management System). The HIDTA budget is tracked in FMS.net, so your HIDTA’s Financial Manager uses FMS.net to constantly track your initiative’s budget balances as award recipients spend their allotted funds. Financial Managers routinely provide initiative commanders reports about the initiative’s remaining funds, and watches for possible shortfalls and leftover funds in your budget accounts. A detailed budget is kept for each initiative, in line item detail. Each initiative is comprised of members from multiple agencies and entities, so an initiative’s budget is detailed enough to show each entity’s portion of the initiative’s budget.

The following is a list of common budget categories.

Note: These budget categories may not align with your agency’s categories. The Financial Manager will reconcile the two accounts.

- Personnel
- Fringe
- Overtime
- Travel
- Facilities
- Services
- Equipment
- Supplies
- Other

Avoid Unused Funds

Keeping up with the awards that fund your initiative is the responsibility of your HIDTA's Financial Manager. Your FM will keep you informed about your initiative's budget balances and will encourage you to spend the oldest money first.

- 📌 **Note:** Your HIDTA Executive Board has the authority to reallocate funds between initiatives, and some executive boards set policies to “sweep” unused, remaining funds from all initiatives' budget accounts after 15 months of availability.

Again, it is important that you establish a good working relationship with your Finance Manager. If you have not already done so, record the name and contact information for your FM:

Financial Manager

Name	Phone
------	-------

QUIZ 2 - Test Your Knowledge

1. In your HIDTA, how do you figure out the status of your budget?

2. What are the four documents that are included in the budget package? _____,
_____, _____ and _____.
3. Who approves the entire budget package before it is sent to ONDCP? _____
4. List one item that is included in the Initiative Description and Budget Proposal.

5. Where is the initiative data recorded? _____
6. When is the budget package due to ONDCP? _____
7. Your Financial Manager will keep you informed about your initiatives budget balances and will encourage you to spend _____ money first.
8. Who has the authority to reallocate funds between initiatives? _____
9. Define drug trafficking organization (DTO).

10. How does a Criminal Operation differ from a DTO?

11. In 2016, my initiative had 3 open DTOs. During the calendar year 2016, DTO #1 was not disrupted or dismantled; DTO #2 was disrupted on three separate occasions; DTO #3 was disrupted one time. Why does PMP only show 2 disruptions/dismantlements for the year and not 4?

Module 3: Key Policies

Learning Outcomes

At the end of this module, you will be able to:

- Recall 3 or more policies that affect all HIDTA participants
- Recall 3 of the criteria for overtime funded by HIDTA
- List 2 or more policy and guidance documents that are critical to an initiative commander or supervisor

Policy Documents

The set of policy documents for HIDTA participants is at minimum:

All HIDTAs

- ***HIDTA Program Policy and Budget Guidance*** January 17, 2017 (known simply as *Program Policy*)
Source: ONDCP.
- ***Uniform Guidance***
Source: OMB (*Note: You do not need to read this document; simply follow instruction based on your HIDTA's financial management practices.*)
- ***PMP Users Guide***
Source: Your PMP Coordinator, or download it from the WebPMP Navigation Pane

Your HIDTA

- Policies created by your HIDTA's Executive Board
Source: Your local administration
- Various agency-created policy documents for each agency's personnel
Source: Each agency

All Commanders

What you need to know: read each of these sections in ***HIDTA Program Policy and Budget Guidance***, January 17, 2017:

- ***HIDTA Program Policy and Budget Guidance*** (known simply as *Program Policy*)
 - Section 3.4.12 Initiative Evaluation
 - Section 4 Composition of Initiatives
 - Section 6.9.2 Overtime
 - Section 6.9.3 Vehicles
 - Section 6.11 Prohibited uses of HIDTA Funds
 - Section 6.16 Rules for confidential expenditures, i.e., purchase of evidence, information, or services
 - Section 8 Property Management
 - Section 10 Program Performance
- ***PMP Users Guide***, updated frequently and posted on WebPMP
 - Before you begin using the WebPMP software, it is recommended that you attend training. Contact the National HIDTA Assistance Center for more information (305-715-7600). HIDTA-specific definitions, practices, etc. must be followed when reporting measureable PMP data. Initiative Commanders must be able to articulate these during third-party audits.

Overtime

Below is a summary of overtime policies. For more information, refer to Section 6.9.2 of the *HIDTA Program Policy and Budget and Guidance*.

- Initiative commanders and supervisors must ensure sufficient overtime records to satisfy the fiduciary or local HIDTA policy for recordkeeping. In general, the overtime records must show:
 - The employee is a member of the initiative (by providing an initiative roster) and the overtime hours were approved (by the supervisor’s signature).
 - The employee worked overtime on case-related enforcement or intelligence support work, or, the employee has written approval from the HIDTA Director for non-investigative or administrative overtime hours.
 - The supervisor must ensure that the employee is not receiving redundant overtime compensation from other sources.
 - The supervisor must make every effort to seek Department of Justice funding of overtime for hours worked on OCDETF-designated cases.
- HIDTA can fund overtime only for state, local, and tribal law enforcement officers and uniformed federal agents that are eligible for overtime from their own agency.
- Non-law enforcement personnel may be eligible if the work is for a HIDTA-funded activity, specifically to support enforcement or intelligence work, and is authorized by written approval of the HIDTA Director.
- Overtime paid by HIDTA funds is limited to 25% of a GS-12, Step 1 salary cap for law enforcement officers (www.OPM.gov: Law Enforcement Schedules and Locality Pay Tables, “Rest of U.S.”), but many local HIDTAs set a lower limit based on limited availability of funds. The 25% of a GS-12 Step 1 salary overtime cap is based on the federal fiscal year and includes OCDETF and other federal funding sources. For example, if the cap is \$15,680 and the TFO has received \$10,000 in OCDETF overtime, the TFO can only be reimbursed \$5,680 with HIDTA funds during the same federal fiscal year. Agencies are liable for reimbursed amounts exceeding the federal cap.
- Overtime to federal employees is not allowed except in special circumstances. Policy specifically allows overtime for uniformed federal employees:
 - U.S. Customs and Border Protection
 - U.S. Forest Service

📌 **Note:** Of particular importance is *Program Policy* Section 6.11: Prohibited Uses of HIDTA Funds. This section has been excerpted and included in this document so that you may avoid requesting funds that are considered to be prohibited.

6.11 PROHIBITED USES OF HIDTA FUNDS

2 CFR Part 200 and Executive Order 13688 contain regulations governing the expenditure of Federal funds. In addition to the disallowable items listed in the regulations, ONDCP will not reimburse funds expended for the following purposes:

1. Clothing or clothing allowances;
2. Food and beverage items;
3. Personal hygiene or medication items, except for: (1) items such as toilet paper, hand-towels, soap, and other items that are standard supplies for an office; and (2) special hygiene products for the mitigation of risks from contact with communicable pathogens or hazardous substances that arise from tasks performed by HIDTA participants (e.g., disinfectant wipes and liquids used after handling persons, evidence, seized materials, or exercising a search warrant);
4. Promotional or representational items (e.g., hats, pins, T-shirts, or other memorabilia);
5. Gifts, except for plaques and other commemorative items not exceeding \$150 awarded to recognize service to a HIDTA initiative(s) or the HIDTA program;
6. Real property;
7. Weapons and holsters;
8. Ammunition;
9. Standard issue departmental-type equipment and uniforms including raid/tactical gear;
10. Professional association or bar dues.

Other Important Policies

All policies are important, but some policies are given special attention within HIDTA, such as these listed below.

HIDTA-funded Equipment

With approval from the Director, HIDTA-funded equipment can be purchased by any one of the HIDTA participating agencies, and is assigned to an initiative – the one that budgeted for its purchase. The initiative commander must keep track of the property and keep it safe and in good working order, but it is always owned by the purchasing agency. This includes maintenance and supplies for the equipment.

Section 8 of the *HIDTA Program Policy and Budget Guidance*) describes how the property can be loaned to other law enforcement agencies for similar uses when it isn't being used by the HIDTA, but essentially, one of the HIDTA initiatives retains it until it is disposed of by the agency that owns it, i.e., the entity that purchased it.

Every HIDTA has its own property management rules to keep track of all HIDTA-funded property.

Use of Criminal Intelligence Data

28 CFR, Part 23 regulates the use of criminal intelligence data. Essentially, this regulation limits the use of criminal intelligence data strictly to criminal investigations only.

You cannot, for example, use criminal databases to research personal acquaintances, neighbors, and such without a criminal investigation underway.

If you are not thoroughly knowledgeable about this regulation, be sure to obtain a copy and adhere to the guidelines.

Protection of Personally Identifiable Information (PII)

The Uniform Guidance (2CFR200) requires all recipients of federal grant funds to protect personal identifiable information at all times.

What is personally identifiable information?

According to the Uniform Guidance PII is “*information that can be used to distinguish or trace an individual’s identity, either alone or when combined*” with other information linked to the individual. Some PII is publicly available, such as a personal first and last name, address, work and home telephone numbers, and educational credentials.

What information is protected?

The following data elements are specifically listed in the Uniform Guidance as protected PII whenever used in combination with an individual's first name or first initial and last name:

- Social security number
- Passport number
- Bank number
- Date and place of birth
- Criminal, medical, and financial records
- Credit card numbers
- Clearances
- Biometrics
- Mother's maiden name
- Educational transcripts

Activity

Answer the questions below after obtaining a copy of *HIDTA Program Policy and Budget Guidance*.

Question	Answer, Section of Program Policy
1. Are soap and other personal hygiene articles allowable expenditures?	<hr/>
2. What is the formula for calculating the limit on how much overtime a HIDTA participant can be paid with HIDTA funds?	<hr/>
3. To whom does the initiative supervisor report lost or stolen HIDTA-funded equipment?	<hr/>
4. Can HIDTA funds be used to provide a vehicle to officers assigned part-time to a HIDTA initiative?	<hr/>
5. Can HIDTA funds be used to fund overtime for administrative personnel for non-investigative work?	<hr/>
6. Can HIDTA funds be used for purchasing weapons, holsters, and ammunition?	<hr/>
7. Can HIDTA funds pay for fuel used in vehicles owned by federal agencies?	<hr/>

Check Points

Before moving on to the next module, make sure you have a good grasp on the following points. Review the material as needed.

- ✓ All HIDTA participants follow the same rules, such as:
 - Spending for overtime must follow the HIDTA program policies on overtime (Section 6.9.2),
 - HIDTA funds cannot be used for food, clothes, and ammunition (Section 6.11), and
 - Initiative commanders must track and safeguard HIDTA-funded equipment (Section 8.9).
- ✓ HIDTA Program Policy (*HIDTA Program Policy and Budget Guidance*) is the key policy document to read, and the Uniform Guidance regulations apply to all non-federal grants and sub-awards.
- ✓ The regional HIDTA Executive Board also sets local policies for your HIDTA participants.
- ✓ HIDTA funds can be used for overtime under very strict rules, such as:
 - Overtime is limited to 25% of the GS-12, step 1 salary,
 - Only overtime for investigation can be funded with HIDTA funds, so the overtime hours must be documented with a case number, and
 - Only employees eligible for overtime from their parent agencies can receive HIDTA funds for overtime.
- ✓ HIDTA Program Policy Section 6.11 addresses prohibited uses of HIDTA funds and should be reviewed.

Module 4: Initiative Commander Responsibilities

Learning Outcomes

At the end of this module, participants will be able to:

- Recall 2 responsibilities of every HIDTA initiative commander or supervisor
- List 1 or more unique initiative commander responsibilities for your initiative type: enforcement, intelligence, management & coordination, or support

Responsibilities of All Initiative Commanders

In this module, we begin by looking at the tasks and responsibilities for HIDTA initiative commanders and supervisors. We start with the tasks and responsibilities that are common to all HIDTA initiative leaders.

📌 Important: After reading the following responsibilities of all initiative commanders, be sure to review the additional responsibilities specific to your type of initiative:

- Enforcement initiative commanders
- Intelligence initiative commanders
- Support supervisors
- Management and coordination supervisors

Manage the team and the work

The Initiative Commander is the team leader or supervisor and manages both the team members and the team's workload, including the processes for accomplishing the work.

Enforcement Commanders, for example, manage the team and its investigations. Intelligence Supervisors manage the initiative members and the workload using standard processes. The supervisor ensures each team member is equipped with tools, equipment, and knowledge to perform the work, in an efficient manner to meet or exceed the initiative's performance expectations. Support initiative supervisors ensure excellence in the support provided to the initiative's clients and ensure survey data and other performance tracking data is collected, recorded, and monitored for excellence. In all of these examples, the Initiative Commander or supervisor acts as a facilitator among HIDTA participants – internal and external to the initiative – to ensure timely and reliable communications occur to expedite all parties' objectives.

Manage the budget

All Initiative Commanders and supervisors are responsible for developing, following, and monitoring the initiative's budget. This requires working closely with the HIDTA Financial Manager; it does not require working with individual agencies participating in your initiative.

Proactively manage the budget in anticipation of future spending needs; contact your HIDTA's FM for all issues and concerns about funding and budgeting.

Safeguard protected personally identifiable information (PII)

All Initiative Commanders and supervisors must follow policies and monitor initiative members' actions regarding safeguarding protected PII and other information deemed necessary by ONDCP.

For example, devices with memory must be treated as storage facilities for potentially confidential information, and as such, must be restricted to authorized personnel and disposed of according to local policies that provide secure destruction of data contained within these devices.

In order to safeguard the data contents, most initiatives follow the security policy set by the initiative's lead agency when devices with memory are sent for repair or upgrade.

Monitor policy compliance

While commanders and supervisors are performing their usual work tasks, they keep a keen eye out for policy compliance by all initiative members. Any circumvention of HIDTA policy must be corrected immediately, to avoid loss of funding from that agency or entity. Multiple sets of auditors review various aspects of every initiative's operations, so be sure to follow all policies and keep documentation when possible to confirm that policy was followed.

Additionally, initiative commanders must ensure 28 CFR Part 23 is followed consistently. Ensure compliance by providing all initiative members a copy of the regulation and provide training, as needed.

Keep accurate records

Many initiative commanders and supervisors delegate recordkeeping responsibility to others, and while that is certainly acceptable, it does not relieve the commander from the responsibility of keeping accurate records. In other words, the commander should spot-check records to ensure the delegate is, in fact, keeping accurate records, as required.

Keep source documents and records secure and available in case you need to authenticate the data during an audit, such as a performance audit of PMP data. Keep abreast of the data definitions in the *PMP Users Guide*, and double-check data entry accuracy.

Follow overtime policies – all of them

There are many policies for HIDTA-funded overtime, and if violated, the employee's parent agency may be required to reimburse the HIDTA funds for unauthorized overtime. The method of tracking overtime varies among HIDTAs and among different types of initiatives. Enforcement and intelligence initiative members generally work overtime because HIDTA funding for overtime is available only to work related to investigations, but exceptions can be made with local approval and approval by ONDCP.

Keep track of property and equipment assigned to your initiative

Property and equipment, for HIDTA purposes are items that have an initial purchase price of \$5,000 or more and also have longer than a one year expected life. Items not meeting both of these criteria are considered supplies, and do not require tracking item by item. However, many HIDTAs set local policies to treat certain lower-priced items as though they are property and equipment, if they are at high risk for loss, theft, or damage, e.g., GPS devices, cell phones, digital cameras, etc.

Many HIDTAs keep a central property log to keep track of property assigned to its initiatives, but the agency that purchases the property is responsible for maintaining complete inventory records.

Enforcement Initiative Commanders

In addition to the previously discussed tasks and responsibilities, Enforcement Initiative Commanders have the following additional tasks and responsibilities.

Foster collaboration and innovative strategies

With the variety and depth of knowledge and experience among the initiative members, the commander is in a prime position to receive innovative ideas and develop collaborative strategies to accomplish its mission. HIDTA Enforcement Commanders keep an open door policy and are actively engaged in current cases and develop, discuss, and approve operational plans.

Coordinate regional investigations

The Enforcement Commander coordinates multiple local, statewide, regional, national, and international investigations. The targets are high-impact, targeting drug trafficking corridors and distribution centers, so each success is impactful and each case is high risk to officer safety.

Enforcement Commanders ensure all initiative members are adequately trained and fully briefed on all aspects of the case management and initiative protocol – for efficiency, for effectiveness, and for officer safety.

Keep executive management informed

Although the HIDTA Director is not allowed, by program policy, to participate in the day-to-day operations of enforcement activities, the commander should report outcomes and discuss shifts in strategies with the HIDTA Director and or the local Fiscal Committee.

Require 100% deconfliction for all events

All HIDTAs require 100% deconfliction for case-related events such as buys, buy/bust events, no-knock warrants, take-downs, etc. Event deconfliction is critical to officer safety as well as prudent case management to avoid overlap of effort or spoiling one another's investigation.

Deconflict elements of investigation cases

In addition to event deconfliction, enforcement initiatives also require a minimum set of investigation elements to be deconflicted, such as people and places – at several points over the life of the investigation – to look for connections and work products of other investigators inside and outside of the HIDTA program and outside of your HIDTA region. Examples of data elements in most investigations are people, places, things, vehicles, and weapons. Your HIDTA's Investigative Support Center (ISC) or intelligence initiative can perform these checks quickly, and re-check for updates as the investigation progresses.

Monitor overtime for policy compliance

Recall there are many detailed policies for HIDTA funds being used for overtime, and you need to know all of them – before allowing initiative members to work overtime hours. The employee’s parent agency must pay for unauthorized overtime cost.

As the initiative commander, you need to verify some areas of overtime policy, and the employee’s parent agency will provide the remaining information as it processes payroll records and eventually invoices the HIDTA program for reimbursement. The parent agency invoicing the HIDTA program must certify that all overtime policies are met, and you will provide the information tracked at the HIDTA.

Sample method for tracking overtime

As officers join your initiative, find out general information about the officers as you add their name and parent agency to your initiative’s roster. Remember to safeguard personal information.

Is this initiative member eligible for overtime?

Verify which initiative members are eligible and ineligible for overtime from their parent agencies – recall they must be eligible for overtime from their parent agency to be eligible for overtime reimbursement from HIDTA funds. Surely, you will keep the roster current, tracking all other information in the same spreadsheet. The sample below shows only the columns related to overtime.

Sample Roster

Name	Agency	Eligible for OT by Parent Agency?	Full or Part Time to Initiative	Admin or Officer
Keller, Erik	MDPD	Yes	FT	O
Desmond, Derrick	DEA	No	FT	O
Harper, Steve	FCSO	Yes	FT	O
Smith, B. J.	FCSO	No	PT	A
Callaghan, John	MDPD	Yes	FT	O
Russo, Mike	APD	Yes	FT	O
Stapleton, Carlos	ICE	No	FT	O
Diaz, Edmundo	FHP	Yes	FT	O
Williams, Ed	FHP	Yes	FT	O

Remember to take into consideration the following questions regarding overtime:

Is the overtime for this officer within the limit?

There is a limit on the HIDTA-funded overtime each officer can receive, and it is based on the GS-12 pay scale, which changes from year to year. Ask your Financial Manager the amount of the current limit. Overtime from all federal sources must be within this cap (See *Program Policy* 6.9.2.4)

Is the overtime case related?

HIDTA funded overtime must be case-related, in support of an investigation or the intelligence initiative. If the overtime is for non-investigative personnel, prior written approval from the HIDTA Director is required.

Is OCDETF funding available for this case?

Once a HIDTA case becomes eligible for Organized Crime Drug Enforcement Task Force (OCDETF) funding, overtime costs for the investigation should be requested from the Department of Justice, so that DOJ funds are used prior to using HIDTA funds. This is not retroactive, but rather, when you confirm OCDETF designation of the case, and you have an OCDETF case number, the officers' parent agencies should pursue reimbursement from the DOJ from that point forward.

Activity

Ask your Financial Manager the following:

1. What is the current overtime limit in dollars? _____

2. Can you provide an anticipated future date when this limit is expected to change?

3. Are there currently any OCDETF cases?

4. Are there any other overtime funding sources being used?

Track overtime hours/amount used

Many Enforcement Commanders delegate the tracking of overtime hours to others, i.e., the officers or the officers’ parent agencies track the amount of HIDTA funded overtime provided year to date.

However, as a precaution against working unauthorized overtime, many Initiative Commanders track the cumulative amount used or delegate the task to others. Your HIDTA’s Financial Manager will provide you guidance on your HIDTA’s local practices for tracking each officer’s overtime amount used.

Validate time reports, including overtime justification

In general, timekeeping for enforcement initiative members typically includes the following, and the commander validates each time report’s data with his or her signature.

- Each member is assigned to the initiative, e.g., keep a current initiative roster, in case it is requested
- The reported regular and overtime hours worked are accurate.
- Overtime hours were for case-related work, e.g., indicate the case number or case identifier for all overtime hours.
- Availability of OCDETF funding was considered and found not to be available for the case(s) where overtime hours occurred.

Therefore, at the end of each pay period, the Initiative Commander may have a single spreadsheet that tracks all of the data to which he or she can be accountable to know (*see example below and remember the rules about protecting personal information*).

To save time, the current roster can include tracking columns to provide a summary of each pay period’s overtime.

Roster Expanded at End of Each Pay Period to Certify Overtime

Pay Period: (Date)_____

Name	Agency	Eligible for OT by Parent Agency?	Assigned Full or Part Time	Admin or Officer	OT Hours this Period	Description or Case Number(s)	OCDETF Case? Funds?
Keller, Erik	MDPD	Yes	FT	O	3.5	45-99206	N
Desmond, Derrick	DEA	No	FT	O	6.0	45-99206	N
Harper, Steve	FCSO	Yes	FT	O			
Smith, B. J.	FCSO	No	PT	A			
Callaghan, John	MDPD	Yes	FT	O	9.0	45-99206	N
Russo, Mike	APD	Yes	FT	O	4.25	45-99206	N
Stapleton, Carlos	ICE	No	FT	O			
Diaz, Edmundo	FHP	Yes	FT	O	5.0	45-99310	N
Williams, Ed	FHP	Yes	FT	O	5.0	45-99301	N

Intelligence Initiative Commanders

The intelligence and information sharing initiative may be a single initiative or a group of initiatives with one central location and one or more remote locations – each HIDTA designs its intelligence and information sharing operations. Section 5.3 of the *HIDTA Program Policy and Budget Guidance* describes the services and activities of intelligence initiatives provide, but generally the activities can be considered as either

- Deconfliction
- Analytical services to support investigations (intelligence products using tools such as PenLink or i2; case support).

Deconfliction

Deconfliction is a critical function for all HIDTAs, and the HIDTA Program Policy specifies minimum requirements for case/subject deconfliction.

Event deconfliction is the advanced cross-checking of planned events to avoid danger or interruption to another drug case's activities. For example, before carrying out a planned drug raid at 1401 Westside Street, the ISC analyst cross-checks the collective intelligence databases for possible conflicts with other cases' planned activities and other agency operations. Finding a surveillance squad staked out one block away, the intelligence and information sharing initiative advises the task force commander to cancel or postpone the raid until the surveillance conflict can be resolved. In addition to the commander tasks discussed earlier, intelligence initiative commanders have these additional responsibilities.

Similarly, case/subject or target deconfliction also strives to avoid possible conflicts between cases and subjects under investigation.

For example, suppose a task force is opening a new case. The investigator submits the various information about the case to the ISC case and subject deconfliction. The agent likely submits information about the subject (driver's license number, name and birth date, etc.); information about the vehicle each subject drives; or information about the subjects' residences or other locations at which they are known to frequent. The deconfliction request may reveal another agency already working the location or subject, or the vehicle may be linked to another subject an unrelated case.

All types of deconfliction serve to reduce duplication, leverage intelligence activities, and promote officer safety.

Each HIDTA Executive Board adopts an established deconfliction system to provide online case/subject/target and event deconfliction services to law enforcement agencies within their HIDTA region.



Program Policy: Refer to Section 5.3.6 in the Program Policy for more information about deconfliction. For example, Program Policy requires that the intelligence initiative provides deconfliction no less than eight hours per day, five days a week, with a same-day response time. Program Policy further encourages HIDTAs to provide 24/7 event deconfliction service with immediate response time.

Monitor processing of requests

Each intelligence initiative has a defined process for authorizing and accepting requests for deconfliction and analytical services. The Initiative Commander must ensure the process is followed and only authorized users are provided service. Proper handling of requests ensures compliance with both 28 CFR Part 23 as well as the Uniform Guidance regulation for protecting personally identifiable information (PII).

Keep in mind an important part of the defined process is to deliver data results in a secure manner to the requestor.

Foster information sharing within the law enforcement community

The intelligence initiative is often co-managed by a federal and a non-federal commander, with many benefits, including the ability to foster, encourage, and coordinate the sharing of information and intelligence data among HIDTA participants.



Program Policy: Sections 5.4.4 and 5.5.3 describe the coordination efforts of intelligence initiatives, and Section 5.6 describes the limits for disseminating intelligence information.

Update the Watch Center 311 list twice annually

The intelligence initiative commander must provide a current Watch Center 311 list to the National HIDTA Assistance Center (NHAC) twice each year. Provide this by posting it directly to the HIDTA Resources Management System (HRMS) or by sending it to the HRMS systems administrator at the NHAC.

When a HIDTA has multiple intelligence initiatives, the responsibility is designated to one intelligence initiative such as the ISC.

Conduct performance management surveys

You learned about initiatives recording performance data to demonstrate the HIDTA's accomplishments. One important performance measure for intelligence initiatives is client feedback on the intelligence initiative's services.

Essentially, the commander delegates an initiative member to send out emails to the intelligence center's clients with links to online surveys. Two different online surveys are used, depending on the services the intelligence initiative provided.

- **Case Agent Satisfaction** – survey to case agents about the case support provided by the ISC such as charts, graphs, toll analysis, etc.

- **Strategic Products** – survey to senior level law enforcement executives about the usefulness of intelligence products such as the regional Threat Assessment or HIDTA strategy documents.

Your HIDTA's PMP Coordinator will provide more information about how this is accomplished at your HIDTA.

Monitor overtime for policy compliance

Intelligence and enforcement initiatives are the allowable users for HIDTA-funded overtime, i.e., overtime must be for investigation purposes. Many rules apply, and the commander must be sure the overtime worked is for the purpose of a HIDTA case.

Before paying for overtime hours, the grant recipient must have certification that all policies are followed. Some of the information required for overtime during each pay period is provided by the employee's parent agency, and some of the information must be provided and verified by the Initiative Commander.

Your HIDTA Financial Manager can tell you more about the timekeeping data you must track and certify with your signature each pay period. To see a sample of how a commander might manage overtime tracking, see the discussion for enforcement initiative commanders' overtime tracking.

Activity

1. Identify intelligence and information sharing initiatives at your HIDTA.

2. List the services the intelligence and information sharing initiative provides.

3. Who maintains the 311 list at your HIDTA?_____

4. How is the 311 list submitted to the National HIDTA Assistance Center (NHAC)?

5. Locate forms, standards, sources and processes for performing deconfliction at your HIDTA.

Support Supervisor Responsibilities

When the support initiative includes activities to provide training to HIDTA participants, the HIDTA's Training Coordinator performs the management tasks related to training services. Four types of training are provided:

- Enforcement
- Analytical
- Management
- Demand Reduction

Conduct performance management surveys

You learned about initiatives using the WebPMP software tool to collect data about each initiative's accomplishments, or performance measures. One important performance measure for support initiatives that provide training services is the client feedback survey.

Essentially, the support initiative supervisor or the Training Coordinator records all training attendees in the HIDTA Online Training Tracker or HOTT system provided by the National HIDTA Assistance Center, which generates emails (see sample below) six months after each training event, with a link to the online survey.

NHAC Email with Survey Link

The Office of National Drug Control Policy is interested in your comments regarding the training you received in partnership with the HIDTA Program. Please take a few moments and answer this short 2 question evaluation. Your feedback is important to us.

We are requesting you evaluate Camtasia Studio and Snagit Training conducted by the Tech Smith for National HIDTA Assistance Center HIDTA.

Please click the link below to begin the survey. Your results are anonymous.

If you have any questions or concerns about the class please contact the National HIDTA Assistance Center HIDTA Training coordinator, Gladys Sosa at gmsosa@nhac.org

Thank You.

<http://www.nhac.org/SurveySite/SurveyPage.aspx?LMSID=29236AEF-6561-4FEC-966B-987F347356B5>

Gladys Sosa
Training Coordinator
National HIDTA Assistance Center

After clicking on the link, the following survey questions appear:

This evaluation is sent to you regarding the training you received in partnership with the High Intensity Drug Trafficking Area program within the last 6 months. For performance management purposes, please answer these 2 short questions regarding your use of the knowledge, skills and/or abilities:

1. Did the course improve your knowledge, skills or abilities needed to perform your job?
 - a. Yes
 - b. No

2. Since the completion of this course, have you used the knowledge, skills or abilities you acquired in the training?
 - a. Yes
 - b. No

Management and Coordination Supervisors

Management and coordination initiatives are often led by the HIDTA Director with the assistance of one or more unit managers for the day-to-day supervision. Regardless of how responsibilities are divided, the initiative is responsible for these critical duties.

Policy distribution

Leadership of the management and coordination initiative is responsible for distributing all changes to policies that affect HIDTA participants such as local policies implemented by the HIDTA Executive Board and program policy when released by the ONDCP.

Financial management and coordination of funds

The HIDTA Director is responsible for oversight of the HIDTA's budget and ensuring compliance with HIDTA program policy in all activities.

The complexity of the HIDTA budget – with multiple initiative budgets – requires the director to rely on others to perform the daily activities and the Director reviews and approves transactions that affect each initiative's budget.

The HIDTA Financial Manager submits reprogramming transactions to the budgeting system, monitors the budget status of each initiative and each grantee, and so forth.

The HIDTA Executive Board often has a standing fiscal committee that guides the planning for upcoming funding needs, and the preparation of the HIDTA's annual budget package.

Check Points

- ✓ All Initiative Commanders ensure cost-effective, efficient activities and services; all ensure policy compliance of initiative members.
- ✓ Enforcement Commanders coordinate multiple local, statewide, regional, national, and international investigations, and ensure 100% event deconfliction. They ensure PMP data is accurately tracked and reported to demonstrate the initiative's accomplishments.
- ✓ Commanders over intelligence initiatives foster information sharing with the law enforcement community by performing deconfliction, by providing intelligence products using tools such as PenLink or i2, case support, and ensure criminal intelligence is protected and handled according to 28 CFR Part 23. Other key tasks include maintaining a current Watch Center 311 List, monitoring overtime eligibility and limits, and gathering and recording PMP data.
- ✓ Support initiative supervisors that manage training activities ensure post-training surveys are processed and recorded as part of the performance data required by PMP.
- ✓ Supervisors and managers within the management and coordination initiative distribute policy changes and handle the fiscal management transactions for the HIDTA.

Resources

Appendix: *HIDTA Program Policy and Budget Guidance*, January 17, 2017

Additional Resources

[Center for Task Forces Training](#) (free training and other resources, including 28 CFR Part 23)