



Agency Priority Goal Action Plan

Disrupt Drug Trafficking to Curb Illicit Drug Use

Goal Leader:

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Overview

Goal Statement

Drug abuse is both a public safety and public health challenge – leading to drug trafficking gang violence, illicit drug abuse and death. In 2016, there were 63,632 overdose deaths. Nearly 67% of those deaths were from opioids. The opioid epidemic affects a broad cross-section of the United States population without regard for age, gender, race, ethnicity, or economic status. Living in a rural, suburban, or urban jurisdiction does not insulate an individual from ravages of the opioid epidemic.

By September 30, 2019, the Department of Justice will: Increase the number of disruptions and dismantlements of Transnational Criminal Organizations (TCOs) to 402; complete 2,785 scheduled diversion investigations; increase the number of diversion criminal cases initiated to 1,725. FY 2018 will serve as a baseline, for the Department's new TCO measure.

Milestones: The Drug Enforcement Administration (DEA) will continue ongoing efforts to implement its Threat Enforcement Prioritization Process (TEPP). The TEPP proactively manages enforcement performance (activities, outcomes and resources) allowing for greater accountability. TEPP enhances DEA's ability to identify evolving threats, prioritize its response, evaluate success, and report on its effectiveness in a more, timely manner. TEPP shifts DEA's performance from a quantitatively-based approach to a more qualitative, results oriented approach that focus and reports on community-based, environmental outcomes.

- By 2018, 33% number of DEA Field Division fully transitioned to TEPP
- By 2019, 66% number of DEA Field Division fully transitioned to TEPP

Overview cont.

- **Challenges**

- The proliferation of synthetic drugs requires additional analytical resources in order to accurately identify and schedule the compounds.
- Continued high levels of heroin abuse continue to put a strain on Department resources, particularly in terms of need for additional outreach and education.
- Increased diversions of pharmaceutical drugs create a challenge for prosecution, as the process is extremely technical, time-consuming and document intensive.
- “Going Dark” impacts the Department’s ability to investigate crimes and collect evidence on the operations of drug trafficking organizations and their members.
- Increased use of the dark web and cryptocurrencies challenge the Department’s ability to identify and intercept the distribution of illegal narcotics, and affiliated money laundering.
- Globalization continues to create challenges as the location of Consolidated Priority Organization Targets (CPOTs) and other drug traffickers in foreign countries requires increased focus on extradition and international intelligence sharing agreements.

- **Opportunities**

- To continue extensive collaboration with DOJ components, agencies of the U.S. Federal Government, international, state and local partners in order to achieve results.
- To expand technical capabilities to disrupt and dismantle drug trafficking organizations.

Leadership and Partners

Core Leadership Team:

- Organized Crime Drug Enforcement Task Forces (OCDETF)
- Drug Enforcement Administration (DEA)

Other Participating Components:

- Office of Justice Programs (OJP)
- Criminal Division (CRM)
- United States Attorneys' Offices (USAO)
- Federal Bureau of Investigations (FBI)
- Alcohol, Tobacco, Firearms and Explosives (ATF)
- U.S. Marshals Service (USMS)

Other Federal Agencies:

- Health and Human Services
- Treasury
- Labor
- Postal Service
- State
- Homeland Security

Stakeholders:

- State and local partners
- The public

Goal Structure & Strategies

Strategy: Identify and disrupt organized crime and drug networks

- Dismantle entire drug networks by targeting and prosecuting drug trafficking organizations' leadership and seizing the profits that fund drug operations through coordinated efforts to disrupt the traffickers' financial dealings and to dismantle the financial infrastructure that supports these organizations. OCDETF investigations strive to determine connections among related investigations in order to identify and dismantle the entire structure of the drug trafficking organizations, from international supply and national transportation cells, to regional and local distribution networks.

Strategy: Enforce drug trafficking laws including opioid-related health care fraud to reduce addictions and deaths

- Develop and transition to an effective method of evaluating DEA's work, accomplishments, and impact on public safety and the lives of individuals within the most at risk communities. The Threat Enforcement Prioritization Process (TEPP) increases DEA's ability to report the impact of DEA's efforts and balance quantitative metrics (statistics) with qualitative assessments of the impact of casework within communities. Moreover, it represents a change by DEA to a strategic and contextual management and reporting system that is consistent with transitions already implemented by the Department.

Summary of Progress – FY 2018 - 2019

The Department of Justice partially met its two-year targets for the Disrupt Drug Trafficking to Curb Illicit Drug Use Priority Goal. The ‘Drug Trafficking’ Priority Goal tracked three performance measures throughout FY 2018 – 2019. Two of the three performance measures exceeded their two-year targets. As part of the goal, the Department also tracked and demonstrated progress in the implementation of the Threat Enforcement Prioritization Process (TEPP).

- Number of disruptions and dismantlements of TCOs was a new performance measure, established in FY 2018. Due to the newness and complexity of the measure, the Department has set only annual targets. The intent of this measure is to increase the overall sum of disruptions and dismantlements of TCOs each fiscal year.

The initial target estimate was 402 disruptions and dismantlements conducted in FY 2019. However, based on past performance, the Department adjusted its annual target from 402 to 374.

The Department exceeded its revised target to increase the number of disruptions and dismantlements of TCOs carried out each fiscal year, to 374, with 416 investigative outcomes in FY 2019. The Department achieved 92% of its annual target (380) for FY 2018, with 348 disruptions and dismantlements completed.

- The initial target for annual number of scheduled diversion investigations completed by DEA, was 2,785 by the end FY 2019. However, in light of past performance – DEA achieved 87% of its FY 2018 target – and successive adjustments in policy, the DEA Diversion Control (DCD) established a more realistic target of 1,441 for FY 2019.

DEA achieved 92% of its revised target to increase the number of scheduled diversion investigations completed annually, to 1,441, with 1,329 investigations completed in FY 2019. The DCD modified the FY 2019 Scheduled Investigation Work Plan to create flexibility in conducting investigations of DEA registrants. The modified work plan enables the field to aggressively address the identified threats and concerns within each division. DCD's work plans continue to enable operational flexibility, therefore at times higher-priority investigations involving criminal and regulatory violators take precedence over scheduled investigations.

- DEA exceeded its target to increase the number of diversion criminal cases initiated each year, to 1,725, with 1,850 investigations completed in FY 2019. DEA exceeded its annual target for FY 2019 by 7%, or 125 cases. DEA exceeded its annual target for FY 2018 by 9%, or 153 cases.

Summary of Progress – FY 2018 - 2019

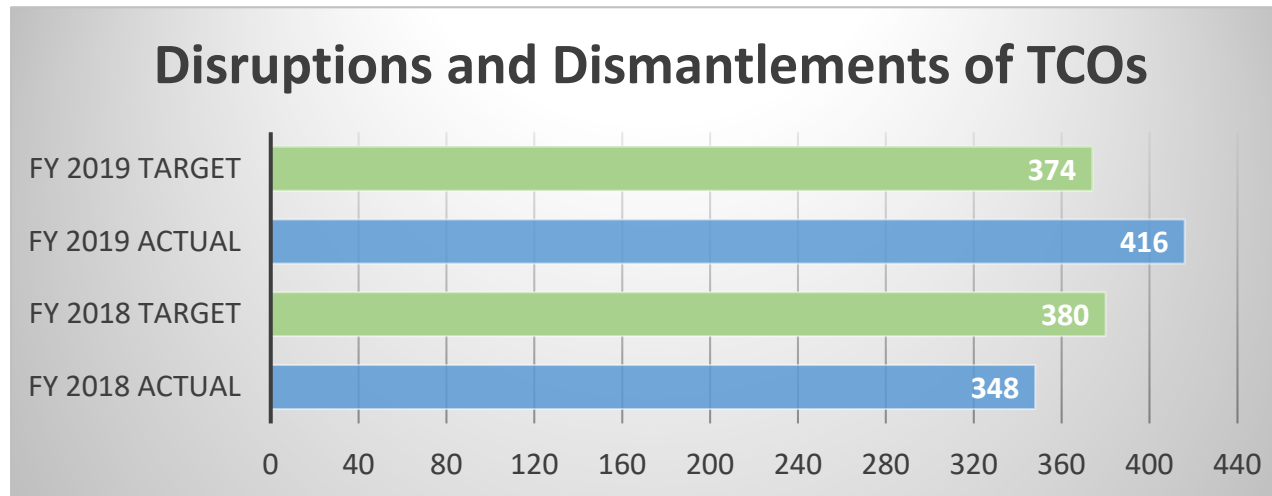
- The scheduled implementation of DEA's Threat Prioritization Enforcement Process (TEPP) was completed (100%) in Q1-FY 2019.

Although the milestone is complete, key elements of TEPP will continue – including Threat Identification and Threat Mitigation Plans and Impact Statements. The detailed level of reporting has been adjusted to reflect the next phase of TEPP to allow DEA the opportunity to evaluate the impact on performance. Although the milestone is complete, key elements of TEPP will continue – including Threat Identification and Threat Mitigation Plans and Impact Statements. The detailed level of reporting has been adjusted to reflect the next phase of TEPP to allow DEA the opportunity to evaluate the impact on performance.

Disrupting drug trafficking and curbing illicit drug use remains one of the Agency's top priorities. DOJ will continue with a 'drug trafficking' priority goal, however for the FY 2020 – 2021 cycle, the goal will focus specifically on combating the opioids crisis.

Performance Measures

Performance Measure: Number of disruptions and dismantlements of Transnational Criminal Organizations (TCOs) [OCDETF]



- The number of disruptions and dismantlements of TCOs was a new performance measure, established in FY 2018.
- Due to the newness of this measure and the complexity of these investigations, OCDETF did not set quarterly targets; only annual targets. The intent of this measure is to increase the overall sum of disruptions and dismantlements of TCOs each fiscal year. The initial target estimate was 402 disruptions and dismantlements conducted in FY 2019. However, based on past performance, OCDETF adjusted its annual target from 402 to 374.
- The Department exceeded its revised target to increase the number of disruptions and dismantlements of TCOs carried out each fiscal year, to 374, with 416 investigative outcomes in FY 2019. The Department achieved 92% of its annual target for FY 2018.

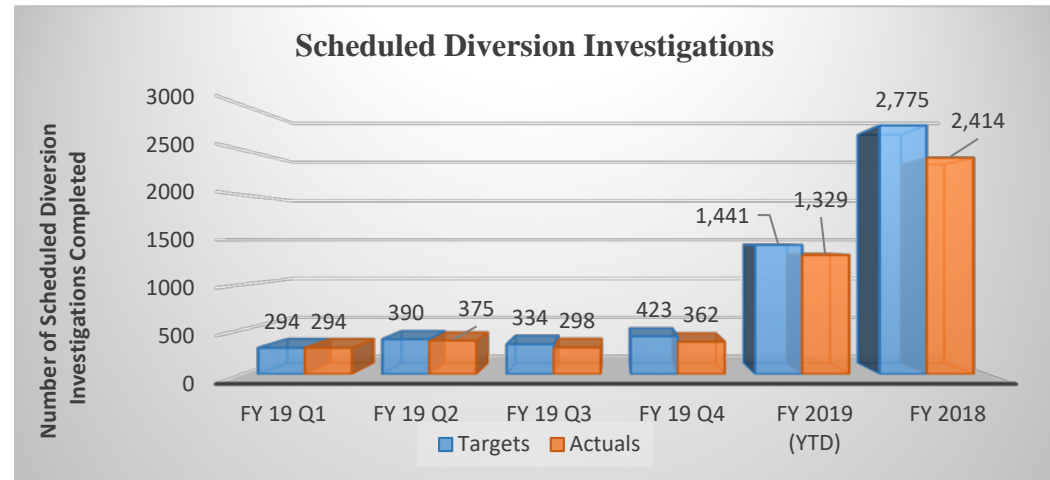
Performance Measures

Performance Measure: Number of Scheduled Diversion Investigations [DEA]

Historical Data

| Fiscal Years | Actuals |
|--------------|---------|
| FY 2014 | 4,937 |
| FY 2015 | 4,151 |
| FY 2016 | 4,079 |
| FY 2017 | 2,684 |
| FY 2018 | 2,414 |
| FY 2019 | 1,329 |

Progress Updates – Q4/FY 2019



- The intent of this measure is to increase the number of scheduled investigations completed each year. The initial target for annual number of scheduled diversion investigation completed by DEA, was 2,785 in FY 2019. However, in light of past performance – DEA achieved 87% of its FY 2018 target – and successive adjustments in policy, the DEA Diversion Control Division (DCD) established a more realistic target for FY 2019 (1,441). DEA's FY 2019 target still emphasize preventing and targeting the diversion of opioid-related drugs through the 360 Initiative, which aligns with the President's Executive Order.
- DEA achieved 92% of its revised target to increase the number of scheduled diversion investigations completed annually, to 1,441, with 1,329 investigations completed in FY 2019. DEA completed 362 diversion investigations in Q4 FY 2019 - 86% of its quarterly target. The DCD modified the FY 2019 Scheduled Investigation Work Plan to create flexibility in conducting investigations of DEA registrants. The modified work plan enables the field to aggressively address the identified threats and concerns within each division. DCD's work plans continue to enable operational flexibility, therefore at times higher-priority investigations involving criminal and regulatory violators take precedence over scheduled investigations.

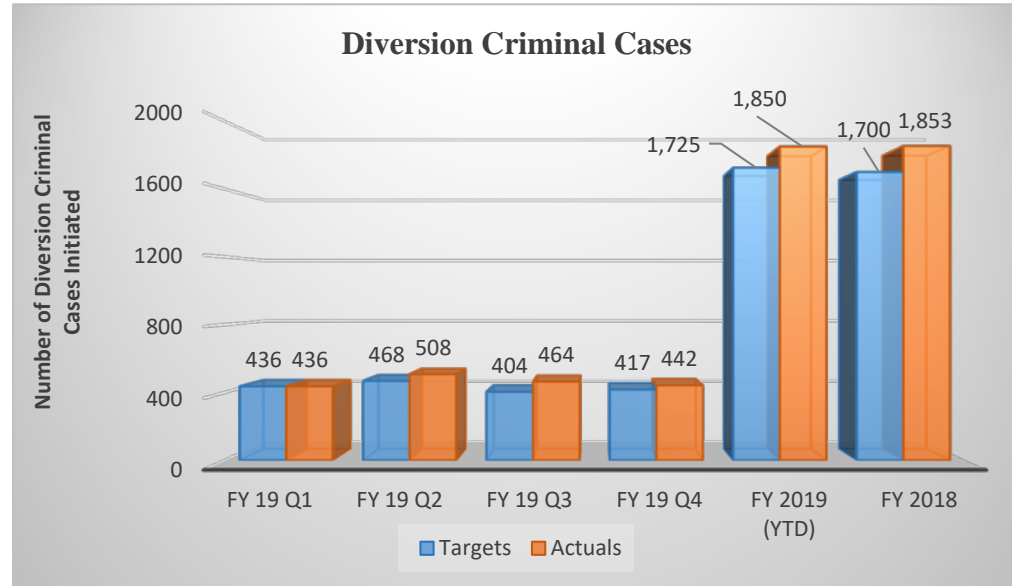
Performance Measures

Performance Measure: Number of Diversion Criminal Cases Initiated [DEA]

Historical Data

| Fiscal Years | Actuals |
|--------------|---------|
| FY 2014 | 1,965 |
| FY 2015 | 1,713 |
| FY 2016 | 1,748 |
| FY 2017 | 1,729 |
| FY 2018 | 1,853 |
| FY 2019 | 1,850 |

Progress Updates – Q4/FY 2019



- DEA provides the data for Number of Diversion Criminal Cases Initiated. The measure has quarterly and annual targets.
- DEA exceeded its target to increase the number of diversion criminal cases initiated each year, to 1,725, with 1,850 investigations completed in FY 2019. DEA exceeded its annual target by 7%, and its quarterly target by nearly 6%, or 25 cases.

Key Milestones

- The Threat Enforcement Prioritization Process (TEPP) was developed to address DEA's pressing need for an effective way to evaluate and report its work and accomplishments. To that end, TEPP has established the following quarterly activities and indices as evidentiary determinants of its success and ongoing progress toward the attainment of its transactional, evaluative and reporting capabilities. By 2018, 33% of DEA Field Division fully transitioned to TEPP; 66% by 2019.
- The scheduled implementation of DEA's Threat Prioritization Process (TEPP) was completed (100%) in Q1-FY 2019.

| Milestone Summary | | | |
|--|--------------------|------------------|---|
| Key Milestone | Milestone Due Date | Milestone Status | Comments |
| <u>Threat Identification</u> – helps field offices think about and define their operating environment and their ability to pursue the Mission, within it. All Offices, Regions or Divisions fully transitioned to TEPP are required to complete and submit their Threat Identification forms on or before November 1, 2017. | Q1, FY 2018 | Complete | This is the first update for this milestone. In Q1 FY 2018, 8% of DEA Field Division and/or Foreign Offices fully transitioned to TEPP. DEA remains on track to fully transition 33% of the DEA Field Divisions to TEPP, by the end of 2018. |
| <u>Threat Mitigation Plans</u> – provides each field office with the necessary guidance by which to outline their enforcement goals, strategies and unique indices in response to each threat that the office has identified. These plans are the road map for prioritized action and the initiation of tactics or actions designed to isolate, contain or further evaluate the trafficking organization in terms of the resources or collaborative effort needed to mitigate its threat(s). | Q2, FY 2018 | Complete | The deadline for the submission of TEPP Threat Mitigation Plans was extended to February 23, 2018 in order to ensure greater compliance and sufficient time for Field Offices to include tangible statistics, predictive measures and targeted goals that directly correlate to the mitigation of the threat(s) and define successful impacts on communities in their respective Areas of Responsibility (AORs). As a result, All Field Offices successfully submitted TEPP Mitigation Plans inclusive of the more rigorous standards, on time, in compliance with the adjusted Q2 deadline, and the April 30, 2018 (Q3) deadline for the submission of TEPP Mid-Year Impact Statements remains unaffected. DEA continues to be on track to fully transition 33% of DEA Field Divisions to TEPP, by the end of FY 2018. |

Key Milestones Cont.

| Milestone Summary | | | |
|--|--------------------|------------------|---|
| Key Milestone | Milestone Due Date | Milestone Status | Comments |
| <u>Biannual Impact Statement (Mid-Year)</u> – includes an analysis of the degree to which field offices, Regions or Divisions have achieved goals, implemented strategies, deployed tactics and attained success pursuant to the unique indices outlined for the concurrent year. | Q3, FY 2018 | Complete | In Q3 FY 2018, all of the Field Offices provided their Biannual Impact Statements (Mid-Year) on time. During this period, there were a few delayed responses, but all submissions were reviewed and accepted consistent with the adjusted timelines established in the Q2. Since the Louisville Division came on line January 2018, they were given an extension; in lieu of a Mid-Year Impact Statement, they will provide an end-of-year Impact Statement in Q4. Since Omaha is a new Division – officially dedicated on July 8, 2018 – it has not initiated their TEPP implementation protocols so far, however DEA expects it will be fully TEPP compliant by the end Q1 FY 2019. The Omaha Division is expected to sufficiently meet all of the TEPP requirements for FY 2019. |
| <u>Threat Mitigation Plans</u> – provides each field office with the necessary guidance by which to outline their enforcement goals, strategies and unique indices in response to each threat that the office has identified. These plans are the road map for prioritized action and the initiation of tactics or actions designed to isolate, contain or further evaluate the trafficking organization in terms of the resources or collaborative effort needed to mitigate its threat(s). | Q1, FY 2019 | Complete | In the fourth quarter of FY 2018, all of the Field Offices provided their Biannual Impact Statements (End-of-Year) on time, including the Louisville Division which came on line in January 2018. Although the Omaha Division – a new division, officially dedicated on July 8, 2018 – did not fully implement TEPP in FY 2018, it is now on track to be fully TEPP compliant by the end of the first quarter in FY 2019. As such, DEA met all of the TEPP requirements for FY 2019. |

Data Accuracy and Reliability

Disruptions and dismantlements of TCOs

- Data for the number of disruptions and dismantlements of TCOs is maintained within the OCDETF Management Information System. Due to the newness of this measure and the complexity of these investigations, OCDETF has set annual targets rather than quarterly goals. The intended result is to increase the overall sum of disruptions and dismantlements of transnational criminal drug trafficking organizations each fiscal year. Data for this measure is obtained through required reporting forms that must be submitted throughout the year.

Diversion Investigations and Cases

- Scheduled investigations serve as a deterrent to diversion through the continuous evaluation of registrants' record keeping procedures, security, and general adherence to the CSA. Full in-depth investigations shall be conducted every three years. Registrants that fall under a scheduled investigation are: Controlled Substance importers, exporters, manufacturers, distributors, reverse distributors, narcotic treatment programs, pharmacies, researchers and Listed Chemical manufacturers, distributors, importers and exporters.
- The Diversion Investigator and the field office Group Supervisor (GS) are tasked to ensure that timely and accurate reporting is accomplished as the registrants investigative status change occurs. Both GS and the Diversion Program Manager (DPM) have the ability to view the report of ongoing and completed Regulatory Investigation actions for their office/division at any time during the quarter or at the quarter's end, since the actions are in real-time. The content of the quarterly reports is restricted to Regulatory Investigative action on controlled substance/chemical registrants and makes no mention of budgetary information. Timeliness is not considered a limitation since the data is collected as the change in the status of the investigation occurs.