



# National Drug Control Strategy

FY 2009 Budget Summary

The White House

February 2008





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# **I. Executive Summary**

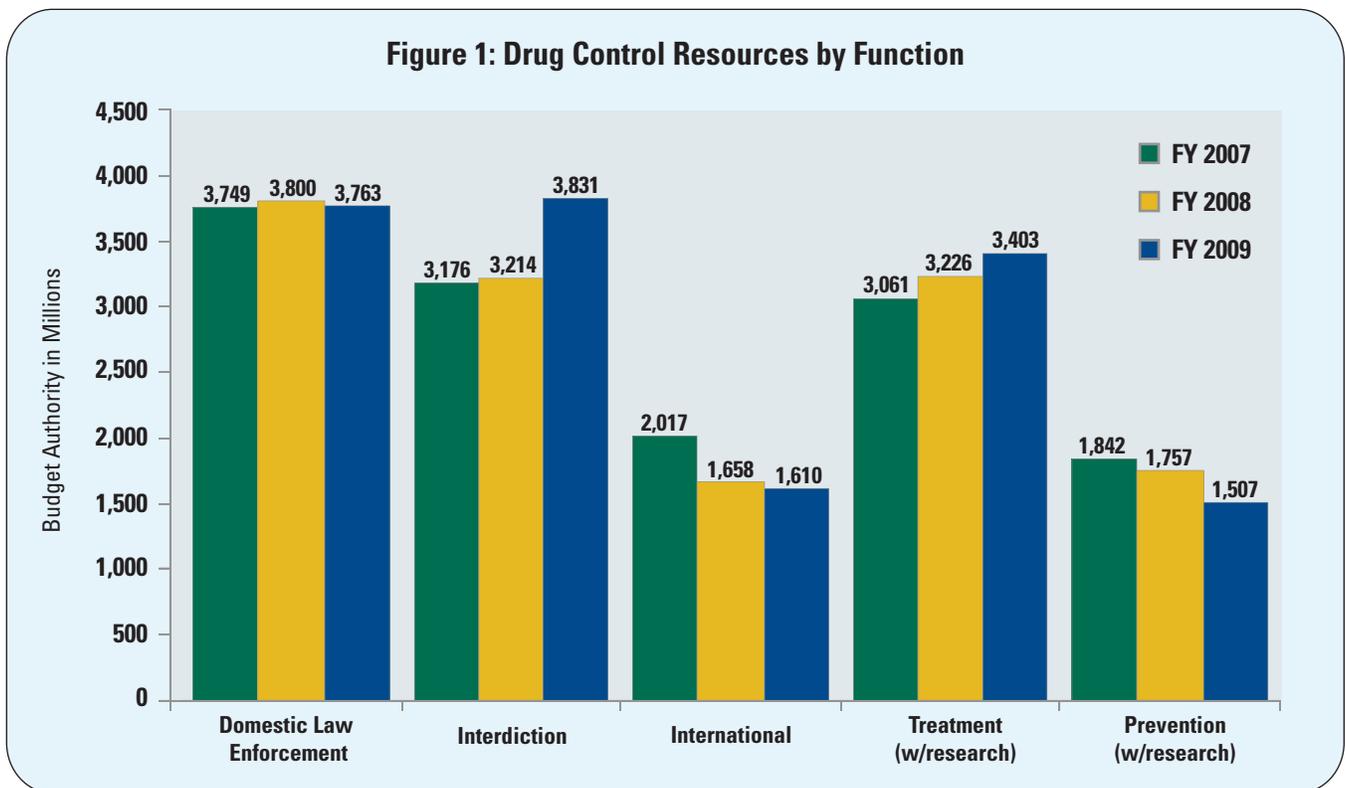


The National Drug Control Budget Summary identifies resources and performance indicators for programs within the Executive Branch that are integral to the President's National Drug Control Strategy. The Strategy, which is the Administration's plan for reducing drug use and availability, is based on three pillars: (1) Stopping Use Before It Starts, (2) Healing America's Drug Users, and (3) Disrupting the Market for Illicit Drugs. In Fiscal Year 2009, the President requests \$14.1 billion in support of these key elements. This request demonstrates a balanced approach to drug control policy, where activities to reduce the demand for narcotics are augmented by efforts to stem their supply.

The President's FY 2009 request provides for an increase of \$459.0 million or 3.4 percent over the FY 2008 enacted level of \$13.7 billion. The FY 2008 level does not include the pending supplemental request of \$385.1 million for counternarcotics support to Mexico and Central America as part of the Merida Initiative.

There are twelve agencies represented in this volume. The drug control programs of the Departments of Education, Health and Human Services, Interior, Small Business Administration, and Veterans Affairs focus on demand reduction activities. The Departments of Defense, Homeland Security, Justice, State, Transportation and Treasury are principally involved in supply reduction operations. The Office of National Drug Control Policy conducts activities in both areas. Each agency is an important partner in the drug control mission.

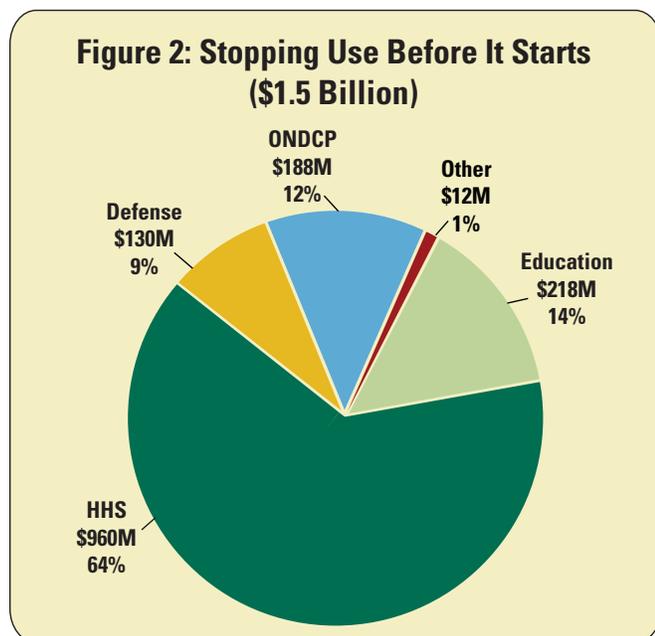
The Budget Summary also details agency resources by function. Functions categorize the activities of agencies into common drug control areas. For example, resources that fund efforts to educate citizens on the dangers of drug use are designated as prevention. Similarly, funds supporting drug control programs outside the United States are deemed international. Other functions include treatment, domestic law enforcement, and interdiction. Under this proposal, resources for interdiction and treatment activities realize an increase over the previous year, while domestic law enforcement, prevention, and international programs incur a reduction. Figure 1 details funding by function.



## FY 2009 Drug Control Program Highlights

### Stopping Use Before it Starts: Education and Community Action

Federal resources totaling \$1.5 billion (Figure 2) support a variety of education and outreach programs aimed at preventing the initiation of drug use. Some noteworthy prevention efforts include the Department of Education's Student Drug Testing program and the Office of National Drug Control Policy's (ONDCP) Drug-Free Communities and National Youth Anti-Drug Media Campaign. The Department of Health and Human Services contributes the largest share of resources for prevention activities through the Substance Abuse and Mental Health Services Administration and National Institute on Drug Abuse.



### Student Drug Testing

#### Department of Education: \$11.8 million

The Department of Education competitively awards grants to schools interested in developing, implementing, and expanding drug testing programs for students. Eligible schools must have a comprehensive drug prevention program in place, and a viable referral process so that students who test positive for drug use can receive the necessary treatment. Testing cannot result in criminal action, nor can a student be penalized academically for testing positive. The Budget includes \$11.8 million for Student Drug Testing. Resources will allow the Depart-

ment to provide continuation funding to an estimated 61 grant recipients and support the Student Drug Testing Institute, which assists schools in developing, implementing, and evaluating student drug testing programs.

### Research-Based Grant Assistance to Local Educational Agencies (LEAs)

#### Department of Education: \$10.0 million

The Budget includes \$10.0 million for Research-Based Grants to LEAs. Under this program, grantees are required to either, (1) carry out at least one drug prevention or school safety program, practice, or intervention that rigorous evaluation has demonstrated to be effective; or, (2) carry out a rigorous evaluation of a promising program, practice, or intervention to test its effectiveness, and thereby increase the knowledge base of what works in the field. Schools can use funds to support student drug testing programs. The additional resources provided in FY 2009 will fund approximately 28 grant awards.

### Safe and Drug-Free Schools and Communities State Grant

#### Department of Education: \$100.0 million

As part of No Child Left Behind reauthorization, the Administration is proposing to significantly restructure the Safe and Drug-Free Schools and Communities (SDFSC) State Grant program to focus on building state capacity to assist school districts in creating safe, drug-free schools, and secure school environments. The Budget includes \$100.0 million for the more effectively targeted SDFSC State Grants program in FY 2009, a reduction of \$194.8 million from FY 2008. States will use these funds to provide school districts with training, technical assistance, and information regarding effective models and strategies to create safe, healthy, and secure schools that, to the extent possible, reflect scientifically based research, along with a limited number of sub-grants to high need districts.

### Drug-Free Communities

#### Office of National Drug Control Policy: \$80.0 million

Local leaders are in the best position to understand the drug problem affecting their communities. In recognition of this unique insight, the Drug-Free Communities (DFC) program provides up to \$125,000 per year in grant funding to local community, drug-free coalitions

to develop plans that combat substance abuse problems. Each grantee is required to match 100 percent of their grant award with non-federal funds or in-kind support. The \$80.0 million in funding in FY 2009 will support nearly 650 Drug-Free Community grants across the country.

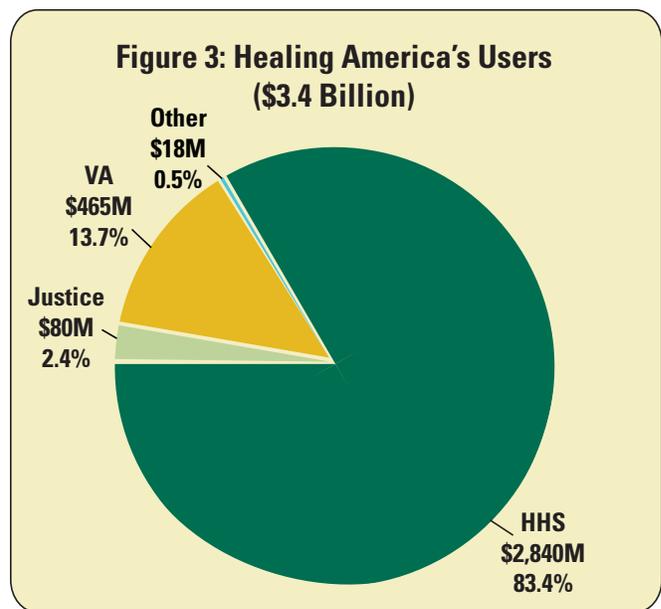
### Media Campaign

#### Office of National Drug Control Policy: \$100.0 million

The National Youth Anti-Drug Media Campaign utilizes media channels such as paid advertising, interactive media, and public information to educate and motivate youth to develop anti-drug beliefs and behaviors, and encourage adults to play a more effective role in keeping youth drug-free. The Budget provides \$100 million in funding for television, radio, newspaper, internet, and non-traditional advertising (arcades, malls, cinema, etc.), with particular attention paid to youth social settings where pro-drug messages are increasingly prevalent. This is an increase of \$40 million over the FY 2008 enacted level. Funding will enable the Media Campaign to address emerging drug issues among youth such as prescription and over-the-counter drug abuse. In addition, resources will permit the Campaign to maintain a focus on methamphetamine, as directed by the ONDCP Reauthorization of 2006.

### Intervening and Healing America's Drug Users

The Budget dedicates more than \$3.4 billion (Figure 3) in federal funds to drug intervention and treatment efforts in FY 2009. This represents an increase of \$177 million over the FY 2008 level. The Department of Health and Human Services (HHS) supports the majority of the federal government's efforts to help drug users in need. Key HHS drug intervention and treatment programs include Screening, Brief Intervention, Referral and Treatment, Access to Recovery and Drug Court Services. The Department of Veterans Affairs provides critical treatment services to veterans who have been diagnosed as having a substance abuse disorder. The Department of Justice also offers a myriad of treatment services to inmates within the Bureau of Prisons, as well as support for the creation of new Drug Court dockets and Residential Substance Abuse Treatment programs through the Byrne Public Safety and Protection grant.



### Screening, Brief Intervention, Referral and Treatment (SBIRT)

#### Department of Health and Human Services: \$56.2 million

The SBIRT approach has the potential to fundamentally transform substance abuse treatment and prevention in the U.S. by preventing addiction, intervening early in the disease process, and motivating the addicted to pursue treatment. The FY 2009 Budget proposes an increase of \$27.045 million over the FY 2008 level. This increase will extend the Nation's commitment to this innovative approach by: (1) ensuring the program is sustainable by catalyzing local support and requiring local matching funds; (2) intensifying the impact of the program by supporting training for key personnel at teaching hospitals; and (3) reaching a broader range of the U.S. population by expanding SBIRT to Emergency Departments and Trauma Centers.

### Healthcare Common Procedure

#### Coding System

#### Department of Health and Human Services: \$265.0 million

The Administration created two new Healthcare Common Procedure Coding System (HCPCS) codes for alcohol & drug screening and brief intervention (SBI). These codes, which became effective January 1, 2007, can be used by health care providers and States to pay for SBI services if State Medicaid programs choose to make SBI a covered benefit. ONDCP continues to work with the Centers for Medicare & Medicaid Services in developing cost estimates and savings associated with the adoption

of these new HCPCS codes. Expanding this valuable tool to a range of medical settings will enable clinicians to screen more patients for substance abuse disorders, prevent use and treat individuals, and ultimately reduce the burden of addictive disorders on the Nation, communities, and families. The federal Medicaid outlays are estimated to be \$265.0 million in FY 2009.

### Access to Recovery

#### Department of Health and Human Services: \$99.7 million

The Access to Recovery (ATR) program seeks to expand access to substance abuse treatment and recovery support services, including those that are faith-based. Grants were awarded to 18 states, 5 tribal organizations, and the District of Columbia to implement a voucher-based system that targets those in need of treatment but not able to obtain it. ATR allows individuals to tailor treatment services to best meet their needs, such as including services supplied by faith-based or community-based organizations or focusing on methamphetamine abuse treatment. The 2009 Budget includes \$98 million to support 24 grantees providing services to 65,000 individuals in FY 2009, or 160,000 over three years. In addition, \$1.7 million in Public Health Services evaluation funds is available for evaluation of the program.

### Adult, Juvenile, and Family Drug Court

#### Department of Health and Human Services: \$37.8 million

The Adult, Juvenile, and Family Drug Courts program awards grants to treatment providers and court systems to supply drug court participants with treatment services, including case management and program coordination. Funding is designed to close gaps in the treatment continuum. The FY 2009 Budget includes an additional \$27.9 million over the FY 2008 level for this program. Within the overall funding level of \$37.8 million, the Administration will award approximately 82 new grants.

### National Survey on Drug Use and Health

#### Substance Abuse and Mental Health Services

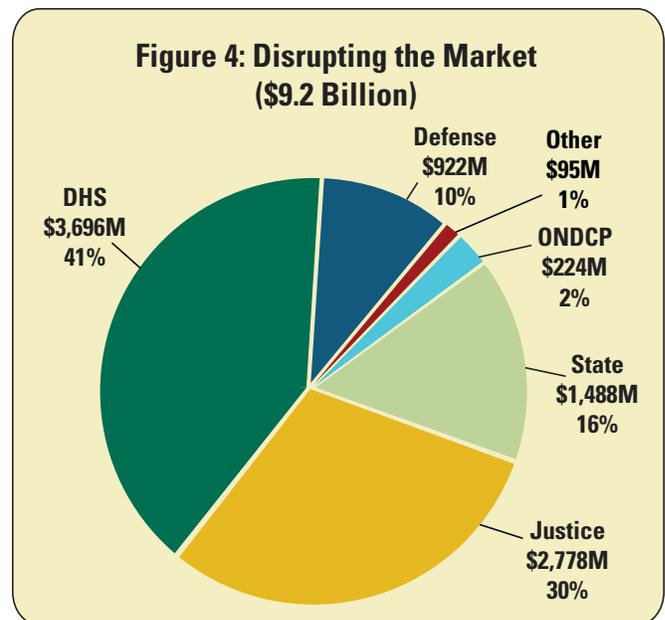
#### Administration: \$47.0 million

The National Survey on Drug Use and Health (NSDUH) provides valuable data on the prevalence of use of illicit drugs, alcohol, and tobacco and related attitudes, beliefs, and behaviors, and the prevalence of mental health problems among the general U.S. household population 12 and older. The NSDUH sample size also permits estimation of many of these measures at the state level. These data are useful in assessing the effectiveness of drug

prevention and treatment efforts and in informing and evaluating policy decisions. The President's Budget requests \$47 million for NSDUH to restore a reduction in sample size, re-establish analytic capabilities, and ensure the integrity of this unique legacy data system.

## Disrupting the Market

Over \$9.2 billion (Figure 4) in federal resources support programs to disrupt the illicit drug market. The Department of Homeland Security, with Customs and Border Protection (CBP) and United States Coast Guard, provides the necessary assets and personnel to interdict drugs along the Nation's borders. These drug control efforts are complemented by detection and monitoring efforts of the Department of Defense and eradication and alternative development programs sponsored by the Department of State. Further, the Department of Justice, which is comprised of key law enforcement and grant giving agencies, provides important intelligence and domestic support to combat the drug trade.



### Merida Initiative

#### Department of State: \$432.2 million

The Merida Initiative is a multi-year \$1.4 billion program to fund security cooperation with Mexico and Central America. The security program will build on specific activities that aim to bolster Mexican and U.S. domestic enforcement capacity, and expand bilateral and regional cooperation that address drug trafficking and other transnational crime. In October 2007, the Administra-

tion requested \$550 million in supplemental funding as the first part of the Merida Initiative. Of this amount, \$385.1 million is drug-related. The Department of State continues to build upon this supplemental by requesting \$550 million for the program in FY 2009, of which \$432.2 million is for counternarcotics support to Mexico and Central America.

### **Andean Counterdrug Programs**

**Department of State: \$601.9 million**

The Andean Counterdrug Programs (ACP) stem the flow of cocaine and heroin from the Andes, which includes Bolivia, Brazil, Colombia, Ecuador, Panama, and Peru, to the United States. This region is almost entirely responsible for the world's supply of cocaine and is a major supplier of heroin to the United States. ACP achieves its goals through support for law enforcement, border control, illicit crop reduction and alternative development, institution building, and human rights programs in the region. Of the \$601.9 million for the Andean region, \$195.2 million is requested within the United States Agency for International Development (USAID) for alternative development activities.

### **Afghanistan Counterdrug Support**

**Department of State: \$336.0 million**

This initiative provides support for counternarcotics efforts in Afghanistan. The Administration will aid Afghans in reducing opium production in the country by funding alternative crop development, drug enforcement, interdiction, public diplomacy, and demand reduction programs. The Poppy Elimination Program emphasizes engaging Government of Afghanistan officials in primary producing provinces to campaign proactively against farmers planting poppy, pressure farmers who do plant poppy to voluntarily replant legitimate crops, and threaten forced eradication. In FY 2009, the Department of State will use resources to expand the program to more Afghan areas, providing coverage for 90 percent of the provinces where poppy is grown. Of the \$336.0 million for Afghanistan, \$120.6 million is requested within USAID for alternative development activities.

### **Southwest Border Enforcement**

**Department of Justice: \$100.0 million**

**(\$30 million drug-related)**

In FY 2009, DOJ requests \$100 million for a Southwest Border Enforcement Initiative. Included in this request are a number of important counterdrug program increases: \$9.6 million for an additional 36 Drug Enforcement Administration positions along the Southwest Border; \$2.0 million to expand Operation All Inclusive; \$5.1 million for 30 OCDETF attorneys focused on Southwest Border operations; and \$2.8 million for OCDETF's License Plate Exploitation Initiative. Resources that support this initiative, but are not a part of the drug budget include: \$8.4 million for 50 Assistant United States Attorneys dedicated to the Southwest Border; \$37.6 million for the Office of the Federal Detention Trustee to accommodate the increase in costs associated with prisoner detention along the Southwest Border; and \$12.7 million for the U.S. Marshals Service to manage the increasing workload as a result of this initiative.

### **CBP Border Patrol**

**Department of Homeland Security: \$442.4 million**

**(\$66.4 million drug-related)**

The Border Patrol has primary responsibility for drug interdiction between the land ports-of-entry. In FY 2009, CBP requests \$442.4 million to hire, train and equip 2,200 new Border Patrol Agents and related expenses. This request will keep CBP on schedule to meet the President's goal of adding 6,000 new Border Patrol Agents by the end of the 1st quarter of FY 2009 and 20,019 by the end of the fiscal year. This request also includes \$149.5 million for new and expanded facilities to accommodate significant increases in Border Patrol Agents and support staff.

### **Maritime Patrol Aircraft**

**Department of Defense: \$53.0 million**

The Department of Defense's FY 2009 budget request includes resources for a new program that will fund two contractor-owned, operated and maintained aircraft providing approximately 2,500-3,000 hours of maritime surveillance annually in the transit zone under JIATF-South tasking. These aircraft, fitted with sensors including electro-optical/infrared imagery, maritime radar and communication equipment, will detect and monitor maritime smuggling targets headed towards the United States.

## **CBP Office Air & Marine**

**Department of Homeland Security: \$528.0 million  
(\$475.2 million drug-related)**

With over 500 pilots and 250 aircraft, CBP's Office of Air and Marine (A&M) is the largest law enforcement air force in the world. CBP's priority mission is to secure the Nation's borders. To achieve this end, A&M uses an integrated and coordinated force to detect, interdict, and prevent acts of terrorism and drug smuggling arising from the unlawful movement of people and goods across the borders of the United States. While the mission of A&M has evolved since September 11, 2001, the activities remain 90 percent drug related. The total funding requested for A&M operations in FY 2009 is \$528 million, of which \$475.2 million is drug-related. This request includes \$56.0 million for the P-3 Service Life Extension Program, which will allow CBP to upgrade critical counterdrug aerial assets.

## **Changes to the National Drug Control Budget**

The enactment of Public Law 109-469, the Office of National Drug Control Policy Reauthorization Act of 2006, authorizes new drug control budget reporting requirements.

These requirements result in the addition of three agencies to the Drug Budget, as well as the creation of a new reporting category, Other Related Drug Control Program (ORDCP) agencies.

The Department of Homeland Security's Office of Counterterrorism Enforcement, as well as the Department of Health and Human Services' Indian Health Service and the Department of the Interior's Bureau of Indian Affairs are included in this volume as National Drug Control Program agencies.

The addition of ORDCP agencies aligns with the Reauthorization requirement to account for agencies that receive federal funds for drug control activities that are not integral to the actions prescribed in the Strategy. Typically, these are agencies whose primary mission does not include drug control, nor have readily identifiable drug control line items in the Budget of the President. ORDCP agency resources are included in the appendix of this volume but are not a part of the Drug Budget.

## **Program Performance**

### **National Drug Control Strategy Budget Summary**

The Budget Summary, reflecting the Administration's commitment to integrating performance more closely with budgets, focuses primarily on program results rather than processes. The Performance sections for each agency are based on their Government Performance and Results Act (GPRA) Plans and Reports, the Performance and Accountability Reports, and also the Program Assessment Rating Tool (PART) results. Additional information from budget justifications and internal management documents are included where appropriate.

The Administration's Performance Improvement Initiative has been institutionalized through an annual assessment of federal programs as part of the budget process. The PART is used to review a set of federal programs every year. It evaluates a program's purpose, planning, management, and results to determine its overall effectiveness rating. Along each of these four dimensions, a program may receive a score from 0 to 100. It is an accountability tool that attempts to determine the strengths and weaknesses of federal programs with an emphasis on the results produced. To date, over 20 drug control programs have undergone a PART assessment.

The performance measurement system (described below) is designed to monitor key activities that support achieving the National Drug Control Strategy's (Strategy) goals and objectives. We know that traffickers will react and respond to our successes, and that there is always another generation of American youth that must be educated about the terrible risks of drug abuse and addiction. It is with them in mind that we have set the new goals described in the Strategy: an additional 10 percent reduction in youth drug use, the continuation of random student drug testing as a prevention tool, greater access to screening and brief intervention services, the reduced diversion of prescription drugs and methamphetamine precursors, declines in Andean cocaine production and Afghan opium poppy cultivation, a reduction in the flow of illegal drugs across the Southwest Border, and declines in the domestic production and use of marijuana.

## Performance Measurement

ONDCP's reauthorization sets forth a series of new reporting requirements focusing on performance measurement for national drug control agencies. The Congress has called for a yearly report describing the national drug control performance measurement system. ONDCP's efforts to address this new requirement and ensure the soundness of the national drug control performance measurement system are outlined below.

**Sources of Information and Data.** To monitor the performance and progress of drug control agencies and programs, ONDCP relies on a broad range of data sources. Legacy data sets such as Monitoring the Future (MTF), the National Survey on Drug Use and Health (NSDUH), and the Youth Behavior Risk Survey (YRBS) provide key information on drug use trends including changes in values, behavior, and lifestyles. To assess the contributions of the national drug control agencies, ONDCP's performance system also draws on existing agency data systems that are required by the Government Performance and Results Act (GPRA). The Performance Section in this document includes tables displaying key measures used by each National Drug Control Program Agency and the agency's most recent achievements against its performance targets. Examples of measures employed are described below.

**Agency Performance Measures.** Agency performance measures, and the data sources that inform them, are tailored to best assess the unique work of each drug control agency. The reliance on existing, customized mechanisms for evaluating performance results in the use of a wide variety of measures and data sources. For example, prevention indicators range from perception of harm from drug use to attitudes towards drug use to actual drug use. Data sources vary from national surveys such as NSDUH and YRBS to records maintained by individual programs. For instance, the Department of Education uses YRBS data to estimate the percent of students offered, sold, or given an illegal drug in school as a measure for the State Grants component of the Safe and Drug Free Schools and Communities Program. The Department of Defense uses program records to track the percent of active duty military personnel that test positive. The Substance Abuse and Mental Health Services Administration (SAMHSA) aggregates data from several Programs of Regional and National (PRNS) to monitor measures such as youth 30-day drug use and perception that drug use is wrong.

Treatment performance measures primarily focus on the effectiveness of programs in helping clients attain and sustain recovery, getting and keeping a job, and decreasing criminality. SAMHSA's National Outcomes Measures (NOMS) system is a collaborative effort with States. The NOMS evaluates both the Substance Abuse Prevention and Treatment Block Grant and PRNS across 10 domains and documents progress with state-by-state outcome information. The Office of Justice Programs records the number of drug courts and the Veterans Health Administration monitors the percent of clients receiving appropriate continuity of care -- both through program records. The National Institute on Drug Abuse employs various research milestones documenting progress towards developing and testing evidence-based treatment approaches for specialized populations in community settings.

Programs that contribute to Market Disruption use several performance measures that monitor eradication, alternative crop substitution, interdiction, and law enforcement activities. The Coast Guard's non-commercial maritime cocaine removal rate relies on the interagency developed Consolidated Counter Drug Database (CCDB), which was established to collect cocaine movement events in the source and transit zones and to permit strategic analyses of trafficking trends and operational performance. The Bureau of International Narcotics and Law Enforcement Affairs tracks the number of hectares of coca (or opium poppy) cultivated in relevant source countries, obtained from the Central Intelligence Agency's Crime and Narcotics Center. The Drug Enforcement Administration's number of Priority Target Organizations disrupted or dismantled is tracked in program records. Other measures include the Organized Crime Drug Enforcement Task Force's percent of key defendants convicted.

**Steps to Improve Agency Performance Measures.** The performance measurement system provides sound information for assessing the effectiveness of drug control agency programs. To further improve the capabilities of this system ONDCP, in collaboration with national drug control agencies, has taken several steps to refine the ability of this system to evaluate performance and inform programmatic and policy decisions.

Developing performance measures for national drug control program activities that reflect the intended outcomes of these efforts has been a major focus. ONDCP continues to urge agencies supporting treatment programs

to monitor and assess recidivism and to track program-participant outcomes some months after discharge from services rather than report their status upon discharge. For example, OJP's Residential Substance Abuse Treatment Program tracks offenders that remain arrest-free one year after completing the aftercare program. The Veterans Health Administration and the Small Business Administration are, at ONDCP's urging, exploring options for supplementing their current measures with outcome measures that reflect program effect on participants and the workforce respectively.

Work continues with agencies such as the Drug Enforcement Administration and the Customs and Border Protection to develop outcome measures, or valid proxy measures, which have a plausible causal link to desired end outcomes. ONDCP's efforts to develop interagency-approved drug flow estimates and promote the use of drug removal rates are designed to transform seizure output measures into drug availability outcome measures. ONDCP is also working with related drug task force programs (e.g., Justice's Organized Crime Drug Enforcement Task Force and Byrne Grant drug task forces) to develop common performance measures and shared goals.

ONDCP has worked collaboratively to initiate a comprehensive evaluation of several key drug control data systems. The President's FY 2009 Budget proposes an evaluation of data systems at the NIH and SAMHSA. The proposal supports a comprehensive needs assessment and evaluation of substance abuse data surveillance systems across the government to improve data collection, reduce costs, and eliminate duplicative systems. Systems to be included in the study are: the Drug Abuse Warning Network, Health Behavior in School-Aged Children, Monitoring the Future, National Co-morbidity Survey, National Survey on Drug Use and Health, National Survey of Substance Abuse Treatment Services, Treatment Episode Data Set, and Inventory of Substance Abuse Treatment Services.

And finally, ONDCP has updated its Drug Control Accounting Circular (May 2007) and requires that Departments provide certain assertions to the appropriateness and soundness of an agency's measurement system and the data that inform that system. ONDCP has worked with the Inspectors General (IGs), Budget Staff, and Performance Staff from all the drug control agencies as well as the Office of Management and Budget regarding these new requirements. Each drug control agency is required to provide a performance summary report to the ONDCP Director which includes the following components: (1) performance measures; (2) prior years' performance targets and results; (3) current year performance targets; (4) information on the quality of performance data; and (5) an assertion from the agency that they have a system to capture performance information accurately and that system was properly applied to generate the performance data. The IGs will conduct an attestation review to evaluate agency assertions.

The IG's report will be transmitted to Congress in conjunction with National Drug Control Accounting Report. The report will provide an assessment by an accountable senior agency official that the performance measures are appropriate for the associated National Drug Control Program activities and the performance data are accurate, complete, and unbiased in presentation and substance. The report will serve as a valuable tool for identifying areas requiring greater focus, evaluating the contribution of supply and demand programs, targeting resources, and ultimately improving the performance of national drug control programs.

## **II. Drug Control Funding Tables**

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**Table 1: Federal Drug Control Spending by Function  
FY 2007-FY 2009  
(Budget Authority in Millions)**

Function	FY 2007 Final	FY 2008 Enacted	FY 2009 Request	08 - 09 Change	
				Dollars	Percent
<b>Function</b>					
Treatment (w/ Research)	3,060.9	3,226.0	3,402.8	176.8	5.5%
<i>Percent</i>	<i>22.1%</i>	<i>23.6%</i>	<i>24.1%</i>		
Prevention (w/ Research)	1,841.8	1,756.8	1,507.1	-249.8	-14.2%
<i>Percent</i>	<i>13.3%</i>	<i>12.9%</i>	<i>10.7%</i>		
Domestic Law Enforcement	3,748.8	3,800.3	3,763.3	-37.0	-1.0%
<i>Percent</i>	<i>27.1%</i>	<i>27.8%</i>	<i>26.7%</i>		
Interdiction	3,175.9	3,214.2	3,830.9	616.7	19.2%
<i>Percent</i>	<i>22.9%</i>	<i>23.5%</i>	<i>27.1%</i>		
International	2,016.6	1,658.1	1,610.4	-47.8	-2.9%
<i>Percent</i>	<i>14.6%</i>	<i>12.2%</i>	<i>11.4%</i>		
<b>Total</b>	<b>\$13,844.0</b>	<b>\$13,655.4</b>	<b>\$14,114.4</b>	<b>\$459.0</b>	<b>3.4%</b>
<b>Supply/Demand Split</b>					
Supply	8,941.4	8,672.6	9,204.6	531.9	6.1%
<i>Percent</i>	<i>64.6%</i>	<i>63.5%</i>	<i>65.2%</i>		
Demand	4,902.7	4,982.8	4,909.8	-73.0	-1.5%
<i>Percent</i>	<i>35.4%</i>	<i>36.5%</i>	<i>34.8%</i>		
<b>Total</b>	<b>\$13,844.0</b>	<b>\$13,655.4</b>	<b>\$14,114.4</b>	<b>\$459.0</b>	<b>3.4%</b>

Note: Detail may not add due to rounding.

In addition to the resources displayed in the table above, the Administration requests \$385.1 million in FY 2008 supplemental funding for counternarcotics support to Mexico and Central America.

**Table 2: Drug Control Funding by Agency**  
**FY 2007-FY 2009**  
(Budget Authority in Millions)

	FY 2007 Final	FY 2008 Enacted	FY 2009 Request
<b>Department of Defense</b>	1,329.8	1,177.4	1,060.5
<b>Department of Education</b>	495.0	431.6	218.1
<b>Department of Health and Human Services</b>			
Centers for Medicare & Medicaid Services	–	45.0	265.0
Indian Health Service	148.2	173.2	162.0
National Institute on Drug Abuse	1,000.0	1,000.7	1,001.7
Substance Abuse and Mental Health Services Administration	2,443.2	2,445.8	2,370.6
<b>Total HHS</b>	<b>3,591.4</b>	<b>3,664.8</b>	<b>3,799.3</b>
<b>Department of Homeland Security</b>			
Office of Counternarcotics Enforcement	2.5	2.7	4.0
Customs and Border Protection	1,968.5	2,130.9	2,191.9
Immigration and Customs Enforcement	422.8	412.3	428.9
U.S. Coast Guard	1,080.9	1,004.3	1,071.0
<b>Total DHS</b>	<b>3,474.8</b>	<b>3,550.1</b>	<b>3,695.8</b>
<b>Department of the Interior</b>			
Bureau of Indian Affairs	2.6	6.3	6.3
<b>Total DOI</b>	<b>2.6</b>	<b>6.3</b>	<b>6.3</b>
<b>Department of Justice</b>			
Bureau of Prisons	65.1	67.2	69.2
Drug Enforcement Administration	1,969.1	2,105.3	2,181.0
Interagency Crime and Drug Enforcement	497.9	497.9	531.6
Office of Justice Programs	245.5	222.8	114.2
<b>Total DOJ</b>	<b>2,777.7</b>	<b>2,893.2</b>	<b>2,896.0</b>
<b>ONDCP</b>			
Counterdrug Technology Assessment Center	20.0	1.0	5.0
High Intensity Drug Trafficking Area Program	224.7	230.0	200.0
Other Federal Drug Control Programs	193.0	164.3	189.7
<i>Drug-Free Communities (non-add)</i>	79.2	90.0	80.0
<i>National Youth Anti-Drug Media Campaign (non-add)</i>	99.0	60.0	100.0
Salaries and Expenses	26.8	26.4	26.8
<b>Total ONDCP</b>	<b>464.4</b>	<b>421.7</b>	<b>421.5</b>
<b>Small Business Administration</b>	1.0	1.0	1.0
<b>Department of State</b>			
Bureau of International Narcotics and Law Enforcement Affairs	1,055.7	640.8	1,173.2
United States Agency International Development	239.0	361.4	315.8
<b>Total State</b>	<b>1,294.7</b>	<b>1,002.2</b>	<b>1,489.0</b>
<b>Department of Transportation</b>			
National Highway Traffic Safety Administration	2.9	2.7	2.7
<b>Department of Treasury</b>			
Internal Revenue Service	55.6	57.3	59.2
<b>Department of Veterans Affairs</b>			
Veterans Health Administration	354.1	447.2	465.0
<b>Total</b>	<b>\$13,844.0</b>	<b>\$13,655.4</b>	<b>\$14,114.4</b>

NOTE: Detail may not add due to rounding.

In addition to the resources displayed in the table above, the Administration requests \$385.1 million in FY 2008 supplemental funding for counternarcotics support to Mexico and Central America.

**Table 3: Historical Drug Control Funding by Function  
FY 2002-FY 2009  
(Budget Authority in Millions)**

<b>FUNCTIONS</b>	<b>FY 2002 Final</b>	<b>FY 2003 Final</b>	<b>FY 2004 Final</b>	<b>FY 2005 Final</b>	<b>FY 2006 Final</b>	<b>FY 2007 Final</b>	<b>FY 2008 Enacted</b>	<b>FY 2009 Request</b>
<b>Demand Reduction</b>								
Drug Abuse Treatment	\$2,358.3	2,387.7	2,545.5	2,556.9	2,470.4	2,460.1	2,624.7	2,800.9
Treatment Research	547.8	611.4	607.2	621.2	600.3	600.8	601.3	601.8
<b>Total Treatment</b>	<b>2,906.0</b>	<b>2,999.2</b>	<b>3,152.7</b>	<b>3,178.2</b>	<b>3,070.7</b>	<b>3,060.9</b>	<b>3,226.0</b>	<b>3,402.8</b>
Drug Abuse Prevention	1,642.5	1,567.2	1,557.3	1,544.0	1,465.4	1,428.4	1,343.4	1,093.2
Prevention Research	367.4	382.9	412.4	422.0	411.5	413.4	413.4	413.8
<b>Total Prevention</b>	<b>2,010.0</b>	<b>1,950.1</b>	<b>1,969.7</b>	<b>1,966.0</b>	<b>1,876.9</b>	<b>1,841.8</b>	<b>1,756.8</b>	<b>1,507.1</b>
<b>Total Demand Reduction</b>	<b>\$4,916.0</b>	<b>\$4,949.2</b>	<b>\$5,122.5</b>	<b>\$5,144.2</b>	<b>\$4,947.6</b>	<b>\$4,902.7</b>	<b>\$4,982.8</b>	<b>\$4,909.8</b>
<i>Percentage</i>	45.6%	44.1%	42.7%	40.2%	37.6%	35.4%	36.5%	34.8%
<b>Supply Reduction</b>								
Domestic Law Enforcement	2,867.2	3,018.3	3,189.8	3,318.1	3,475.0	3,748.8	3,800.3	3,763.3
Interdiction	1,913.7	2,147.5	2,534.1	2,928.7	3,287.0	3,175.9	3,214.2	3,830.9
International	1,084.5	1,105.1	1,159.3	1,393.3	1,434.5	2,016.6	1,658.1	1,610.4
<b>Total Supply Reduction</b>	<b>\$5,865.4</b>	<b>\$6,270.9</b>	<b>\$6,883.2</b>	<b>\$7,640.2</b>	<b>\$8,196.4</b>	<b>\$8,941.4</b>	<b>\$8,672.6</b>	<b>\$9,204.6</b>
<i>Percentage</i>	54.4%	55.9%	57.3%	59.8%	62.4%	64.6%	63.5%	65.2%
<b>TOTALS</b>	<b>\$10,781.4</b>	<b>\$11,220.1</b>	<b>\$12,005.6</b>	<b>\$12,784.3</b>	<b>\$13,144.1</b>	<b>\$13,844.1</b>	<b>\$13,655.4</b>	<b>\$14,114.4</b>

NOTE: Detail may not add due to rounding.  
In addition to the resources displayed in the table above, the Administration requests \$385.1 million in FY 2008 supplemental funding for counternarcotics support to Mexico and Central America.



## **III. Agency Budget Summaries**

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**DEPARTMENT OF DEFENSE**

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# DEPARTMENT OF DEFENSE

## Counternarcotics Central Transfer Account

### Resource Summary

	<i>Budget Authority (in Millions)</i>		
	FY 2007 Final	FY 2008 Enacted	FY 2009 Request
<b>Drug Resources by Function</b>			
Intelligence	192.896	182.587	175.627
Interdiction	324.058	301.408	360.742
International	415.848	325.686	202.580
Investigations	50.944	52.268	43.823
Prevention	133.598	130.968	129.620
Research & Development	59.371	25.762	26.411
State and Local Assistance	145.208	150.546	113.310
Treatment	7.916	8.154	8.350
<b>Total Drug Resources by Function</b>	<b>\$1,329.839</b>	<b>\$1,177.379</b>	<b>\$1,060.463</b>
<b>Drug Resources by Decision Unit</b>			
Counternarcotics Central Transfer Account	1,075.174	984.779	1,060.463
Supplemental Account <sup>1</sup>	254.665	192.600	–
<b>Total Drug Resources by Decision Unit</b>	<b>\$1,329.839</b>	<b>\$1,177.379</b>	<b>\$1,060.463</b>
<b>Drug Resources Personnel Summary</b>			
Total FTEs (direct only)	1,463	1,478	1,493
<b>Drug Resources as a Percent of Budget</b>			
Total Agency Budget (in billions)	\$600.7	\$566.4	\$515.4
Drug Resources Percentage	0.22%	0.21%	0.21%

<sup>1</sup> To determine fiscal controls, the Department of Defense rolls over unobligated supplemental funding into the next fiscal year; therefore, the supplemental amounts and annual totals listed here will not match DoD budget justification material. Of the \$150.5 million appropriated in the FY 2006 supplemental for Afghanistan efforts, \$86.9 million was allocated in FY 2006 and \$63.6 million was allocated in FY 2007. Of the \$254.7 million appropriated in the FY 2007 supplemental for Afghanistan efforts, \$139.1 million was allocated in FY 2007, and \$115.6 million was allocated in FY 2008. The FY 2008 Omnibus provided \$192.6 million for Afghanistan efforts.

### Program Summary

#### Mission

The Department of Defense's (Defense) counternarcotics operations detect, monitor, and support the interdiction, disruption or curtailment of emerging narcotics-related threats to our national security. Defense is the lead Federal agency in efforts to detect and monitor the aerial and maritime transit of illegal drugs toward the United States. Defense also collects, analyzes and disseminates

intelligence on drug activity; provides training for U.S. and foreign drug law enforcement agencies and foreign military forces with drug enforcement responsibilities; and, approves and funds Governors' State Plans for National Guard use, when not in Federal service, to support drug interdiction and other counternarcotics activities, as authorized by State laws.

The Office of Counternarcotics, Counterproliferation and Global Threats, with oversight from the Under Secretary of Defense for Policy, is the single focal point for De-

fense's counterdrug activities, and it ensures that Defense develops and implements a focused counternarcotics program with clear priorities and measured results. Consistent with applicable laws, authorities, and regulations, Defense will ensure that sufficient forces and resources are allocated to the counternarcotics mission to achieve high-impact results.

## Budget

In FY 2009, the Department of Defense requests \$1,060.5 million, which is a decrease of \$116.9 million from the FY 2008 enacted level of \$1,177.4 million. This decrease primarily reflects Congressional adjustments to the Drug Interdiction and Counterdrug Activities account in FY 2008.

### Counternarcotics Central Transfer Account

**Total FY 2009 Request: \$1,060.5 million**  
**(Includes -\$116.9 million in program changes)**

Defense funds are first appropriated into this holding account and are later identified by appropriation, program, and project in order to be transferred out to the Defense service most appropriate for carrying out the prescribed mission. With this flexibility, the Defense counternarcotics program can accommodate ever-changing patterns in the narcotrafficking threats by shifting its counterdrug resources where they will be most effectively used.

The Department of Defense defines four mission areas that encompass the scope of their counternarcotics program. These mission areas are, (1) Demand Reduction; (2) Domestic Support; (3) Intelligence and Technology; and (4) International Support.

#### **Demand Reduction**

**FY 2009 Request: \$138.0 million**  
**(Includes -\$1.1 million in program changes)**

The FY 2008 enacted year resources of \$139.1 million support Defense's demand reduction operations. The Department emphasizes prevention of drug use through pre-accession and random drug-testing, anti-drug education and treatment. Emphasis is placed on deterring drug use through cost-effective drug-testing with punitive consequences for members who are identified as drug users. Resources will continue to support a variety of Defense demand reduction programs, such as, (1) drug testing for active duty military, National Guard and

Reserve personnel, and Defense civilian employees; (2) drug abuse prevention activities for military and civilian personnel and their dependents; and, (3) drug treatment for military personnel. In addition, this request will support the National Guard State Plans and Service outreach programs, and the Young Marines outreach program.

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#### **FY 2009 Program Changes (-\$1.1 million)**

This change from the prior year is largely a result of Congressional adjustments to the resident's request for National Guard State Plans Outreach programs in FY 2008.

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#### **Domestic Support**

**FY 2009 Request: \$207.9 million**  
**(Includes -\$50.8 million in program changes)**

The FY 2008 enacted resources of \$258.7 million finance Defense's domestic support operations. In light of the conflicts in Iraq and Afghanistan and the Department's continuing global war against terror, Defense limits its domestic counterdrug contributions to those functions that are militarily unique and benefit the Department's primary missions. Resources will fund National Guard State Plans that support domestic law enforcement efforts and the counternarcoterrorism schools. Also, Defense will fund Domestic Operational Support, such as US Northern Command counternarcotics support to Drug Law Enforcement Agencies (DLEA) and Title 10 National Guard translation efforts. Finally, resources will fund domestic detection and monitoring efforts (Tethered Aerostats).

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#### **FY 2009 Program Changes (-\$50.8 million)**

This decrease primarily reflects Congressional adjustments to the National Guard State Plans supply reduction and CN Schools programs in FY 2008.

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#### **Intelligence and Technology**

**FY 2009 Request: \$173.9 million**  
**(Includes -\$7.4 million in program changes)**

The FY 2008 enacted year resources of \$181.3 million provide for critical intelligence support to national policies designed to dismantle narcotics trafficking and international terrorist organizations benefiting from drug trafficking. The use of new technology continues to be instrumental in combating narcoterrorist activities. Resources will allow Defense to continue to test, evaluate,

develop and deploy technologies that are used to collect and survey suspect narcoterrorist smuggling operations in air, land, and sea. The FY 2009 request will provide for counternarcoterrorism intelligence support and analysis, as well as signal intelligence (SIGINT) collection and processing. In addition, resources will support Service and Special Operations Command (SOCOM) programs, as well as counternarcotics technology efforts.

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#### **FY 2009 Program Changes (-\$7.4 million)**

This decrease primarily reflects Congressional adjustments via supplemental appropriations for intelligence and technology operations in support of U.S. government CN efforts in Afghanistan and Central Asia.

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### **International Support**

**FY 2009 Request: \$540.8 million**

**(Includes -\$57.5 million in program changes)**

The FY 2008 enacted year resources of \$598.3 million finance Defense's international counternarcotics activities. Defense has expanded its counternarcotics mission to include targeting terrorist groups in regions where they benefit from illicit drug revenue or use drug smuggling systems. In FY 2008 a total of \$196.5 million will support operations in these Areas of Responsibility (AOR), including training and equipment support. Additionally, \$172.3 million will sustain detection and monitoring platforms and assets, and \$42.6 million will support AOR Command and Control support, including operations of JIATF- West and South.

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#### **FY 2009 Program Changes (-\$57.5 million)**

This decrease is primarily a result of one-time Congressional action in the FY 2008 Omnibus Appropriation Act, which provided \$192.6 million in funding for Defense's Afghanistan counternarcotics mission. However, of note is the sustainment of DoD CN programs in Colombia, and increases for programs in Mexico (\$25.0 million), Central America (\$10.0 million), Africa (\$15.7 million), and the Transit Zone (\$53.0 million).

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## **Performance**

### **Introduction**

This section on the FY 2007 performance of the Department of Defense program is based on agency GPRA documents and the PART review, discussed earlier in the Executive Summary. The table includes conclusions from the PART assessment as well as performance measures, targets and achievements for the latest year for which data are available. Defense's counternarcotics program has not been reviewed under the Administration's PART process, nor has it established targets for its support to law enforcement. However, the Department is in the process of establishing performance measures for every major activity within the counternarcotics program.

In FY 2007, Defense continued to provide significant support to U.S. and partner nation drug law enforcement agencies in the areas of training, communications support, infrastructure, intelligence, transportation, equipment, command and control, as well as detection and monitoring. Additionally, Defense is committed to keeping drug use low among its active duty and civilian personnel. Selected examples of performance measures used to monitor its activities are provided in the following table.

Department of Defense			
No PART Assessment Made			
Selected Measures of Performance	FY 2007 Target	FY 2007 Achieved	
<b>Demand Reduction</b>			
» Percent of active duty military personnel testing positive for drug use	under 2%	1.50%	
<b>Partner Nation Support</b>			
» Colombia: Number of basic rotary pilots trained and graduated	30	27	
» Colombia: Number of COLAR helicopter mechanics trained and graduated	53	51	
» Operational Readiness rate for COLAR rotary wing UH-60 FMF aircraft	75%	79%	
» Operational Readiness rate for COLAF C-130 FMF aircraft	75%	49%	
» Afghanistan/Central Asia: Number of persons trained	*	1,409	
» Andean Ridge/Central America/Caribbean: Number of personnel trained	*	6,252	
» Mexico: Number of personnel trained	*	248	
» Pacific Region: Number of personnel trained	*	2,620	
» European/African Regions: Number of personnel trained	*	409	
<b>Domestic Support to Law Enforcement</b>			
» Pounds of heroin seized with National Guard support	*	2,141	
» Pounds marijuana seized with National Guard support	*	856,384	
» Number of marijuana plants seized with National Guard support	*	7,791,118	
» Pounds cocaine seized with National Guard support	*	623,478	
» Number of tablets of ecstasy seized with National Guard support	*	1,020,533	
<b>Transit Zone International and Detection &amp; Monitoring Air Programs</b>			
<b>AWACS/E-3C (AEW)</b>	Number of sorties	*	165
	Number of operational hours	*	1,301
<b>ROTHR</b>	Number of tracks declared suspect	*	1,661
	Number of pounds seized	*	5,564
<b>E-2C (MPA,AEW/MPA)</b>	Number of sorties	*	399
	Number of operational hours	*	1,601
	Number of pounds seized	*	5,564
<b>P-3C and P-3 CDU</b>	Number of sorties	*	300
	Number of operational hours	*	2,647
<b>S-3</b>	Number of sorties	*	66
	Number of operational hours	*	272
<b>Transit Zone International and Detection &amp; Monitoring Maritime Programs</b>			
<b>P-3 A, B, C, and P-3 CDU</b>	Number of sorties	*	637
	Number of operational hours	*	1,505
	Number of pounds seized	*	99,576
<b>E-2C (MPA, AEW/MPA)</b>	Number of sorties	*	188
	Number of operational hours	*	604
	Number of pounds seized	*	5,564

\* Defense has not established targets for support external to the Department. As part of the refinement of its Performance Plan, DoD is assessing the feasibility of setting targets for its support functions.

## Discussion

### Demand Reduction

Defense is on track to keep the illicit drug positive rate below 2 percent. The actual active duty percent positive test rate for FY 2007 was 1.5 percent. Defense continues to implement policy to ensure 100 percent random urine drug testing for all active, reserve, National Guard, and civilians.

### Sharing Information

Although relevant performance data are not included in the table because of classification issues, the Department continues to share critical information and intelligence with U.S. and partner nations' forces in order to dismantle narcotics trafficking and related international terrorist organizations. Most of the collection and analysis is unique and essential to the national and international efforts.

### Building Partner Capacity

The Department aggressively trains and equips partner nations worldwide to increase their capacity to conduct and sustain operations against narcotics trafficking and related international terrorist organizations. Two prime examples are Colombia and Afghanistan.

In Colombia, the Department continues to transition various capabilities started under Plan Colombia. These capabilities, such as the Integrated Logistics System, Limited Aviation Depot, Initial Entry Rotary Wing training and the Midnight Express boats are all part of the nationalization plan for Colombia. For example, 12 Midnight Express Boats became operational in July 2007. They have already been involved in several seizures/interdictions such as the ones in the Eastern Pacific in and around Tumaco—the first seizure of 29 bales of cocaine (0.5 metric tons) and the second of 137 bales of cocaine (2,722KG). Additionally, DoD-funded Techni-

cal Assistance Field Training Teams enabled the readiness rates of critical aircraft to be sustained at 75 percent or higher over the last two years with the Colombia military steadily assuming greater responsibility for the program.

In Afghanistan, DoD counternarcotics support expands Afghan interdiction capabilities including specialized unit training and equipping of counternarcotics forces, providing training and operational bases and facilities, an organic aviation capacity and capability, and providing the information required for both interdiction operations and prosecutions.

On the domestic front, the National Guard supported the maintenance and management of four regional counternarcotics training centers that provided training for US regional law enforcement agencies.

### Detection & Monitoring and Interdiction Support

Defense provided air and maritime assets in support of multi-agency counternarcotics detection and monitoring operations. These assets include aircraft, helicopters, naval ships, and radars - employed in concert with other assets from the U.S. Coast Guard (USCG) and Immigration and Customs Enforcement (ICE). Defense assets usually have USCG law enforcement detachments that actually conduct the lawful search and seizure of suspect narcotrafficking vessels. Defense also provides intelligence and communications support plus command and control for JIATFs-South and West. In addition to the drug seizure results depicted in the table, National Guard support to law enforcement resulted in the confiscation of over 21,000 weapons, 4,000 vehicles, and \$382.4 million of currency from illicit drug traffickers.



# DEPARTMENT OF EDUCATION

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# DEPARTMENT OF EDUCATION

## Office of Safe and Drug-Free Schools

### Resource Summary

	<i>Budget Authority (in Millions)</i>		
	FY 2007 Final	FY 2008 Enacted	FY 2009 Request
<b>Drug Resources by Function</b>			
Prevention	495.022	431.565	218.139
<b>Total Drug Resources by Function</b>	<b>\$495.022</b>	<b>\$431.565</b>	<b>\$218.139</b>
<b>Drug Resources by Decision Unit</b>			
<b>Safe and Drug Free Schools and Communities</b>			
National Programs	148.522	136.806	118.139
<i>Researched-Based Grants to LEAs (non-add)</i>	<i>0.000</i>	<i>0.000</i>	<i>10.000</i>
<i>Safe Schools/Healthy Students (non-add)</i>	<i>79.200</i>	<i>77.816</i>	<i>77.816</i>
<i>Student Drug Testing (non-add)</i>	<i>11.752</i>	<i>10.639</i>	<i>11.813</i>
State Grants Program	346.500	294.759	100.000
<b>Total Drug Resources by Decision Unit</b>	<b>\$495.022</b>	<b>\$431.565</b>	<b>\$218.139</b>
<b>Drug Resources Personnel Summary</b>			
Total FTEs (direct only)	–	–	–
<b>Drug Resources as a Percent of Budget</b>			
Total Agency Budget (in billions)	\$57.5	\$58.6	\$59.2
Drug Resources Percentage	0.86%	0.74%	0.37%

### Program Summary

#### Mission

The Department of Education (Education) administers programs to help ensure that all students can meet challenging standards and to improve elementary and secondary education; special education and early intervention programs for children with disabilities; English language acquisition for limited English proficient and immigrant children; career, technical, and adult education; and higher education. In addition, Education carries out research, data collection, and civil rights enforcement activities. The programs funded under the Safe and Drug Free Schools and Communities (SDFSC) Act comprise the only Education operations included in the drug control budget.

The SDFSC program provides funding for research-based approaches to drug and violence prevention that promote the health and well being of students in elementary and secondary schools and in Institutions of Higher Education (IHE). The program supports the prevention mission of the *National Drug Control Strategy*, which is to stop drug use before it starts. Under the SDFSC Act, funds may be appropriated directly for State Grants and for National Programs.

#### Budget

In FY 2009, Education requests \$218.139 million for drug control activities, which is a decrease of \$213.426 million from the FY 2008 level. The budget supports important Administration priorities, including the Student Drug Testing program and research-based prevention programs. Key Education programs are highlighted below.

## **National Programs**

**Total FY 2009 Request: \$118.1 million  
(Includes –\$18.7 million in program changes)**

SDFSC National Programs funds a variety of drug and violence prevention activities, primarily through grants to local educational agencies (LEAs), to help promote safe and Drug Free learning environments for students. Examples include: drug prevention or school safety programs that are informed by scientifically based research or that use such research to demonstrate their effectiveness; comprehensive, community-wide “Safe Schools/Healthy Students” drug and violence prevention projects; and school-based drug testing for students. These are explained more fully below. SDFSC National Programs also authorizes (1) mentoring programs; (2) Project SERV (School Emergency Response to Violence), a crisis response program that provides education-related services to LEAs and IHEs in which the learning environment has been disrupted due to a violent or traumatic crisis; and (3) school emergency preparedness initiatives. However, since these programs have no clear drug control nexus, funds for these three activities are not included in the drug control budget.

The SDFSC National Programs is authorized by the Elementary and Secondary Education Act of 1965 and is, therefore, subject to reauthorization this year. The Administration has proposed to reauthorize and consolidate SDFSC National Programs into a single, flexible discretionary program focused on four areas: (1) emergency management planning; (2) preventing violence and drug use; (3) school culture and climate, including character education; and, (4) other needs related to improving students’ learning environment. Under the reauthorized program, grantees would be required to implement interventions that reflect scientifically-based research.

## **Research-Based Grants to Local Educational Agencies**

**FY 2009 Request: \$10.0 million  
(Includes +\$10.0 million in program changes)**

The FY 2009 request for SDFSC National Programs includes \$10.0 million to support a new research-based grant assistance program to LEAs. With these funds, LEAs will be required either to carry out one or more drug or violence prevention programs, practices, or interventions that rigorous evaluation has demonstrated to be effective, or to carry out a rigorous evaluation of a promising program, practice, or intervention, thereby increasing the knowledge base of what works in the field. In making awards, Education will ensure the equitable distribution of grants among urban, suburban, and rural LEAs.

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### **FY 2009 Program Changes (+10.0 million)**

The President’s Budget proposes an increase of \$10.0 million to launch this program. The amount requested will support an estimated 28 grant awards.

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## **Safe Schools/Healthy Students**

**FY 2009 Request: \$77.8 million  
(Includes \$0 million in program changes)**

The FY 2008 resources of \$77.8 million will allow the Safe Schools/Healthy Students program to continue to support LEAs and communities that develop and implement a comprehensive set of programs and services designed to prevent youth drug use and violence, support early childhood development activities, and provide student mental health services. The initiative also requires that major community systems serving students—schools, law enforcement, juvenile justice, and the local public mental health authority—work collaboratively to use data to assess needs and provide programs and services.

This initiative is administered jointly by the Departments of Education and Justice, and the Substance Abuse and Mental Health Services Administration at the Department of Health and Human Services. In FY 2007, these three agencies implemented significant changes to improve the operation of this initiative. Most significant among these changes was strengthening the grant application requirements to ensure that applicants not only can demonstrate the commitment of required partners (LEA, local law enforcement, juvenile justice agencies,

and the local public mental health authority) to support the project if it receives funding, but also to demonstrate a preexisting partnership among these entities on issues of school safety, drug and violence prevention, and/or healthy childhood development. Applications are now required to include a “logic model” that reflects, by project element, needs, gaps, goals, objectives, performance indicators, partnered roles, and proposed activities, curricula, and programs. The project period of the grants has been increased from 3 to 4 years to give grantees more time to accomplish their stated goals and objectives

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**FY 2009 Program Changes (none)**

The President’s Budget does not propose any changes for this program.

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**Student Drug Testing****FY 2009 Request: \$11.8 million****(Includes +\$1.2 million in program changes)**

Supporting the implementation of successful student drug testing programs in schools is an important step in helping the Nation’s students remain healthy and ready to learn. An important aspect of Education’s leadership in this area is assisting schools in developing programs that are responsive to local needs. With FY 2008 resources of \$1 million the Department will establish a Student Drug Testing Institute whose mission will be to help schools develop, implement, and evaluate student drug testing programs that exist as part of a broader prevention framework. The Institute will also provide training, technical assistance, information on data collection and evaluation methods, and outreach to school districts in carrying out such programs.

Additional FY 2008 resources of \$8.5 million will support Education in providing grants to LEAs and public and private entities to develop, implement, or expand school-based drug testing programs for students, and \$1.1 million will support a national impact evaluation

of random mandatory drug testing programs. The drug testing funded by these grants must be part of a comprehensive drug prevention program in the schools served and must provide for the referral to treatment or counseling of students identified as drug users. The projects must also be consistent with recent Supreme Court decisions regarding student drug testing and ensure the confidentiality of testing results.

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**FY 2009 Program Changes (+\$1.2 million)**

The President’s Budget proposes an increase of \$1.2 million for this program to fully fund all student drug testing continuation costs, including an estimated 61 grant awards; the national impact evaluation; and the Student Drug Testing Institute.

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**Other Activities****FY 2009 Request: \$18.5 million****(Includes -\$29.8 million in program changes)**

FY 2008 funding of \$48.3 million includes: \$6.0 million in financial and technical assistance to IHEs for drug prevention and campus safety programs; \$32.4 million for Alcohol Abuse Reduction activities designed to implement research-based alcohol abuse prevention programs in secondary schools; and \$9.9 million for other activities that support and improve drug and violence prevention efforts, such as evaluation, data collection and analysis, development and dissemination of materials and information, and other forms of technical assistance.

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**FY 2009 Program Changes (-\$29.8 million)**

The Budget proposes to eliminate the Alcohol Abuse Reduction program. Resources for institutions of higher education drug prevention and campus safety programs for students attending such institutions are maintained.

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## **State Grant Programs**

### **Total FY 2009 Request: \$100 million (Includes -\$194.8 million in program changes)**

Under current law, State Grants program funds are allocated by formula to states and territories, half on the basis of school-aged population and half on the basis of each state's share of the prior-year's federal funding for "Concentration Grants to LEAs for improving the academic achievement of disadvantaged students" under section 1124A of Title I of the Elementary and Secondary Education Act (ESEA). Generally, Governors receive 20 percent and State Educational Agencies (SEAs) 80 percent of each state's allocation. Governors may use funds to award competitive grants and contracts to LEAs, community-based organizations, and other public and private organizations for activities to provide safe, orderly, and Drug Free schools and communities through programs and activities that complement and support activities of LEAs. SEAs are required to subgrant at least 93 percent of allocations to LEAs – subgrants are based 60 percent on LEA shares of prior-year funding under Part A, of Title I of the ESEA and 40 percent on enrollment. LEAs may use SDFSC State Grants funds for a variety of activities that seek to prevent or reduce violence and delinquency and the use, possession, and distribution of illegal drugs in schools.

The FY 2008 resources of \$294.8 million will support formula grants to SEAs and Governors, SEA subgrants to LEAs, and Governor's award recipients under the current program structure.

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### **FY 2009 Program Changes (-\$194.8 million)**

The SDFSC State Grants program is authorized by the Elementary and Secondary Education Act of 1965 and is, therefore, subject to reauthorization this year. As part of No Child Left Behind reauthorization, the Administration is proposing to restructure significantly the SDFSC State Grants program. The Administration requests \$100.0 million in FY 2009 for the restructured program. Under the reauthorized program, the Department would allocate SDFSC State Grants funds by formula to SEAs. SEAs would use the funds to provide school districts with training, technical assistance, and information regarding effective models and strategies to create safe, healthy and secure schools that, to the extent

possible, reflect scientifically based research, along with a limited number of sub-grants to high-need districts.

A key difference between the program as proposed for reauthorization and the current program is that the reauthorized program would focus on building state capacity to assist school districts in creating safe, Drug Free schools, and secure school environments. While states would be authorized to make subgrants to high-need LEAs and other entities, there would be no within-state formula and no expectation that every LEA in a state would receive a grant. Most funding to LEAs will be provided with National Programs funds for activities in areas of major national priority.

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## **Performance**

### **Introduction**

This section on the FY 2007 performance of the SDFSC program is based on agency GPRA documents and the PART review, discussed earlier in the Executive Summary. The table includes conclusions from the PART assessment as well as performance measures, targets and achievements for the latest year for which data are available.

The 2006 PART reassessment rated the State Grants program as "Results not Demonstrated," noting that the structure of the SDFSC was flawed, spreading funding too broadly to support quality interventions primarily and failing to target schools and communities in greatest need of assistance. While the program currently has performance measures on the extent to which recipients of SDFSC State Grants funds are implementing research-based practices with fidelity to the research, coupled with national survey data on the prevalence of drug use and violence, trend data are currently available only for the prevalence measures.

For the SDFSC National Programs grant competitions, the Department has identified outcome measures and targets; however, 2007 grantee data have not yet been compiled for all of the measures.

**Department of Education**

**PART Review**

**Year of Last Review: 2006**

**Rating Received: Results Not Demonstrated**

<b>Evaluation Area</b>	<b>Score</b>	<b>Review Highlights</b>		
Purpose	60	The structure of the program is flawed. It spreads funding too broadly to support quality interventions and fails to target schools and communities in greatest need of assistance.		
Planning	62			
Management	78			
Results	8			
<b>Selected Measures of Performance (State Grants)</b>			<b>FY 2005 Target</b>	<b>FY 2005 Achieved</b>
»	Percent of students offered, sold, or given an illegal drug on school property during past 12 months.*		28	25
»	Percent of students who used marijuana one or more times during past 30 days.*		21	20
»	Percent of students in grades 9-12 who had five or more alcohol drinks in a row (within a couple of hours) one or more times during past 30 days.*		27	26
»	Percent of drug and violence prevention programs/practices supported with SDFSC State Grants funds, that are research-based.		**	8
»	Percent of drug and violence prevention programs/practices supported with SDFSC State Grants funds, implemented with fidelity.		**	44
<b>Selected Measures of Performance (National Grants)</b>			<b>FY 2007 Target</b>	<b>FY 2007 Achieved</b>
»	Percent Alcohol Abuse Reduction grantees whose target students show measurable decrease in binge drinking	2004 cohort	70	***
		2005 cohort	****	65
»	Percent Alcohol Abuse Reduction grantees showing measurable increase in percent of target students who believe alcohol abuse is harmful to their health	2004 cohort	76	***
		2005 cohort	****	70
»	Percent Alcohol Abuse Reduction grantees that show measurable increase in percent of target students who disapprove of alcohol abuse	2004 cohort	87	***
		2005 cohort	****	71
»	Percent of Safe Schools/Healthy Students grant sites that experience decrease in substance use during the 3-year grant period	2004 cohort	90	***
		2005 cohort	****	****
»	Percent of Student Drug Testing grantees experiencing 5% annual reduction in <i>past-month</i> drug use by students in target population served by grants	2003 cohort	50	***
		2005 cohort	33	***
»	Percent of Student Drug Testing grantees experiencing 5% annual reduction in <i>past-year</i> drug use by students in target population served by grants	2003 cohort	50	***
		2005 cohort	25	***

\* YRBS data available only biennially.

\*\* Target not yet established since measurement began in 2005.

\*\*\* 2007 baseline data expected in 2008.

\*\*\*\* Target not yet established since two years of performance data are needed to establish the baseline for this cohort.

Note: Measures for the SDFSC State Grants program are based on national surveys. Measures for the SDFSC National Programs are based on an analysis of grantee performance reports.

## Discussion

The Department began awarding grants to support student drug testing in schools, starting in FY 2003. By FY 2007 the Department made a total of 87 such grants to assist more than 500 schools develop and implement, or expand, random mandatory or voluntary drug testing programs for students. After the first year of the *initial cohort*, one-third of reporting grantees documented a 5 percent reduction in the incidence of past-month drug use by students in the target population: also, one-quarter of reporting grantees attested to a 5 percent reduction in the incidence of past-year drug use in the target student population. Successive data for the 2003 and 2005 cohorts will become available later in 2008.

In 2006, the Department launched an impact evaluation to assess the effectiveness of random mandatory student drug testing. This 4-year evaluation involves 36 schools from 7 grantees that received awards under the Department's student drug testing grant competition in 2006. Data collection will include student surveys of reported drug use, interviews with staff at grantee schools, and school records. Results of the evaluation should be available in 2009.

The Safe Schools/Healthy Students initiative provides support to LEAs to implement a comprehensive plan to create safe, disciplined, and Drug Free environments. Two national evaluations of this initiative are currently underway, both jointly managed by the Departments of Education, Health and Human Services, and Justice. The evaluations seek to document the effectiveness of collaborative community efforts to promote safe schools and provide opportunities for healthy childhood development.

The Grants to Reduce Alcohol Abuse program provides funds to LEAs to support the implementation of proven strategies designed to reduce the use and abuse of alcohol by secondary school students. While results for the FY 2005 cohort of grantees reflect significant success (nearly two-thirds of grantees cite measurable decreases in student binge drinking), individual sites have also posted very significant improvements. For example, Eagle-Mountain Saginaw Independent Schools in Texas experienced a 13.5 percent decrease in students who report binge drinking; an 18.7 percent increase in students who believe that alcohol abuse is harmful to their health, and a 13.5 percent increase in target students who disapprove of alcohol abuse.

# DEPARTMENT OF HEALTH AND HUMAN SERVICES

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# DEPARTMENT OF HEALTH AND HUMAN SERVICES

## Centers for Medicare and Medicaid Services

### Resource Summary

	<i>Assumed Baseline Outlays<sup>1</sup> (in millions)</i>		
	FY 2007 Estimate	FY 2008 Estimate	FY 2009 Estimate
<b>Drug Resources by Function</b>			
Treatment	–	45.000	265.000
<b>Total Drug Resources by Function</b>	<b>\$0.000</b>	<b>\$45.000</b>	<b>\$265.000</b>
<b>Drug Resources by Decision Unit</b>			
Centers for Medicare and Medicaid Services	0.000	45.000	265.000
<b>Total Drug Resources by Decision Unit</b>	<b>\$0.000</b>	<b>\$45.000</b>	<b>\$265.000</b>
<b>Drug Resources Personnel Summary</b>			
Total FTEs (direct only)	0	0	0

<sup>1</sup> HHS actuaries developed outlay estimates based on anticipated State Medicaid program participation.

### Program Summary

#### Mission

The Centers for Medicare & Medicaid Services (CMS) mission is to ensure effective, up-to-date health care coverage and to promote high-quality care for beneficiaries. CMS supports the goals of the Strategy through support of screening and brief intervention services for those at risk for substance abuse.

#### Budget

CMS added two new Healthcare Common Procedure Coding System (HCPCS) codes for alcohol & drug screening and brief intervention (SBI) that became effective on January 1, 2007. ONDCP continues to work closely with the CMS, States, and medical societies to evaluate State participation in SBI, as well as educate States and clinicians about the SBI approach. The \$265.0 million in FY 2009 outlays included in this Budget reflect the estimated Medicaid outlays due to anticipated growth in State participation in FY 2009.

#### Centers for Medicare and Medicaid Services

**Total FY 2009 Estimate: \$265.0 million**  
**(Included +\$220.0 million in program changes**  
**(assumed baseline outlays))**

#### **Screening and Brief Intervention**

**Total FY 2009 Estimate: \$265.0 million**  
**(Includes +\$220.0 million in program changes (assumed**  
**baseline outlays))**

The Administration has improved access to early intervention and treatment for substance abuse by adding two new Healthcare Common Procedure Coding System (HCPCS) codes for alcohol & drug screening and brief intervention (SBI). The first code, H0049, is for alcohol and/or drug screening. The second code, H0050, covers a brief intervention that is 15 minutes in duration for alcohol and/or drug abuse.

SBI is a proven approach for reducing drug use. Having a code specific for drug and alcohol screening will promote implementation of structured screenings carried out in accordance with evidence-based practice standards. In addition, the availability of a code that directly covers brief intervention for substance abuse will advance the use of standardized and structured interventions and is likely to increase the frequency of SBI in clinical practice.

These new codes, which can be adopted by States and used by health care providers, will provide the opportunity for State Medicaid programs to pay for SBI services if they choose to make SBI a covered benefit. These codes will also facilitate, for the first time, precise tracking of clinician adoption of these effective services across patient status and diagnosis. This information can in turn be employed to evaluate the effectiveness of these approaches and potentially identify areas for refinement and improvement.

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**FY 2009 Program Changes  
(Assumed Baseline Outlays) (+\$220.0 million)**

The Office of National Drug Control Policy (ONDCP) worked with CMS' Office of the Actuary to develop estimates for these codes. The federal Medicaid outlays under these assumptions are projected to be \$265.0 million in FY 2009. This is a \$220.0 million increase over the FY 2008 level.

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## Performance

CMS' codes for screening and brief intervention services are new activities planned for FY 2008 and FY 2009. Performance measures will be identified after the program is established.

# DEPARTMENT OF HEALTH AND HUMAN SERVICES

## Indian Health Service

### Resource Summary

	<i>Budget Authority (in millions)</i>		
	FY 2007 Estimate	FY 2008 Estimate	FY 2009 Estimate
<b>Drug Resources by Function</b>			
Prevention	15.061	22.368	15.388
Treatment	138.066	155.776	146.600
<b>Total Drug Resources by Function</b>	<b>\$153.127</b>	<b>\$178.144</b>	<b>\$161.988</b>
<b>Drug Resources by Decision Unit</b>			
Alcohol and Substance Abuse	148.226	173.243	161.988
Urban Indian Health Program	4.901	4.901	0.000
<b>Total Drug Resources by Decision Unit</b>	<b>\$153.127</b>	<b>\$178.144</b>	<b>\$161.988</b>
<b>Drug Resources Personnel Summary</b>			
Total FTEs (direct only)	162	195	196
<b>Drug Resources as a Percent of Budget</b>			
Total Agency Budget	\$4,103.333	\$4,282.169	\$4,260.852
Drug Resources Percentage	3.73%	4.16%	3.80%

### Program Summary

#### Mission

The Indian Health Service (IHS), an agency within the Department of Health and Human Services, is responsible for providing federal health services to American Indians and Alaska Natives. IHS supports substance abuse treatment and prevention services as part of this mission. Tribes operate approximately 95 percent of alcohol and drug abuse programs under self-determination agreements. This allows for flexibility in designing programs.

#### Methodology

IHS includes the appropriation for Alcohol and Substance Abuse (excluding the amount designated as Adult Alcohol Treatment) and the 14 percent of the total Urban Indian Health appropriation that provides for alcohol and substance abuse prevention and treatment.

### Budget

In FY 2009, IHS requests \$162.0 million for its drug control activities. This is \$16.156 million below the FY 2008 level.

#### Alcohol and Substance Abuse

**Total FY 2009 Request: \$162.0 million**  
**(Included -\$11.3 million in program changes)**

The FY 2008 level includes an increase in funding for Alcohol and Substance Abuse to support methamphetamine and suicide prevention and treatment grant program. During FY 2008, IHS will increase outreach, education, prevention, and treatment of methamphetamine-related issues. IHS plans to have at least four Tribal Communities with a Methamphetamine Plan including a community task force at each Area; four Trainings on a Methamphetamine “tool kit”; and an Area-wide training, summit/conference on Methamphetamine.

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**FY 2009 Program Changes (-\$11.3 million)**

The FY 2009 Budget does not include targeted funding for a methamphetamine and suicide prevention and treatment grant program. The FY 2009 Budget includes resources for substance abuse prevention, treatment, and provision of mental health services, including treatment and prevention of methamphetamine abuse and suicide prevention. In FY 2009, IHS will continue to serve Native American and Alaskan Natives impacted by methamphetamine use and abuse through its Youth Regional Treatment Centers and other federal and tribally-operated substance abuse treatment and prevention programs.

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**Urban Indian Health Program—Alcohol and Substance Abuse Title V Grants**

**Total FY 2009 Request: \$0**

**(Included -\$4.9 million in program changes)**

The FY 2008 level includes funds for the Urban Indian Health Program, a portion of which is provided as grants to 34 urban Indian 501(c)3 non-profit organizations to carry out alcohol and substance abuse prevention and treatment activities in the communities they serve. All urban programs have active partnerships with their local Veteran's Administration programs to identify joint program initiatives.

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**FY 2009 Program Changes (-\$4.9 million)**

The FY 2009 Budget does not include funding for the Urban Indian Health Program. In FY 2009, IHS will continue to serve Native American and Alaskan Natives impacted by alcohol and substance abuse on or near reservations in federal and tribally-operated substance abuse treatment and prevention programs. In addition, urban Indians have access to other health care providers and programs such as Medicaid and other federal, state, and local health care programs.

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## Performance

### Introduction

This section on the FY 2007 performance of the drug control portion of IHS—the Alcohol and Substance Abuse program—is based on agency GPRA documents and the PART review, discussed earlier in the Executive Summary. The Urban Indian Health Program does not report on measures specifically related to drug control.

The Alcohol and Substance Abuse Program within the IHS administers anti-drug abuse activities to raise community awareness and target high-risk groups in addition to educating staff on issues and skills related to substance abuse. IHS' Tribally-Operated Health Programs, including its drug control activities, were assessed through PART.

IHS Alcohol and Substance Abuse Program		
PART Review		
Year of Last Review: 2005	Reviewed as part of Tribally-Operated Health Programs	
Selected Measures of Performance	FY 2007 Target	FY 2007 Achieved
» Alcohol-use screening among appropriate female patients		
» Accreditation rate for Youth Regional Treatment Centers*	28%	41%

\* Alcohol-use screening and YRTC accreditation are not Tribally-Operated Health Programs PART performance measures.

## Discussion

The percent of appropriate female patients screened for alcohol-use (Fetal Alcohol Syndrome prevention) increased from 28% in FY 2006 to 41% in FY 2007, a 46% increase.

Primary Care Provider Training is provided twice a year to IHS/Tribal/Urban primary care providers to enhance professional skills in addiction prevention, intervention and treatment. Activities include the development of a lending library (video and slide materials) designed to improve provider in-service capability and community presentations. Approximately 50 primary care providers received this training each year.

The Integrated Behavioral Health Project (which includes the Behavioral Health Management Information System) continues to improve software development, deployment, coordination and integration with other software in order to measure substance abuse and underage alcohol problems among American Indians and Alaska Natives. This project enhances programmatic evaluation and research to develop effective prevention and treatment services. The program enabled Portland Area Office providers to attend the MATRIX Model of Stimulant Abuse Treatment and the Aberdeen Area Office to produce a methamphetamine awareness video.



# DEPARTMENT OF HEALTH AND HUMAN SERVICES

## National Institute on Drug Abuse

### Resource Summary

	<i>Budget Authority (in Millions)</i>		
	FY 2007 Final	FY 2008 Enacted	FY 2009 Request
<b>Drug Resources by Function</b>			
Prevention	410.466	410.748	411.147
Treatment	589.548	589.952	590.525
<b>Total Drug Resources by Function</b>	<b>\$1,000.014</b>	<b>\$1,000.700</b>	<b>\$1,001.672</b>
<b>Drug Resources by Decision Unit</b>			
National Institute on Drug Abuse	1,000.014	1,000.700	1,001.672
<b>Total Drug Resources by Decision Unit</b>	<b>\$1,000.014</b>	<b>\$1,000.700</b>	<b>\$1,001.672</b>
<b>Drug Resources Personnel Summary</b>			
Total FTEs (direct only)	371	375	378
<b>Drug Resources as a Percent of Budget</b>			
Total Agency Budget	\$1,000.014	\$1,000.700	\$1,001.672
Drug Resources Percentage	100.00%	100.00%	100.00%

### Program Summary

#### Mission

Over the past three decades, NIDA-supported research has revolutionized our understanding of addiction as a chronic, relapsing brain disease—knowledge that is helping to correctly situate addiction as a serious public health issue and to frame how we ultimately treat this disease. By supporting research that reveals how drugs affect the brain and behavior and how multiple factors influence drug abuse and its consequences, including HIV, NIDA is advancing effective strategies to prevent people from ever using drugs and to treat them when they cannot stop.

NIDA continues to carry out its mission “to lead the Nation in bringing the power of science to bear on drug abuse and addiction,” which includes rapidly disseminating the results of our research to better prevent and treat this disease and its consequences.

### Budget

In FY 2009, NIDA requests \$1.002 billion, which is an increase of \$1.0 million from the FY 2008 enacted. NIDA-supported research has already led to positive shifts in behaviors and in disapproving attitudes toward abusing drugs. Research has informed more effective messages that speak to adolescents, helping to preempt drug abuse in this vulnerable population. Today, approximately 860,000 fewer young people are using illicit drugs than in 2001. NIDA’s latest Monitoring the Future Survey of 8<sup>th</sup>, 10<sup>th</sup>, and 12<sup>th</sup> graders (2007) shows substantial declines in past-year illicit drug use for all grades since a decade ago, and use of nicotine is lower than at any time since the survey began in 1975.

While progress has helped to catalyze, challenges remain. A major one is the persistent high levels of abuse of prescription drugs, such as stimulants and pain relievers. Nearly 1 in 10 high school seniors reported non-medical use of the powerful opiate medication Vicodin in the past year. Notably, 5 of the top 10 drugs most abused by 12<sup>th</sup> grade students are prescription drugs, with abuse of over-

the-counter cough medicine also problematic. NIDA will continue to address these trends, along with other challenges, applying new insights and methods to further our mission.

#### *New Tools, New Opportunities*

Today, NIDA is poised to capitalize on new tools and technologies to reveal and counter different aspects of drug abuse and addiction. For example, the application of modern genetics tools will increase predictive abilities to ascertain biological risk, or a person's inherent susceptibility to disease. Such tools will also help inform the design and tailoring of treatments that make use of a patient's genetic profile (i.e., a "pharmacogenetic" approach), resulting in more personalized treatments. To complement these efforts, NIDA is investing in the newer field of epigenetics, which focuses on the lasting modifications to DNA structure and function resulting from exposure to various stimuli. Attention to epigenetic phenomena is crucial for understanding the interactions of genes, environment, and development, including the deleterious long-term changes to brain circuits from drug abuse. New methods are also opening the door to the identification of a variety of potential biomarkers (or biological "signatures") of chronic drug exposure and drug toxicities.

To make this knowledge count, NIDA must first optimize the bioinformatics infrastructure needed to make the growing databases more widely available to the scientific community. To this end, NIDA will develop more efficient ways to analyze, integrate, store, and retrieve the massive amounts of data that will be generated by genomic, epigenomic, and proteomic scans, for example.

#### *Medications Development—the Promise of New Discoveries*

Medications development is an important focus for NIDA and one that offers exciting opportunities even while it presents ongoing challenges. A major one is the limited pharmaceutical industry involvement in developing and testing potential addiction medications, which makes it critical for NIDA to be able to pursue and test newly defined targets for different drugs of abuse. NIDA supports multiple trials of promising medications for use by themselves or with behavioral treatments to counter addiction, focusing on marijuana and stimulants, including methamphetamine. Research is also being supported to develop pain medications with diminished abuse liability.

Several novel approaches to addiction pharmacotherapy have been tested and are advancing to the next stage of research and development. Many of these have emerged from an improved understanding of the brain circuitry involved in addiction, leading to an expanded range of possible targets to potentially affect craving, euphoria, motivation, learning, memory, and inhibitory control—key contributors to addiction and relapse. One innovative strategy in which NIDA is investing is immunotherapy, or "vaccines," for methamphetamine, cocaine, and nicotine dependence, the latter already in commercial development. Addiction immunotherapy causes the body to generate antibodies that bind to specific drugs while they are still in the bloodstream, blocking their entry into the brain. Such approaches have great potential to help people remain abstinent and avoid relapse once they are in treatment.

## **National Institute on Drug Abuse**

**Total FY 2009 Request: \$1.001 billion<sup>1</sup>**  
**(Included +\$1.0 million in program changes)**

### **Clinical and Basic Neuroscience and Behavioral Research**

**Total FY 2009: \$455.4 million**  
**(Includes -\$0.6 million in program changes)**

Clinical and basic neuroscience represent two programs in NIDA that work together to enlarge understanding of the neurobiological, genetic, and behavioral factors underlying drug abuse and addiction. Specifically, they examine the factors affecting increased risk and/or resilience to drug abuse, addiction, and drug-related disorders; the mechanisms of addiction; and the effects of drugs on the brain and behavior. Together, they provide the fundamental information to develop and inform prevention and treatment interventions for drug abuse and addiction.

In March 2007, NIDA and National Institute of Environmental Health Sciences hosted an NIH Roadmap Workshop on *The Epigenetics of Human Health and Disease* to define the unique opportunities for advancing epigenetics research through new technologies and data aimed at improving human health and preventing disease (<http://nihroadmap.nih.gov/epigenomics>). In October 2007, NIDA sponsored a meeting to highlight the latest social neuroscience findings, which could lead to more powerful behavioral interventions. Together with other institutes, NIDA is funding ongoing studies to stimulate investigations of the cognitive/behavioral processes and neurobiological mechanisms of social behavior relevant to drug abuse and decision-making over the life course.

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#### **FY 2009 Program Changes (-\$0.6 million)**

While the Budget includes a decrease of \$642,000 for FY 2009, by applying funds from grants that are ending in FY 2008, NIDA will pursue opportunities to explore new biological targets to counter drug abuse and addiction. For example, glial cells in the brain are known to be involved in neuronal development and in protection against neuronal damage. NIDA intends to publish an request for application soliciting basic research applications to elucidate how drug abuse and glial cell function interact. NIDA also

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<sup>1</sup> Includes \$13.2 million for NIH Roadmap research.

plans to stimulate basic research on the mechanisms underlying extinction learning (i.e., learning that alters conditioned responses to stimuli) as it pertains to drug-taking behaviors. This RFA encourages the testing of pharmacological and genetic interventions to enhance extinction learning and thereby reduce the salience of drug-associated cues and the powerful drive behind drug-seeking behaviors.

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### **Epidemiology, Services and Prevention Research**

**FY 2009: \$241.9 million**  
**(Includes -\$0.3 million in program changes)**

This major program area seeks to promote integrated approaches to understand and address the interactions between individuals and environments that contribute to the continuum of drug abuse-related problems. The vision is to support research to prevent drug abuse and to optimize service delivery in real-world settings. Along with individual research studies, the program also supports major data collection systems and surveillance networks to help identify substance abuse trends locally, nationally, and internationally, to guide development of responsive interventions for a variety of populations.

In March 2007, NIDA held a pioneering public meeting on pain relief and addiction to discuss the growing problem of prescription painkiller abuse and the potential for addiction in patients with chronic pain conditions. The meeting was held in collaboration with the NIH Pain Consortium and the American Medical Association. In July 2007, NIDA co-hosted a meeting with SAMHSA to further the goal of creating reliable and valid drug abuse screening and brief intervention tools for use in primary care settings.

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#### **FY 2009 Program Changes (-\$0.3 million)**

While the Budget includes a reduction of \$341,000 for FY 2009, key research will continue to be supported. A major focus for this NIDA program area is to improve drug abuse prevention and treatment services, particularly in medical and criminal justice settings. NIDA will support targeted research on how drug abuse treatment can be integrated into criminal justice systems through its Criminal Justice Drug Abuse Treatment Research Studies (CJ-DATS).

NIDA is also calling for studies to develop and test comprehensive models of care that integrate drug screening, brief intervention, and referral to specialized treatment by physicians working in general healthcare settings.

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## **Pharmacotherapies and Medical Consequences**

**FY 2009 Request: \$114.3 million**

**(Includes -\$0.2 million in program changes)**

This program area is responsible for medications development aimed at helping people recover from drug abuse and addiction and sustain abstinence. Capitalizing on research showing the involvement of different brain systems in drug abuse and addiction—beyond the dopamine system—NIDA’s medications development program is pursuing a variety of newly defined targets and treatment approaches. This program area also seeks solutions addressing the medical consequences of drug abuse and addiction.

In 2007, a pharmaceutical company working with NIDA announced positive results of its efficacy (Phase II) trials of NicVax, a vaccine designed to promote smoking cessation by inducing antibodies that block nicotine from entering the brain.

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### **FY 2009 Program Changes (-\$0.2 million)**

While the Budget includes a reduction of \$161,000 for FY 2009, key research will continue to be supported. Program plans for 2009 give highest priority to testing innovative therapies for cannabis and stimulants, including methamphetamine. NIDA will support research to develop new medications designed to diminish conditioned responses, promote new learning, and inhibit stress-induced relapse. Building on the promise of the nicotine vaccine, NIDA is also investing in an immunological approach to treat methamphetamine and cocaine addiction. Addiction immunotherapy causes the body to generate antibodies that bind to specific drugs while they are still in the bloodstream, blocking their entry into the brain. Such approaches have great potential to help people remain abstinent and avoid relapse once they are in treatment.

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## **Clinical Trials Network**

**FY 2009 Request: \$46.9 million**

**(Includes no program changes)**

NIDA’s National Drug Abuse Treatment Clinical Trials Network (CTN), which now comprises 16 research nodes and more than 240 individual community treatment programs, serves 34 States, plus the District of Columbia and Puerto Rico. The CTN tests the effectiveness of new and improved interventions in real-life community settings with diverse populations. It also serves as a research and training platform to help NIDA respond to emerging public health areas. Currently, the CTN provides an effective research platform for more than 30 research grants and a training platform for 60+ research fellows and junior faculty.

Promising CTN activities in 2007 include progress in clinical trials involving patients with comorbid Attention Deficit Hyperactivity Disorder (ADHD) and drug abuse, as well as trials of prescription opioid addiction treatments. Buprenorphine/naloxone, in combination with psychotherapy, is being tested as treatment for pain patients and others addicted to opioid medications. In addition, the CTN has just completed a study to use buprenorphine with adolescents and young adults addicted to heroin; preliminary results are positive.

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### **FY 2009 Program Changes (none)**

Aggregate funding for this activity will be maintained in FY 2009. Program plans, along with expected accomplishments, are to re-compete some of the CTN nodes (2010), or centers, and to continue support of CTN trials evaluating promising medications and other treatment approaches in diverse patient populations. For example, CTN protocols will (1) assess new HIV rapid-screen technologies and counseling in CTN-affiliated community treatment programs and (2) evaluate the effectiveness of a 12-step facilitation intervention in stimulant abusing patients to initiate and sustain involvement with support groups like Alcoholics or Cocaine Anonymous.

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## **Intramural Research Program**

**FY 2009 Request: \$85.1 million**

**(Includes +\$1.3 million in program changes)**

This Intramural program performs cutting edge research within a coordinated multidisciplinary framework. IRP attempts to elucidate the nature of the addictive process; to determine the potential use of new therapies for substance abuse, both pharmacological and psychosocial; and to decipher the long-term consequences of drugs of abuse on brain development, maturation, function, and structure, and on other organ systems.

Recent IRP activities include the conduct of basic research to understand the role of mitochondria—the “powerhouse” of a cell that breaks down glucose to release energy—in degenerative neurological diseases (e.g., Parkinson’s Disease). IRP activities also use a variety of animal models of addiction to better understand the effects of drugs on brain and behavior. In addition, the IRP operates a Teen Tobacco Addiction Treatment Research Clinic, which is assessing the safety and efficacy of quit products such as the nicotine patch and gum, in combination with group therapy, for teens who want to stop smoking.

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### **FY 2009 Program Changes (+\$1.3 million)**

The Budget proposes an increase of \$1.3 million for the program above FY 2008. Program plans include taking advantage of new and emerging techniques, including genetics technology and laser capture microscopy, to permit an unprecedented level of resolution and detail in our understanding of addiction circuits, and provide new targets for medications development. Other plans include understanding the role of exercise in protecting and regenerating midbrain dopamine circuits.

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## **Research Management and Support**

**FY 2009 Request: \$58.1 million**

**(Includes +\$0.9 million in program changes)**

RMS activities provide administrative, budgetary, logistical, and scientific support in the review, award, and monitoring of research grants, training awards, and research and development contracts. Additionally, the functions of RMS encompass strategic planning, coordination, and evaluation of NIDA’s programs, regulatory compliance, international coordination, and liaison with other Federal

agencies, Congress, and the public. NIDA currently oversees more than 1,800 research grants and more than 190 research and development contracts.

In addition to the infrastructure required to support research and training, NIDA also strives to rapidly disseminate research information to inform policy and improve practice. As an example, NIDA partnered with National Institute on Alcohol Abuse and Alcoholism, HBO, and the Robert Wood Johnson Foundation to launch the groundbreaking and Emmy award winning documentary ADDICTION in March, 2007. This included a multimedia public health campaign that spotlighted promising scientific advancements and personal testimonials to help Americans understand addiction as a chronic yet treatable brain disease. In October 2007, NIDA held a Drug Facts Chat Day via the Internet to give students and teachers in classrooms across the United States the chance to ask questions and receive answers in “real time” about drug effects, addiction, and treatment.

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### **FY 2009 Program Changes (+\$0.9 million)**

The Budget proposes an increase of \$859,000 for this program activity. NIDA will continue to support scientific meetings to stimulate interest and develop research agendas in areas significant to drug abuse and addiction. These meetings, as well as input from the NIDA Director, the National Advisory Council on Drug Abuse, NIDA Staff, Program Experts, and Constituent Organizations, have been critical to the development of NIDA’s new 5-year Strategic Plan (to be completed in FY 2008). The plan outlines major goals that will guide NIDA’s research agenda for the future. NIDA will also continue to support educational outreach aimed at diverse audiences, including the general public, physicians, and educators to help raise awareness of substance abuse issues and disseminate promising prevention and treatment strategies.

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National Institute on Drug Abuse		
PART Review*		
<b>NIH HIV/AIDS Research Program</b>		
<b>Year of Last Review:</b>	<b>2003</b>	<b>PART Rating Received: Moderately Effective</b>
<b>NIH Extramural Research Program</b>		
<b>Year of Last Review:</b>	<b>2004</b>	<b>PART Rating Received: Effective</b>
<b>NIH Buildings and Facilities</b>		
<b>Year of Last Review:</b>	<b>2005</b>	<b>PART Rating Received: Effective</b>
<b>NIH Intramural Research Program</b>		
<b>Year of Last Review:</b>	<b>2005</b>	<b>PART Rating Received: Effective</b>
<b>NIH Extramural Research Facilities Construction</b>		
<b>Year of Last Review:</b>	<b>2006</b>	<b>PART Rating Received: Moderately Effective</b>
<b>NIH Research Training and Research Career Development Program</b>		
<b>Year of Last Review:</b>	<b>2006</b>	<b>PART Rating Received: Effective</b>
<b>Selected Measures of Performance</b>	<b>FY 2007 Target</b>	<b>FY 2007 Achieved</b>
» SRO-3.5, by 2013, identify and characterize at least 2 human candidate genes that have been shown to influence risk for substance use disorders and risk for psychiatric disorders using high-risk family, twin, and special population studies	Identify specific haplotypes for the most promising genes	Five gene regions associated with dependence susceptibility were identified
» SRO-4.5.5, by 2008, develop and test two new evidence-based treatment approaches for drug abuse in community settings	Analyze data from completed behavioral protocols and report initial findings	Data analysis on MET, BSFT, and Seeking Safety is progressing; initial findings have been reported at scientific meetings and in the scientific literature

\*NIDA programs were included the listed NIH PART reviews for the identified calendar years.

## Performance

### Introduction

This section on NIDA's FY 2007 performance is based on agency GPRA documents and the PART review. The table includes the PART assessment as well as performance measures, targets, and achievements for the latest year for which data are available. In calendar years 2003 through 2006 NIDA programs were included the following NIH PART reviews: HIV/AIDS Research, Extramural Research Programs, Intramural Research Programs,

Buildings and Facilities, Extramural Construction, and Extramural Research Training and Research Career Development. The HIV/AIDS portfolio and Extramural Construction were found to be Moderately Effective and the Buildings and Facilities, Extramural and Intramural Programs, and the Extramural Research Training and Research Career Development activities were found to be Effective.

To ensure adequate representation of NIH's commitment to the best possible research and coordination of research efforts across NIH, the goals articulated in the Annual

Performance Plan and Report are representative of NIH's broad and balanced portfolio of research. GPRA goals, therefore, are not Institute-specific; rather they are trans-NIH comprising lead Institutes and contributors. This approach ensures adequate representation of NIH's commitment to the best possible research and coordination of research efforts across NIH. NIDA also contributes to the HHS Strategic Plan Goal 4: Scientific Research and Development.

NIDA continues to participate in a number of trans-NIH scientific research outcome (SRO) goals reported through the NIH GPRA process. Two of these goals are indicative of NIDA's efforts in the prevention and treatment of drug abuse and addiction. NIDA is the lead Institute on SRO 4.5.5, which states, "By 2008, develop and test two new evidence-based treatment approaches for drug abuse in community settings." This goal is intended to bring more drug addiction treatments from "bench to bedside." NIDA also participates in SRO 3.5, which states, "By 2013, identify and characterize at least 2 human candidate genes that have been shown to influence risk for substance use disorders and risk for psychiatric disorders using high-risk family, twin, and special population studies." By identifying genetic factors involved in the various stages of the addiction process, this goal is intended to aid in the development of improved primary (stop drug use before it starts) and secondary (prevent relapse) prevention programs.

## Discussion

NIDA is a lead contributor toward NIH's scientific research goal of developing and testing evidence-based treatment approaches for specialized populations in community treatment settings. Using the National Drug Abuse Treatment Clinical Trials Network that NIDA established in 1999, NIDA met the FY 2007 target by analyzing data from the Brief Strategic Family Therapy (BSFT), Motivational Enhancement Therapy (MET), and Seeking Safety interventions, and reporting initial findings at scientific meetings and in the scientific literature. Briefly,

Research from BSFT found that: (1) specialized family treatment was more efficacious than group intervention in reducing conduct problems, associations with anti-social peers, and substance use, and it increased engagement in treatment; (2) family changes were associated with changes in behavioral problems among those families entering treatment with poor family function; and (3) physicians trained to begin diagnostic work and engagement over the phone prior to bringing in families for treatment improved engagement of family members reluctant to be involved. In a multi-site randomized controlled trial of MET in community drug abuse clinics, MET resulted in sustained substance use reductions among primary alcohol users.

Research from Seeking Safety found that Seeking Safety treatment led by community substance abuse counselors can reduce PTSD symptoms at a statistically significant level.

NIDA also contributes to NIH's scientific research goal of identifying and characterizing human candidate genes that influence risk for substance use disorders and risk of psychiatric disorders. NIDA met the FY 2007 target by identifying 5 gene regions associated with dependence susceptibility. This research has identified multiple genes associated with dependence and addiction.



# DEPARTMENT OF HEALTH AND HUMAN SERVICES

## Substance Abuse and Mental Health Services Administration

### Resource Summary

	<i>Budget Authority (in Millions)</i>		
	FY 2007 Final	FY 2008 Enacted	FY 2009 Request
<b>Drug Resources by Function</b>			
Prevention	563.163	564.492	533.184
Treatment	1,879.993	1,881.331	1,837.426
<b>Total Drug Resources by Function</b>	<b>\$2,443.156</b>	<b>\$2,445.823</b>	<b>\$2,370.610</b>
<b>Drug Resources by Decision Unit <sup>1</sup></b>			
PRNS – Prevention	192.902	194.120	158.040
<i>SPF SIGs (non-add)</i>	<i>[105.324]</i>	<i>[104.707]</i>	<i>[95.389]</i>
PRNS – Treatment	398.949	399.844	336.848
<i>Access to Recover (non-add)</i>	<i>[98.703]</i>	<i>[96.492]</i>	<i>[99.716]<sup>2</sup></i>
<i>Screening and Intervention (SBIRT) (non-add)</i>	<i>[29.624]</i>	<i>[29.106]</i>	<i>[56.151]</i>
<i>Drug Treatment Courts (non-add)</i>	<i>[10.217]</i>	<i>[9.940]</i>	<i>[37.823]</i>
Substance Abuse Prevention and Treatment			
Block Grant <sup>3</sup>	1,758.591	1,758.728	1,778.591
Program Management <sup>4</sup>	92.714	93.131	97.131
<b>Total Drug Resources by Decision Unit</b>	<b>\$2,443.156</b>	<b>\$2,445.823</b>	<b>\$2,370.610</b>
<b>Drug Resources Personnel Summary</b>			
Total FTEs (direct only)	528	534	528
<b>Drug Resources as a Percent of Budget</b>			
Total Agency Budget	\$3,327.014	\$3,356.329	\$3,158.148
Drug Resources Percentage	73.43%	72.87%	75.06%

<sup>1</sup> Includes both Budget Authority and PHS Evaluation funds. PHS Evaluation Fund levels are as follows: \$99.5 million in FY 2007, \$101.25 million in FY 2008, and \$112.142 million in FY 2009.

<sup>2</sup> Includes PHS evaluation funds for ATR in the amount of \$1.7 million in FY 2009

<sup>3</sup> Consistent with ONDCP guidance, the entire Substance Abuse Block Grant, including funds expended for activities related to alcohol is included in the Drug Budget. The Block Grant is distributed 20 percent to prevention and 80 percent to treatment.

<sup>4</sup> Consistent with ONDCP guidance, all SAMHSA Program Management funding is included. Program Management is distributed 20 percent to prevention and 80 percent to treatment.

# Program Summary

## Mission

SAMHSA's mission is to build resilience and facilitate recovery for people with, or at risk for, substance abuse and mental illness. SAMHSA supports the National Drug Control Strategy through a broad range of programs focusing on prevention and treatment of drug abuse. These programs, which include the Substance Abuse Prevention and Treatment (SAPT) Block Grant, as well as the competitive Programs of Regional and National Significance (PRNS), are administered through the Center for Substance Abuse Prevention (CSAP) and the Center for Substance Abuse Treatment (CSAT).

## Budget

In FY 2009, SAMHSA requests a total of \$2,370.6 million for drug control activities, which is a reduction of \$75.2 million from the FY 2008 level. The Budget directs resources to activities that have demonstrated improved health outcomes and increase capacity, and terminates or reduces less effective or redundant activities. SAMHSA has four major drug-related decision units: Substance Abuse Prevention PRNS, Substance Abuse Treatment PRNS, the Substance Abuse Prevention and Treatment Block Grant, and Program Management.

## Programs of Regional and National Significance—Prevention

**Total FY 2009 Request: \$158.0 million  
(Includes -\$36.1 million in program changes)**

CSAP PRNS programs are organized into two categories: 1) Capacity, and 2) Science to Service. Several important drug related programs within these categories are detailed below.

### Prevention Capacity Activities

Capacity activities include service programs, which provide funding to implement service improvement using proven evidence-based approaches, and infrastructure programs, which identify and implement needed systems changes. A major drug related program included in this category is the Strategic Prevention Framework-State Incentive Grants (SPF-SIGs).

## Strategic Prevention Framework-State Incentive Grants (SPF-SIGs)

**FY 2009 Request: \$95.4 million**

**(Includes -\$9.3 million in program changes)**

The FY 2008 resources of \$104.7 million for SPFSIG support 42 continuation grants to states and tribes and several contracts. CSAP's SPF-SIG uses a public health approach that supports the delivery of effective programs, policies and practices to prevent substance use disorders. It is an approach that can be embraced by multiple agencies and levels of government that share common goals. It emphasizes: developing community coalitions; assessing problems, resources, risk and protective factors; developing capacity in states and communities; implementing evidenced-based programs with fidelity; and monitoring, evaluating, and sustaining those programs.

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### **FY 2009 Program Changes (-\$9.3 million)**

The FY 2009 Budget includes a \$9.3 million reduction for SPF-SIG. The Budget fully funds all 21 continuation grants, 21 new grants, and 6 contracts. The reduction is due to grants coming to a natural end. At least eighty-five percent of SPF-SIGs fund community-level organizations, including faith-based organizations.

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## Other Prevention Capacity Programs

**FY 2009 Request: \$49.4 million**

**(Includes -\$13.4 million in program changes)**

The FY 2008 Budget includes resources of 62.833 million for existing Mandatory Drug Testing programs, the Substance Abuse Prevention/Minority AIDS grants (SAP/MAI), Methamphetamine Prevention, and Program Coordination.

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### **FY 2009 Program Changes (-\$13.4 million)**

Reductions in Workplace programs, Methamphetamine Prevention, and Program Coordination are proposed. The FY 2009 level would maintain all current grants, but would not continue workforce and Methamphetamine grants coming to a natural end. The FY 2009 level supports continuation of 127 HIV/AIDS prevention grants. With increased access to SAMHSA's new rapid HIV testing methodology through its program sites, more high-risk minority populations can be identified and screened. The FY 2009 Budget also includes \$7.0 million for a new Pre-

vention TCE grant program. These grants will address emerging prevention needs identified by States and local communities that could include various areas of need, such as: underage alcohol use, and methamphetamine-focused activities, among others.

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### **Prevention Science and Service Activities**

Science and Service Activities promote the identification and increase the availability of practices thought to have the potential for broad service improvement. A major drug-related program included in this category is the National Registry of Evidence-based Programs and Practices.

### **National Registry of Evidence-based Programs and Practices**

**FY 2009 Request: \$1.936 million**  
**(Includes +\$0.786 million in program changes)**

The FY 2008 resources of \$1.15 million will support the National Registry of Evidence-based Programs and Practices (NREPP). This includes both prevention and treatment. NREPP is a system designed to support informed decision making and to disseminate timely and reliable information about interventions that prevent and/or treat mental and substance use disorders. The NREPP system allows users to access descriptive information about interventions, as well as peer-reviewed ratings of outcome-specific evidence across several dimensions. NREPP provides information to a range of audiences, including service providers, policy makers, program planners, purchasers, consumers, and researchers.

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#### **FY 2009 Program Changes (+\$0.786 million)**

The new NREPP web site provides an array of descriptive information on all reviewed interventions, as well as quantitative ratings (on zero to four scales) for two important dimensions -strength of evidence, and readiness for dissemination. The new web site will also have the capacity to generate customized searches on one or multiple factors including specific types of outcomes, types of research designs, intervention costs, populations and/or settings, as well as the two quantitative dimensions (strength of evidence and readiness for dissemination). This will allow states and communities to identify which factors are most important or relevant to them in the selection of interventions, and customize

a search to yield only these interventions (e.g., interventions reducing underage drinking evaluated using an RCT design, and achieving 3 out of 4 scale on both the strength of evidence and readiness for dissemination dimensions).

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### **Other Prevention Science and Service Programs**

**FY 2009 Request: \$12.6 million**  
**(Includes -\$13.4 million in program changes)**

The FY 2008 Budget provides resources of \$25.930 million in support of: the Fetal Alcohol Spectrum Disorder program; the Center for the Advancement of Prevention Technologies; the SAMHSA Health Information Network.

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#### **FY 2009 Program Changes (-\$13.4 million)**

The Budget provides \$12.6 million to continue Fetal Alcohol Spectrum Disorder grants and the SAMHSA Health Information Network. The Budget proposes eliminating funding for the remaining Prevention Science and Service programs. These activities are less effective and the goals are accomplished through other SAMHSA or government activities. The CAPTs will continue to be funded through the Set-Aside funds.

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## **Programs of Regional and National Significance—Treatment**

**Total FY 2009 Request: \$336.8 million<sup>1</sup> Includes \$4.3M in PHS funds.  
(Includes -\$63.0 million in program changes)**

CSAT PRNS programs are also organized into two categories: 1) Capacity, and 2) Science and Service. Several important drug-related programs within these categories are detailed below.

### **Treatment Capacity Activities**

As stated above, capacity activities include services programs, which provide funding to implement service improvement using proven evidence-based approaches, and infrastructure programs, which identify and implement needed systems changes. Key activities included in this category are: Access to Recovery (ATR); Screening, Brief Intervention, Referral, and Treatment (SBIRT) initiatives; and Adult, Juvenile, and Family Drug Court services.

### **Access to Recovery**

**FY 2009 Request: \$99.7 million  
(Includes +\$3.2 million in program changes)**

The FY 2008 resources for ATR include \$96.5 million to continue the last year of the second cohort of 24 grants awarded at the end of FY 2007. Within this amount, up to \$25.0 million supports treatment for clients using methamphetamine.

ATR is designed to: (1) allow recovery to be pursued through personal choice and many pathways; (2) require grantees to manage performance based outcomes that demonstrate client successes; and, (3) expand capacity by increasing the number and types of providers who deliver clinical treatment and/or recovery support services. The program is administered through State Governor's Offices, recognized Tribal Organizations, or through the Single State Authority overseeing substance abuse activities. ATR uses vouchers, coupled with state flexibility and executive discretion, to offer an unparalleled opportunity to create profound positive change in substance abuse treatment and recovery service delivery across the Nation.

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#### **FY 2009 Program Changes (+\$3.2 million)**

The Budget includes an increase of \$3.2 million for ATR. This level Includes PHS evaluation funds for ATR in the amount of \$1.7 million in FY 2009. The program seeks to serve 65,000

in FY 2009, or 160,000 over the three years of the cohort. Data from the first cohort of 15 ATR grantees shows, as of September 30, 2007, 199,247 clients had received services, exceeding the 125,000 target by 59.4%. Recovery support services account for approximately 50 percent of the dollars redeemed, including family services, transportation, housing services, and education.

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### **Screening, Brief Intervention, Referral, and Treatment Activities**

**FY 2009 Request: \$56.2 million  
(Includes +\$27.1 million in program changes)**

Substance abuse is one of our Nation's most significant public health challenges. The Screening, Brief Intervention, Referral and Treatment (SBIRT) program has the potential to fundamentally transform substance abuse treatment and prevention in the U.S. The SBIRT approach can intervene early in the disease process before they become dependent and/or addicted, and motivate the addicted to pursue a referral to treatment. This powerful tool can not only prevent the human misery caused by substance abuse but also reduce health care and treatment costs.

The FY 2008 resources specifically designated for SBIRT activities total \$29.1 million, which supports continuations of current grants and contracts, and provides \$3.75 million for a new SBIRT initiative for Medical Residency programs. The SBIRT grant program uses cooperative agreements to expand and enhance a state or Tribal Organization's continuum of care by adding screening, brief intervention, referral, and treatment services within general medical settings. In addition, by providing consistent linkages with the specialty treatment system, the SBIRT approach is expected to result in systems and policy changes, which will increase substance abuse treatment access in both the generalist and specialist sectors.

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#### **FY 2009 Program Changes (+\$27.1 million)**

The Budget proposes \$56.2 million for SBIRT activities, an increase of \$27.1 million over the FY 2008 level. The Administration will expand its legacy with the SBIRT program in the FY 2009 President's Budget by supporting these three initiatives:

**Promoting Sustainability.** To ensure that the program is sustainable the program will now, as a condition of award, require grantee acknowledgement that federal resources are intended to catalyze local support for this effective program and also require local matching funding. The matching component will oblige grantees to provide matching funds; the grantee contribution will be 5% in the 1st year, 20% in the 2nd year, and 50% in the 3rd year.

**Supporting Training.** SBIRT grants for teaching hospitals will set-aside a portion of the grant funds for training. The training has a two-fold purpose, to (1) provide initial training for personnel to implement SBIRT within a teaching hospital system (2) become a focus for state-wide training of SBIRT, by training-the-trainer for wider dissemination. The train-the-trainer approach will leverage the initial trainings and further expand the impact of the program.

**Expanding SBIRT to Emergency Departments/Trauma Centers.** The President's Budget proposes expanding SBIRT to emergency departments and trauma centers(ED/TCs), especially those affiliated with a medical school that does not already support an SBIRT program. Focusing on ED/TCs will maximize opportunities for reaching a broad range of the population with high incidence of substance-related emergencies, create opportunities to educate medical students and medical residents on SBIRT and provide an opportunity for linking research efforts to SBIRT activities. Research findings drawn from these programs could be invaluable in improving future SBIRT initiatives.

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### **Adult, Juvenile, and Family Drug Courts**

**FY 2009 Request: \$37.8 million**

**(Includes +\$27.9 million in program changes)**

The FY 2008 resources of \$9.9 million will support efforts to combine the sanctioning power of courts with effective treatment services to break the cycle of child abuse/neglect, criminal behavior, in addition to alcohol and/or drug abuse. The purpose of Adult, Juvenile, and Family Drug Court grants is to supply funds to treatment providers and the courts to provide alcohol and drug treatment, wrap-around services supporting substance

abuse treatment, assessment, case management, and program coordination to those in need of treatment drug court services. Priority for the use of the funding will be given to addressing gaps in the continuum of treatment.

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### **FY 2009 Program Changes (+\$27.9 million)**

The Budget includes a \$27.9 million increase over the FY 2008 level. These resources will more than triple the number of drug court grants over FY 2008, including award of approximately 82 new grants.

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### **Other Treatment Capacity Programs**

**FY 2009 Request: \$123.80 million**

**(Includes -\$112 million in program changes)**

The FY 2008 Budget includes resources of \$235.8 million for several other Treatment Capacity programs including: the Opioid Treatment Programs and Regulatory Activities; Treatment Systems for Homeless; the Minority AIDS Initiative; and Services Accountability, as well as others.

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### **FY 2009 Program Changes (-\$112 million)**

The Budget includes a reduction of \$112 million in other Treatment Capacity programs and focuses resources on activities that directly demonstrate improvements in substance abuse outcomes and increase capacity. The Budget reduces or eliminates less effective or redundant activities, such as: Pregnant and Post-Partum Women, Strengthening Treatment, Access and Retention, and Recovery Community Services Program. For example, the Pregnant and Post-Partum Women grantees have not demonstrated improved performance through outcome measures and more than 20 percent of grantees have exceeded approved costs bands for providing services.

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## Treatment Science and Service Activities

As stated above, Science and Service Activities promote the identification and increase the availability of practices thought to have the potential for broad service improvement. A major drug-related program included in this category is the Addiction Technology Transfer Centers (ATTCs).

### Treatment Science and Service

**FY 2009 Request: \$2.858 million**

**(Includes -\$15.256 million in program changes)**

The FY 2009 Budget includes resources of \$14.1 million for Treatment Science and Service programs including: Addiction Technology Transfer Centers, the National Registry of Evidence-Based Programs and Practices, the SAMHSA Health Information Network,.

SAMHSA remains committed to addressing co-occurring disorders throughout its grant portfolio. Grant announcements throughout the agency will include language requiring screening and services for individuals with co-occurring disorders where appropriate. In addition, SAMHSA plans to continue technical assistance efforts in this area. One program in particular, the Addiction Technology Transfer Center network, supports training and technology transfer activities to promote the adoption of evidence-based practices in substance use disorder treatment and, more broadly, to promote workforce development in the addiction treatment field. The ATTC network operates as 14 individual Regional Centers serving the 50 States, the District of Columbia, Puerto Rico, the U.S. Virgin Islands, and the Pacific Islands, and an ATTC National Office. The ATTC mission focuses on upgrading the skills of existing practitioners and other health professionals and dissemination of the latest science to the treatment community. The resources are expended to create a multitude of products and services that are timely and relevant to the many disciplines represented by the addiction treatment workforce. At the regional level, individual centers focus primarily on meeting the unique needs in their areas while also supporting national initiatives. The national office implements national initiatives and supports and promotes regional efforts.

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#### **FY 2009 Program Changes (-\$15.256 million)**

The Budget proposes a reduction of \$14.5 million. Resources will fully fund most grant continuations; however, one grant program and several contract activities have been eliminated,

including: Minority Fellowship Program grants, Special Initiatives and Outreach, State Service Improvement, and Information Dissemination. The goal of the MFP is to place practitioners in clinical settings; however, only 15 percent of psychiatry participants move on to a primary clinical work setting and only one percent of social work participants move on to a clinical setting. The 2009 Budget request will continue to support workforce needs, and emerging issues. Previous grants have focused on HIV/ AIDS, academic preparation, workforce development, veterans, and methamphetamine abuse.

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## Substance Abuse Prevention and Treatment Block Grant:

**Total FY 2009 Request: \$1.779 billion**

**(Includes +\$20.0 million in program changes)**

The overall goal of the SAPT Block Grant is to support and expand substance abuse prevention and treatment services, while providing maximum flexibility to states. States and territories may expend their funds only for the purpose of planning, carrying out, and evaluating activities related to these services. States may provide SAPT Block Grant funds to community and faith based organizations to provide services. Of the amounts appropriated for the SAPT Block Grant, 95 percent are distributed to states through a formula prescribed by the authorizing legislation. Factors used to calculate the allotments include total personal income; state population data by age groups (total population data for territories); total taxable resources; and a cost of services index factor. Remaining funds are used for data collection, technical assistance, and program evaluation, which are retained by SAMHSA for these purposes. The set-aside is distributed among CSAP, CSAT, and the SAMHSA Office of Applied Studies for purposes of carrying out the functions prescribed by the SAPT Block Grant legislation.

The FY 2008 resources of \$1.759 billion will provide grant awards to 60 eligible States, Territories, the District of Columbia, and the Red Lake Indian Tribe of Minnesota. These resources will support approximately 2 million treatment episodes.

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#### **FY 2009 Program Changes (+\$20.0 million)**

A primary weakness identified in a 2003 PART assessment of the SAPT Block Grant was the

inability to document long-term outcomes in supported grantee programs. The FY 2008 SAPT Block Grant Application enhances accountability by requiring States to report on National Outcome Measures (NOMs) linked to prevention and treatment services financed with block grant funds. Comprehensive reporting on defined national outcome measures by all states will improve the quality of substance abuse services. Many states have been voluntarily reporting on selected outcome measures since FY 2002; however, more States have been coming on line each year, and all are expected to report NOMs by the end of FY 2008. As further performance incentive and to enhance capacity, the funding increase shown above has been provided for performance awards for the top 20 percent of SAPT Block Grant recipients that report on the NOMs. To receive an award, grantees would have to meet superior performance as determined by the Secretary. Awards would consist of a two-tiered approach: up to \$2.5 million would be available for top performers receiving \$21 million or greater in their prior year award and up to \$1.5 million would be available for the top performers receiving less than \$21 million in their prior year award.

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## **Program Management**

### **Total FY 2009 Request: \$97.1 million (Includes +\$4.0 million in program changes)**

The FY 2008 resources of \$93.1 million support staffing and activities to administer SAMHSA programs. Program Management supports the majority of SAMHSA staff who plan, direct, and administer agency programs and who provide technical assistance and program guidance to states, mental health and substance abuse professionals, clients, and the general public. Agency staffing represents a critical component of the budget. Staff not financed directly through the Program Management account provide direct state technical assistance and are funded through the 5 percent Block Grant set-asides. There are currently 57 FTEs dedicated to Block Grant technical assistance. Program Management also includes: contracts for block grant investigations (monitoring); support for the Unified Financial Management System (UFMS); administrative activities such as Human Resources, Information Technology, and centralized ser-

vices provided by the Program Support Center and the Department.

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### **FY 2009 Program Changes (+\$4.0 million)**

The Budget includes an increase of \$4.0 and will continue to support all staffing requirements including funding of federal pay cost increases, other personnel-related activities, and various support functions. Also provided within the PM funding is a total of \$21.8 million to supplement the SAPT Block Grant Set-aside funds that support the national surveys. SAMHSA continues to ensure the viability of key data systems that support the Nation's policy and research interests consistent with the funding levels requested in the FY 2009 President's Budget.

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## **Performance**

### **Introduction**

This section on the FY 2007 performance of SAMHSA programs is based on agency GPRA documents and the PART review, discussed earlier in the Executive Summary. The tables include conclusions from the PART assessment as well as performance measures, targets and achievements for the latest year for which data are available.

The PART reviews noted the key contributions of SAMHSA's substance abuse programs in supporting prevention and treatment services in states, territories, and communities. The primary criticism from earlier reviews was the lack of outcome measures, targets, and/or data, without which programs could not demonstrate effectiveness. Over the past several years, SAMHSA, in collaboration with the states, has identified a set of standardized NOMs that will be monitored across all SAMHSA programs. The NOMs have been identified for both treatment and prevention programs, as well as common methodologies for data collection and analysis. PART reviews in 2007 and 2004, both of the Access to Recovery program and the Prevention Programs of Regional and National Significance, resulted in ratings of "Moderately Effective."

SAMHSA has implemented on-line data collection and reporting systems for prevention and treatment programs, and has assisted states in developing their data infrastructures. Efficiency measures have also been implemented for all programs.

## CSAP

The major programs are the 20 percent prevention set-aside from the SAPT Block Grant and PRNS, discussed in the following sections.

CSAP SAPT 20% Prevention Set Aside			
PART Review			
Year of Last Review*: 2003			Rating Received: Ineffective
Evaluation Area	Score	Review Highlights	
Purpose	80	Without uniformly defined and collected outcome information from each state, the program (including prevention and treatment) could not demonstrate its effectiveness. The National Outcome Measures, implemented after the PART review, addressed this finding.	
Planning	50		
Management	89		
Results	8		
Selected Measures of Performance*			FY 2007 Target
» Lifetime drug non-use**			56%
» 30-day drug use***			7%
» Perception of harm of drug use			75%
» Number of participants served in prevention programs			Establish baseline
			FY 2007 Achieved
			54%
			8%
			73%
			6,322,551

\* The SAPT Block Grant was reviewed as a whole, including the prevention and treatment portions.

\*\* Percent, ages 12 and older, who report they have never used illicit substances.

\*\*\*Percent of program participants who used substances in the last 30 days.

## Discussion

All States have submitted prevention NOMs data in the FY 2008 application. While most states' prevention NOMs data are complete, there are several cases where CSAP is providing technical assistance to states that are unable to provide the data for all the NOMs. CSAP'S Minimum Data Set is being enhanced to be consistent with NOMs data collection and will go live in February 2008 for use in future SAPT applications and other state program data reporting

Increasing emphasis on the Strategic Prevention Framework (SPF) is now being evidenced in the 20 percent set-aside and other state activities. For example, data collected between October 2004 and 2007 show that most states now use SPF (or its equivalent) for needs assessment, building state capacity, planning, and program implementation. Almost half the states use SPF or its equivalent for evaluation.

Six states promote Sustainability. For example in Nebraska, 254 people from various disciplines received in-depth training to allow them to serve as "Community Coaches." The coaches work with local coalitions to develop strong, sustainable prevention systems that can effectively engage in evidence-based planning processes to effectively reduce local substance abuse rates.

Fourteen states promote cultural competence. For example, Delaware funded the Latin American Community Center (LACC) to provide bilingual prevention education and information dissemination activities that include substance abuse prevention education for 2,000 young adults per year through 120 outreach and education sessions per year. LACC also provides bilingual outreach and referral activities including strategies targeting businesses, organizations, beverage providers, media, and community events.

## CSAP PRNS

CSAP PRNS				
PART Review				
Year of Last Review: 2004		Rating Received: Moderately Effective		
Evaluation Area	Score	Review Highlights		
Purpose	100	The program has developed and implemented the Strategic Prevention Framework, a comprehensive planning and implementation model that facilitates coordination among PRNS projects and with other substance abuse prevention programs. The program has made outcome reporting a requirement for grantees and will make performance data more available to the public by posting grantee data on the internet.		
Planning	88			
Management	90			
Results	47			
Selected Measures of Performance			FY 2007 Target	FY 2007 Achieved
» Percent SPF SIG states with decrease in 30-day use of illicit drugs (ages 12-17)*			Establish baseline	56%
» Percent SPF SIG states with increase in perception of risk from substance abuse.			Establish baseline	74%
» HIV: 30 day use of other illicit drugs age 12 and up			95%	8%
» HIV: Percent of program participants, ages 12-17, who rate the risk of substance abuse as moderate or great			Establish baseline	TBR**

\* SPF SIGs are Strategic Prevention Framework State Incentive Grants.

\*\* TBR—To Be Reported

## Discussion

The Prevention PRNS programs primarily focus on the Strategic Prevention Framework State Incentive Grants (SPF-SIG) and the Substance Abuse Prevention and HIV Prevention in Minority and Minority Re-entry Populations program (HIV). The SPF-SIG takes a public health approach for the prevention of substance abuse by requiring a systematic, comprehensive prevention process, first at the state and then at the community levels. This state and community infrastructure and capacity building is expected to have stronger and longer lasting effects over time. Because of the time lag in achieving outcomes, the SPF SIG program has been tracking interim outputs and

benchmarks expected to result in better outcomes. For example, 100% of all funded cohorts have conducted state needs assessments, 96 percent have submitted state plans, and 89 percent have had their plans approved.

The HIV program supports grants to implement the SPF and evidence-based interventions to prevent the onset and reduce the progression of substance abuse, the transmission of HIV, and hepatitis infections for minority and minority reentry populations. Based on preliminary survey data, 3,454 people were served by grantees in cohort six thus far.

## CSAT

The major programs are the SAPT Block Grant and the PRNS, highlighted in the following sections.

### The SAPT Block Grant –Treatment

CSAT SAPT Block Grant			
PART Review			
Year of Last Review: 2003*			Rating Received: Ineffective
Evaluation Area	Score	Review Highlights	
Purpose	80	Without uniformly defined and collected outcome information from each state, the program (including prevention and treatment) could not demonstrate its effectiveness. The National Outcome Measures, implemented after the PART review, addressed this finding.	
Planning	50		
Management	89		
Results	8		
Selected Measures of Performance			FY 2007 Target
» Percent clients reporting abstinence from drug use at discharge			68%
» Number of admissions to substance abuse treatment programs receiving public funding**			2,003,324
			FY 2007 Achieved
			TBR Oct 2008
			TBR Oct 2009

\* The SAPT Block Grant was reviewed as a whole, including the prevention and treatment portions.

\*\* SAMHSA's Treatment Episode Data Set (TEDS) is the data source for this measure, representing treatment admissions rather than the total number served. FY 2005 is the most recent year for which data are currently available because of the time required for states to report data for any given year. The number of client admissions for 2005 was 1,849,548.

## Discussion

SAMHSA has established a data-driven block grant mechanism which will monitor the new NOMs as well as improve data collection, analysis, and utilization. Data for the treatment NOMs are drawn from a combination of sources, including the Treatment Episode Data Set and State-specific reports. A major milestone was reached when the reporting of NOMs was made mandatory in

the FY 2008 SAPT Block Grant Application. SAMHSA has committed funding for a national evaluation of the Block Grant. An evaluability assessment has been completed and the full evaluation is scheduled to be completed in December 2008.

## CSAT PRNS

CSAT PRNS			
PART Review			
Year of Last Review: 2002			Rating Received: Adequate
Evaluation Area	Score	Review Highlights	
Purpose	80	It is not clear that all activities best serve the program purpose. Some activities more directly expand access to drug treatment; however, the relationship between those activities and the activities to improve the quality of treatment such as training and communications, is less clear. The program has not regularly performance information to improve outcomes, and has little data to indicate progress in performance measures." This language was taken directly from the PART Summary on <a href="http://www.Expectmore.gov">www.Expectmore.gov</a> .	
Planning	86		
Management	64		
Results	33		
Selected Measures of Performance			FY 2006 Target
» Percent adult clients currently employed/engaged in productive activities			52%
» Percent adult clients with permanent place to live			53%
» Percent adult clients with no/reduced involvement with the criminal justice system			96%
» Percent adult clients with no/reduced alcohol or illegal drug-related health, behavioral, or social consequences			67%
» Percent of adult clients with no past-month substance abuse.			63%
» Number of clients served*			35,334
			FY 2006 Achieved
			57%
			46%
			96%
			65%
			60%
			35,516

\*Total of all CSAT Capacity programs excluding Access to Recovery and the Screening, Brief Intervention, Referral, and Treatment program.

## Discussion

The Treatment PRNS provides funding to implement service improvements, using proven evidence-based approaches, system changes, and programs to promote identification and increase the availability of practices with potential for broad service improvement. The PRNS enables CSAT to address emerging issues in the field. A major advance since the PART assessment has been the implementation of the Services Accountability and Improvement System, a web-based data system to improve data collection, analysis, and reporting.

Among the PRNS programs is the Screening, Brief Intervention, Referral, and Treatment program (SBIRT), implemented in 2003. In FY 2007, SBIRT provided over 135,000 substance abuse screenings in primary and generalist settings. CSAT also completed the design for an evaluation of the program. In addition, the non-SBIRT and non-ATR components of the PRNS program served a total of 35,516 clients in 2007. Targets for employment and criminal justice involvement were also met or exceeded.

The ATR program, implemented in 2005, was assessed separately in 2007. The program is described below.

## Access to Recovery

Access to Recovery				
PART Review				
<b>Year of Last Review: 2007</b>		<b>Rating Received: Moderately Effective</b>		
Evaluation Area	Score	Review Highlights		
Purpose	100	The PART review found that the program has a clearly defined purpose with specific goals and objectives; that the program has set ambitious targets; and performance data show considerable success in meeting program goals and objectives.		
Planning	88			
Management	70			
Results	67			
Selected Measures of Performance			FY 2007 Target	FY 2007 Achieved
» Percentage of individuals receiving services, who had no past month substance use			81%	85%
» Number of clients gaining access to treatment			50,000	79,150
» Percentage of individuals receiving services, who had improved family and living conditions			52%	60%
» Percentage of individuals receiving services who had no involvement with the criminal justice system.			97%	98%
» Percentage of adults receiving services who had improved social support			90%	75%
» Percentage of individuals receiving services who are currently employed or engaged in productive activities			50%	62%
» Average cost per client served through ATR			Establish baseline	1,605

## Discussion

The Access to Recovery (ATR) program provides grants to States, Tribes, and Tribal organizations to undertake voucher programs that expand substance abuse treatment capacity and promote choice among clinical treatment and recovery support providers. It was proposed by President Bush in his 2003 State of the Union Address.

The program has been highly successful. Data from the first cohort of ATR grants shows that as of June 2007, 190,734 clients had received services, exceeding the program target of 125,000. Recovery Support Services account for approximately 48% of dollars redeemed.

# DEPARTMENT OF HOMELAND SECURITY

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# DEPARTMENT OF HOMELAND SECURITY

## Customs and Border Protection

### Resource Summary

	<i>Budget Authority (in Millions)</i>		
	FY 2007 Final	FY 2008 Enacted	FY 2009 Request
<b>Drug Resources by Function</b>			
Intelligence	255.908	277.012	284.953
Interdiction	1,712.618	1,853.850	1,906.991
<b>Total Drug Resources by Function</b>	<b>\$1,968.526</b>	<b>\$2,130.862</b>	<b>\$2,191.944</b>
<b>Drug Resources by Decision Unit</b>			
Salaries and Expenses	1332.636	1,617.820	1,716.744
<i>Border Security &amp; Trade Facilitation at POEs (non-add)</i>	<i>558.147</i>	<i>683.774</i>	<i>681.931</i>
<i>Border Security &amp; Control between POEs (non-add)</i>	<i>341.627</i>	<i>461.285</i>	<i>527.298</i>
<i>HQ Management and Administration (non-add)</i>	<i>274.646</i>	<i>268.695</i>	<i>278.664</i>
<i>Air &amp; Marine Operations—Salaries (non-add)</i>	<i>158.216</i>	<i>204.066</i>	<i>228.851</i>
Air & Marine Operations	541.968	513.042	475.200
Supplemental Funds	93.922		
<b>Total Drug Resources by Decision Unit</b>	<b>\$1,968.526</b>	<b>\$2,130.862</b>	<b>\$2,191.944</b>
<b>Drug Resources Personnel Summary</b>			
Total FTEs (direct only)	7,937	8,984	9,972
<b>Drug Resources as a Percent of Budget</b>			
Total Agency Budget	\$8,186.356	\$9,422.579	\$9,487.169
Drug Resources Percentage	24.05%	22.61%	23.10%

### Program Summary

#### Mission

Titles 18 U.S.C. and 19 U.S.C. authorize U.S. Customs and Border Protection (CBP) to regulate the movement of carriers, persons, and commodities between the U.S. and other nations. It is through this statutory authority that CBP plays a key role in the overall anti-drug effort at the border. CBP's jurisdiction is triggered by the illegal movement of criminal funds, services, or merchandise across our national borders and is applied pursuant to the authority of the Bank Secrecy Act, "USA PATRIOT Act," Money Laundering Control Act, and other CBP laws.

### Methodology

#### Office of Field Operations

The Office of Cargo Conveyance and Security/Non-Intrusive Inspection Division of the Office of Field Operations estimates that, as of September 2007, there were 3,941 CBP Officer positions, or Enforcement Team Officers, that are related to drug enforcement. In August 2003, CBP established a Consolidated National Inspectional Anti-Terrorism Contraband Enforcement Team (A-TCET) Policy. Under A-TCET, the former Contraband Enforcement Team (CET), Manifest Review Unit (MRU), Non-Intrusive Inspection, Canine, and Outbound teams will be united to form a single enforcement team. The A-TCET also works closely with the Passenger Enforcement Rover Team (PERT) and Passenger

Analytical Unit (PAU) teams to coordinate all enforcement activities. Although the primary mission of the A-TCET teams is anti-terrorism, they will also focus on all types of contraband, including narcotics. It is estimated that 69 percent of the A-TCET is devoted to drug enforcement. The smuggling methodologies and their indicators are believed to be similar for both narcotics and anti-terrorism activities.

As of September 2007, there was a total of 583 Canine Enforcement Officers. Included in the total were 271 Narcotics Detection Teams, 10 Currency Detection Teams and 185 Narcotics/Human Smuggling Detection Teams that were nearly 100 percent devoted to smuggling interdiction. Also included in the total, but not scored for narcotics enforcement are 91 Agricultural Teams, and 26 Explosive Detection Teams.

As of September 2007, there was also 13,685 Other CBP Officers that in addition to the interdiction of contraband and illegal drugs enforce hundreds of laws and regulations of many other Federal government agencies. For example, these agencies include the U.S. Fish and Wildlife Service, the Bureau of Alcohol, Tobacco, Firearms and Explosives, and the Bureau of Export Administration among many others. CBP subject matter experts estimate that roughly 30 percent of these officers' time is devoted to drug-related activities.

### **Office of Border Patrol**

There are over 14,900 Border Patrol agents that are assigned the mission of detecting and apprehending illegal entrants between the ports-of-entry along the over 8,000 miles of land and coastal border. These illegal entries include aliens and drug smugglers, potential terrorists, wanted criminals, and persons seeking to avoid inspection at the designated ports of entry. It has been determined that 15 percent of the total agent time nationwide is related to drug interdiction activities. These activities include staffing 34 permanent border traffic checkpoints nationwide including 584 canine units trained in the detection of humans and certain illegal drugs that are concealed within cargo containers, truck trailers, passenger vehicles, and boats. In addition, agents perform line watch functions in targeted border areas that are frequent entry points for the smuggling of drugs and people into the United States.

### **Office of Information Technology**

The Office of Information Technology (OIT) supports the drug enforcement mission through the acquisition, and support and maintenance of technology, such as non-intrusive inspection systems and mission critical targeting software systems. Of OIT's spending, 30 percent of the Enforcement Technology Center's base; 25 percent of Automated Targeting Systems (Passenger, Narcotics, and Anti-Terrorism) systems software costs, 50 percent of the Treasury Enforcement Communications System (TECS); and 10 percent of data center operations costs are estimated in support of the drug mission.

### **CBP Air and Marine (A&M)**

CBP A&M's core competencies are air and marine interdiction, air and marine law enforcement, and air domain security. In this capacity, CBP Air and Marine targets the conveyances that illegally transport narcotics, arms, and aliens across our borders and in the Source, Transit and Arrival Zones. In support of Source and Transit Zone interdiction operations, the CBP Air and Marine P-3 Program has historically dedicated a minimum of 7,200 hours a year in support of Joint Interagency Task Force – South. However, due to maintenance issues for the past year, many of the P-3 aircraft were parked pending repairs. Therefore, A&M was not been able to meet the 7,200 minimum. An extensive Service Life Extension Program (SLEP) is currently underway and all the P-3 aircraft should be fully functional by the 4<sup>th</sup> quarter of fiscal year 2008.

Although 90 percent of the resources that support CBP Air and Marine are considered to be drug-related, since September 11, 2001, Air and Marine has steadily increased its support to counter-terrorism by developing a more cohesive and integrated response to national security needs as well as more emphasis on illegal immigration. Currently, Air and Marine is dedicating assets and personnel in support of Operation HALCON — a US/Mexico interdiction initiative, and support to the Office of Border Patrol in Southwest Border illegal alien intervention.

### **Office of Training and Development**

The Office of Training and Development (OTD) arrived at its estimates by reviewing all courses conducted to determine if the course contained drug enforcement related material. If the course was found to contain drug related material, the funding attributed to the course was

then multiplied by the drug content percentage based on the drug budget methodology. Other resources were attributed to drug enforcement activities at a rate of 31 percent based on the diverse nature of OTD's programs such as anti-terrorism, career development, and transition training of the legacy workforce.

## Budget

In FY 2009, CBP requests \$2,191.9 million in drug-related resources, which is an increase of \$61.1 million from the FY 2008 enacted level. These resources support CBP as America's frontline border agency. CBP employs over 45,000 highly trained personnel to not only prevent terrorists and terrorist weapons from entering the United States, but also to perform its traditional missions, which include stemming the flow of illegal drugs and other contraband. CBP is determined to improve security at and between our ports of entry along the entire length of land and maritime borders, and extend the zone of security beyond the physical borders.

## Salaries and Expenses

### **Total FY 2009 Request: \$1,716.7 million (Includes +\$98.9 million in program changes)**

Salaries and Expenses fund CBP's primary field occupations including CBP Officers, Border Patrol agents, pilots, marine officers, import and entry specialists, and agricultural specialists. The agency's field organization is comprised of 20 Border Patrol Sectors with 34 permanent border and 69 tactical checkpoints between the ports of entry; 142 stations and substations; and, 20 Field Operations Offices and 326 associated ports of entry, of which 15 are pre-clearance stations. Field personnel use a mix of air and marine assets, non-intrusive technology such as large-scale x-rays and radiation portal monitors, targeting systems, and automation to ensure the identification and apprehension of high-risk travelers and trade.

### **Border Security and Trade Facilitation at the Ports of Entry (POE)**

#### **FY 2009 Request: \$681.9 million**

#### **(Includes -\$1.8 million in program changes)**

The FY 2008 resources fund border security and trade facilitation at the POEs. Specifically, CBP will use these resources to support its aggressive border enforcement strategies that are designed to interdict and disrupt the flow of narcotics and ill-gotten gains across the Nation's borders and dismantle the related smuggling organiza-

tions. CBP narcotics interdiction strategies are designed to be flexible so that they can successfully counter the constantly shifting narcotics threat at, and between, the ports of entry, as well as in the source and transit zones.

CBP is intent on using resources to develop and implement security programs that safeguard legitimate trade from being used to smuggle implements of terror and other contraband, including narcotics. Under Customs-Trade Partnership Against Terrorism (C-TPAT), CBP works closely with importers, carriers, brokers, freight forwarders, and other industry sectors to develop a seamless, security-conscious trade environment resistant to the threat of international terrorism. C-TPAT provides the business community and government a venue to exchange ideas, information, and best practices in an ongoing effort to create a secure supply chain, from the factory floor to U.S. port of entry. Under C-TPAT, Americas Counter Smuggling Initiative (ACSI), the Carrier Initiative Program (CIP), and the Business Anti-Smuggling Initiative (BASC) remain instrumental in expanding CBP's antinarcotics security programs with trade groups and government throughout the Caribbean, Central and South America, and Mexico.

CBP has implemented the Field Operations Intelligence Program, which provides support to CBP inspection and border enforcement personnel in disrupting the flow of drugs through the collection and analysis of all source information and dissemination of intelligence to the appropriate components. In addition, CBP interdicts undeclared bulk currency, cutting off funds that fuel terrorism, narcotics trafficking, and criminal activities worldwide. CBP officers perform Buckstop Operations, which involves screening outbound travelers and their personal effects. CBP also supports Cashnet Operations that focus on interdicting bulk currency exported in cargo shipments. CBP uses mobile X-ray vans and specially trained currency canine teams to efficiently target individuals, personal effects, conveyances and cargo acting as vehicles for the illicit export of undeclared currency.

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#### **FY 2009 Program Changes (-\$1.8 million)**

The Budget includes a reduction of \$1.8 million in non-recurring costs. The overall funding level will support, in part, program changes to CBP's Western Hemisphere Travel Initiative (WHTI), Traveler Enforcement Communication System (TECS) Modernization, Continued Inspection

Enhancements, Terrorism Prevention System Enhancements (TPSE), US-Visit including 10-print, Passenger screening requirements at land ports of entry, Land Ports of Entry Modernization, Radiation portal monitoring staffing, CBP's regulatory program, NII Imaging Systems and the Automated Targeting System Passenger to begin targeting methodology improvement activities.

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## **Border Security and Control between the POEs**

**FY 2009 Request: \$527.3 million  
(Includes +\$66.0 million in program changes)**

The FY 2008 resources fund border security and control between the POEs. The Border Patrol has primary responsibility for drug interdiction between the land ports-of-entry. In pursuit of drugs, Border Patrol agents engage in surveillance activities supported by computer-monitored electronic ground sensors. Traffic check operations are also conducted along major routes of travel to restrict access to the interior by drug and alien smugglers. Transportation centers are placed under surveillance for the same reason.

In addition, the Border Patrol canine program was implemented in 1986 in response to escalating alien and drug smuggling activities along the Mexican and Canadian borders. The canines are trained at the Border Patrol National Canine Facility in El Paso, Texas, to locate hidden persons, marijuana, heroin and cocaine. The canines are used in nearly every enforcement activity of the Patrol including line watch, traffic check operations, and train and bus checks. The canine program is responsible each year for the detection of record numbers of smuggled aliens and large narcotic loads, including the arrest of the criminals involved in smuggling activities.

The Border Patrol also participates in numerous inter-agency drug task force operations with other federal, state and local law enforcement agencies through Operation Alliance along the southern border. The Border Patrol is also an active participant in the Southwest Border HIDTA in Texas, New Mexico, Arizona and California. To further assist the Border Patrol in this endeavor, all Border Patrol agents receive Drug Enforcement Administration Title 21 cross-designated authority as part of their basic training.

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## **FY 2009 Program Changes (+\$66.0 million)**

The Budget proposes a \$66.0 million increase in the drug-related resources associated with border security and control between the POE's. Specifically, funding will largely be used for Border Patrol Agent and support hiring (including 2,200 new Border Patrol Agents) of which 330 are drug-related Border Patrol Facilities, *SBI<sub>net</sub>* and ground transportation.

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## **Air and Marine Operations-Salaries**

**FY 2009 Request: \$228.9 million  
(Includes +\$24.8 million in program changes)**

The FY 2008 resources fund personnel compensation and benefits related to Air and Marine Operations. If available, resources also cover expenses such as Permanent Change in Station moves, ammunition, firearms, administrative training and travel, and school tuition for dependents of employees in foreign countries.

CBP Air and Marine secures the borders against terrorists, acts of terrorism, drug smuggling, and other illegal activity by operating air and marine branches at strategic locations along the borders. Multi-mission aircraft with advanced sensors and communications equipment provide powerful interdiction and mobility capabilities directly in support of detecting, identifying and interdicting suspect conveyances, and apprehending suspect terrorists and smugglers.

CBP Air and Marine partners with numerous stakeholders in performing its missions throughout the continental United States and the Western Hemisphere. This includes domestic operations at the borders, source, transit and arrival zone operations, interior law enforcement support and support to other agencies. In fulfilling the priority mission CBP to protect the borders, CBP Air and Marine's geographical mission has a strong focus along the southern border, with a recent expansion of coverage on the northern border.

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## **FY 2009 Program Changes (+\$24.8 million)**

The Budget proposes a \$24.8 million increase in the drug-related resources associated with CBP's Air and Marine – Salaries. The increase will provide Air & Marine Unmanned Aircraft Systems pilots to provide adequate staffing at the Northern Border/Great Lakes locations as CBP expands support for border security operations.

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## Headquarters Management and Administration

**FY 2009 Request: \$278.7 million**

**(Includes +\$9.97 million in program changes)**

The FY 2008 resources support critical policy and operational direction, mission support, and technical expertise to CBP front-line personnel. This program is essential in carrying out CBP's dual mission of protecting our homeland while facilitating legitimate trade and travel.

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### **FY 2009 Program Changes (+\$9.97 million)**

The Budget includes a \$6.4 million increase in the drug-related resources associated with Headquarters Management and Administration. The requested increase will provide for increases to CBP's Intelligence program and Conduct and Integrity Oversight.

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## Air and Marine

**Total FY 2009 Request: \$475.2 million**

**(Includes -\$37.8 million in program changes)**

CBP Air and Marine's interdiction assets are deployed throughout the Western Hemisphere. The Air and Marine Operations Center in Riverside, California, provides command, control, communications, and intelligence for those assets by assimilating information from a wide array of sensors.

CBP Air and Marine P-3 aircraft are the primary U.S. Government aircraft used to fly in and over Colombia in support of this Presidential Determination and Directive. The P-3 Airborne Early Warning (AEW) and slick aircraft are critical to interdiction operations in the source and transit zones because they provide vital radar coverage in regions where mountainous terrain, expansive jungles and large bodies of water limit the effectiveness of ground-based radar. Because the P-3 AEW is the only Detection and Monitoring (D&M) asset solely dedicated to the counter-drug mission, it is a critical component of the *National Drug Control Strategy*.

In the Transit Zone, CBP Air and Marine crews work in conjunction with the law enforcement agencies and military forces of other nations in support of their counter-narcotic programs. CBP is prepared to support counterdrug missions in the Source Zone following a new Presidential Decision Directive granting authorization and completion of training with South American part-

ner nation law enforcement agencies and military forces. Counterdrug missions include detection and monitoring, interceptor support, and coordinated training with military and other law enforcement personnel.

CBP Air and Marine aviation assets include: sensor-equipped, detection and monitoring jet interceptors, long-range trackers, and maritime patrol aircraft; high performance helicopters; and single/multi-engine support aircraft. CBP Air and Marine's range of maritime assets includes interceptor, utility, and blue water-type vessels.

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### **FY 2009 Program Changes (-\$37.8 million)**

The overall funding level will allow CBP to maintain its fleet aircraft. Of particular note, the budget includes an increase of \$20.3 million in resources for Air and Marine Aircraft/Vessels Acquisitions including Multiple Enforcement Aircraft (MEA) and spares, and the acquisition of one complete UAS system, ground control and spares; and acquire marine interceptor vessels.

Also included in the request is \$56.0 million for the P-3 SLEP. This request provides for planning and implementation efforts (service life assessment plans, project planning, etc.) to support the intended service life extension of 16 P-3 long range and AEW aircraft that are part of A&M's aircraft inventory. Service life extension refers to all processes necessary to extend the life of the aircraft.

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# Performance

## Introduction

This section on the FY 2006 performance of the CBP program is based on agency GPRA documents and the PART review, discussed earlier in the Executive Summary. The table below includes conclusions from the PART assessment, as well as performance measures, targets and achievements for the latest year for which data are available.

The Office of Field Operations’ drug control efforts were included in the 2005 PART assessment of Border Security, Inspections, and Trade Facilitation (BSITF) at the Ports of Entry program. The program received an overall rating of “Effective.” OFO drug control efforts were not rated separately.

CBP Air and Marine drug efforts were included in the 2006 PART assessment of the CBP Air and Marine program. The program received an overall rating of “Moderately Effective.” The Office of Border Patrol’s drug efforts have not yet been rated through PART.

The FY 2006 Performance and Accountability Report (PAR) highlights the achievements of CBP’s drug control programs—OFO, OBP, and A&M—at the ports of entry as indicated in the table below. CBP currently has performance targets only for OFO. As a result, no aggregate targets are presented in the table.

## Discussion

One of CBP’s Strategic Goals, “Contribute to a safer America by prohibiting the introduction of illicit contraband into the United States,” has as its Performance Objective to “Reduce the importation of all prohibited or illegal drugs and other materials that are harmful to the public or may damage the American economy.” Measures focus on the amounts of cocaine, marijuana, and heroin seized at the ports of entry by or with the participation of CBP officers from passengers, vehicles, commercial and private aircraft, vessels, trucks, cargo and railcars entering the United States.

CBP’s OFO has FY 2006 performance targets and actual results (thousands of pounds at ports of entry) as presented in the DHS FY 2006 PAR: the cocaine seizure target is 34.4 compared to the actual of 53.7; heroin target is 2.4 with an actual of 2.5; and marijuana target is 478 with an actual of 489. The number of narcotics seizures based on their random sampling of incoming vehicles has been decreasing over the last few years indicating that, overall, fewer narcotics are actually entering via vehicles.

CBP OFO targets are forecasted using statistical analysis of trend data—OFO has met all its drug targets in FY 2006. ONDCP is working with CBP to determine the best method of developing targets that will reflect the efforts of all CBP components.

Customs and Border Protection			
PART Review			
Year of Last Review: 2005		Reviewed as part of Border Security Fencing Infrastructure and Technology (BSITF)*	
Year of Last Review: 2006		Reviewed as part of CBP Air and Marine*	
Selected Measures of Performance		FY 2006 Target	FY 2006 Achieved
» Amt of Inspection Narcotics Cocaine Seizures (thousands of pounds).		NA	15.9
» Amt of Inspection Narcotics Marijuana Seizures (thousands of pounds).		NA	1,949.3
» Amt of Inspection Narcotics Heroin Seizures (thousands of pounds).		NA	171.7

\*Drug efforts reviewed as part of larger organizational assessment.

# DEPARTMENT OF HOMELAND SECURITY

## Immigration and Customs Enforcement

### Resource Summary

	<i>Budget Authority (in Millions)</i>		
	FY 2007 Final	FY 2008 Enacted	FY 2009 Request
<b>Drug Resources by Function</b>			
Intelligence	3.092	4.537	5.536
International Affairs		4.442	5.168
Investigations*	419.753	403.283	418.163
<b>Total Drug Resources by Function</b>	<b>\$422.845</b>	<b>\$412.262</b>	<b>\$428.867</b>
<b>Drug Resources by Decision Unit</b>			
Salaries and Expenses	422.845	412.262	428.867
<i>Interagency Crime and Drug Enforcement (non-add)</i>	<i>[42.760]</i>	<i>[44.257]</i>	<i>[45.540]</i>
<b>Total Drug Resources by Decision Unit</b>	<b>\$422.845</b>	<b>\$412.262</b>	<b>\$428.867</b>
<b>Drug Resources Personnel Summary</b>			
Total FTEs (direct only)	2,372	2,247	2,357
<b>Drug Resources as a Percent of Budget</b>			
Total Agency Budget	\$4,474.292	\$5,347.717	\$5,363.905
Drug Resources Percentage	9.45%	7.71%	8.00%

\* In FY 2007, ICE established the Office of International Affairs (OIA) as a stand-alone office. In previous submissions, OIA's drug-related resources were included within the Office of Investigations.

### Program Summary

#### Mission

U.S. Immigration and Customs Enforcement (ICE) uses aggressive border enforcement strategies to investigate and disrupt the flow of narcotics and ill-gotten gains across the Nation's borders, and dismantle related smuggling organizations. ICE achieves these objectives by maintaining an aggressive cadre of approximately 1,475 Title 21 cross-designated Special Agents and a multi-disciplined money laundering control program to investigate financial crimes and interdict bulk currency shipments exported out of the United States.

#### Methodology

Immigration and Customs Enforcement (ICE) is a multi-mission bureau, and budget authority is reported pursu-

ant to an approved drug methodology. ICE's methodology is based on investigative case hours recorded in the agency's automated Case Management System Treasury Enforcement Communication System. ICE agents record the type of work they perform in this system. Following the close of the fiscal year, a report is run showing investigative case hours that are coded as general drug cases and money laundering drug cases. A second report is run showing all investigative case hours logged. A percentage is derived by dividing the number of investigative case hours linked to drug control activities by the total number of investigative case hours. This percentage may fluctuate from year to year.

Separate calculations exist for ICE three drug-related components: Office of Investigations (OI), Office of International Affairs (OIA), and Office of Intelligence (Intelligence). In FY 2007, 28.5 percent of case hours were drug-related for OI, 4.1 percent for OIA, and 8.7 percent for Intelligence.

## Budget

In FY 2009, ICE requests \$428.9 million, which is an increase of \$16.6 million from the FY 2008 enacted level.

### Salaries & Expenses

**Total FY 2009 Request: \$428.9 million**

**(Includes +\$16.6 million in program changes)**

Salaries and Expenses (S&E) programs contribute to the ICE mission of bringing a unified and coordinated focus to the enforcement of federal immigration laws and customs laws. S&E resources are used to combat terrorism, illicit drugs, and illegal immigration activities through the investigation, detainment, and prosecution of criminal aliens and other aliens, domestic gangs, as well as those participating in organized criminal activities that are intended to do harm to the infrastructure and/or inhabitants within the United States.

### Investigative Activities

**FY 2009 Request: \$418.2 million**

**(Includes +\$14.9 million in program changes)**

The FY 2008 resources of \$403.3 million support the Office of Investigation's drug-related activities. OI agents are confronted with numerous challenges in the effort to combat drug traffickers and, ultimately, reduce the amount of illegal drugs introduced into the United States. Drug smuggling organizations continue to develop sophisticated methods to smuggle drugs into the United States by developing new techniques, organizing internal conspiracies (i.e., criminals target corrupt personnel within a company or transportation industry to introduce contraband into otherwise legitimate cargo or conveyances), using various transshipment routes, and attempting to corrupt law enforcement officers. Resources and support for investigative efforts are enhanced through increased coordination and cooperation with other Federal, State, local, and foreign law enforcement agencies and through participation in task forces such as the Organized Crime Drug Enforcement Task Force (OCDETF), the High Intensity Drug Trafficking Areas and the High Intensity Financial Crime Area programs.

ICE's membership in OCDETF is an important factor in the agency's success in dismantling drug trafficking organizations. ICE dedicates resources to participate in highly complex OCDETF investigations targeting major drug smuggling organizations such as *Operation Panama Express*, which is a Federally-approved OCDETF investigation targeting Colombian narco-trafficking organizations.

Resources also support ICE's involvement in Border Enforcement Security Task Forces (BESTs). Implemented in FY 2006, through BESTs, DHS law enforcement agencies work cooperatively with other law enforcement entities to develop a comprehensive approach that identifies, disrupts, and dismantles criminal organizations posing significant threats to border security. BEST was developed in response to the increased threat from cross-border smuggling and trafficking organizations operating along our Nation's borders. In FY 2007, ICE created additional BESTs in Texas, California, and Arizona.

In further support of collaborative efforts, funds support ICE as an active participant in the Special Operations Division (SOD), a multi-agency coordination unit consisting of representatives from a several federal agencies that include DEA, FBI, and IRS. The ICE Special Operations Unit (SOU) is part of SOD. The primary mission of SOU is to target the command and control communication devices employed by criminal organizations operating across jurisdictional boundaries on a regional, national, and international level. SOU personnel focus on communications information generated during ICE field investigations and coordinate this information among law enforcement agencies, foreign and domestic, to maximize efforts to disrupt and dismantle targeted organizations.

With regard to financial investigations, ICE resources fund operations that target the systems used by international criminal organizations to launder the proceeds of their criminal activities. The Cornerstone initiative focuses on coordination and cooperation with other domestic and foreign law enforcement agencies and the private sector to eliminate vulnerabilities in U.S. financial systems and disrupt and dismantle alternative financing mechanisms that terrorists and other criminals use to earn, move, and store illicit funds.

Also, the Trade Transparency Unit (TTU) and Money Laundering Coordination Center (MLCC) provide the analytical infrastructure to support financial and trade investigations. The TTU provides the capability to identify and analyze complex trade-based money laundering systems, such as the estimated \$5 billion-per-year drug money-laundering scheme known as the Black Market Peso Exchange (BMPE). The TTU has the unique ability to not only analyze domestic trade and financial data, but also trade and financial data of foreign cooperating partners.

Finally, resources allow ICE to conduct specialized investigative training focused on bulk cash smuggling (BCS) for State and local police officers and Assistant U.S. Attorneys. ICE's investigations and aggressive enforcement activity against BCS stem the flow of funds that fuel narcotics trafficking and criminal activities worldwide.

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**FY 2009 Program Changes (+\$14.9 million)**

The Budget includes an increase of \$14.9 million in resources that support OI activities. The request includes an expansion of ICE participation in critical infrastructure, commercial fraud/intellectual property rights (IPR), and outbound enforcement investigations. This increase also reflects an upward adjustment to the base.

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**Intelligence Activities****FY 2009 Request: \$5.5 million****(Includes +\$1.0 million in program changes)**

The FY 2008 resources of \$4.5 million support the Office of Intelligence's drug-related operations. Requests for support from our ICE customers through the Intel narcotics unit at headquarters and the anticipated field support will replace the interdiction work performed in FY 2007. Intelligence provides strategic investigative support as requested by all ICE investigative, detention and removal components, as well as many other departmental entities, in disrupting the flow of drugs by collecting and analyzing all source information and disseminating strategic intelligence to the appropriate component.

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**FY 2009 Program Changes (+\$1.0 million)**

The Budget includes an upward adjustment to the base for ICE drug-related Intelligence operations.

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**International Affairs Activities****FY 2009 Request: \$5.2 million****(Includes +\$0.7 million in program changes)**

The FY 2008 resources of \$4.4 million support the Office of International Affairs (OIA) drug-related operations. OIA works with foreign counterparts in combating transnational crimes including narcotics smuggling. Based on a memorandum of understanding, all foreign narcotics investigations are coordinated with the Drug Enforcement Administration.

The illegal drug market in the U.S. is based on illegal narcotics grown or manufactured in foreign countries and smuggled across our nation's borders. ICE agents enforce a wide range of criminal statutes including Title 18 and Title 19 of the U.S. Code. These statutes address general smuggling issues as well as customs violations. ICE also enforces Title 21, which covers the importation, distribution, manufacture and possession of illegal narcotics.

In FY 2007, ICE established the Office of International Affairs (OIA) as a stand-alone office. In previous submissions, OIA's drug-related resources were included within the Office of Investigations.

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**FY 2009 Program Changes (+\$0.7 million)**

The Budget includes an upward adjustment to the base for Office of International Affairs drug-related operations.

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## Performance

### Introduction

This section on the FY 2007 performance of ICE is based on agency GPRA documents and the PART review, discussed earlier in the Executive Summary. The tables include conclusions from the PART assessment as well as performance measures, targets and achievements for the latest year for which data are available.

ICE has two major foci - investigations and intelligence - pursuing their counterdrug responsibilities within their respective spheres of operation. The Office of International Affairs, previously part of the Investigations program, is now a separate program for which performance measures are being developed. The Office of Intelligence supports ICE investigations but also supports other agency partners and task forces. There is, therefore, some overlap in the seizure amounts shown in the two tables on the following pages.

ICE Office of Investigations			
PART Review			
Year of Last Review: 2004		Reviewed as part of Office of Investigations Programs	
Selected Measures of Performance		FY 2007 Target	FY 2007 Achieved
»	Thousands of pounds of cocaine seized	*	241,750
»	Number of cocaine seizures	*	1,749
»	Thousands of pounds of marijuana seized	*	1,290,397
»	Number of marijuana seizures	*	5,386
»	Thousands of pounds of heroin seized	*	4,296
»	Number of heroin seizures	*	393
»	Thousands of pounds of methamphetamine seized	*	2,916
»	Number of methamphetamine seizures	*	342
»	Percentage of closed investigations (drug and non-drug) that have an enforcement consequence defined as an arrest, indictment, conviction, seizure, or penalty	36.50%	35.80%
»	Percentage of closed drug smuggling investigations that have an enforcement consequence defined as an arrest, indictment, conviction, seizure, or penalty	*	Baseline determined

\*Target values invalidated because of data issues.  
 Note: Seizures include those based on ICE Intelligence.

## Investigations

The ICE Office of Investigations (OI) was rated “Adequate” through the PART process in 2004. However, individual components, such as the drug control functions, were not reviewed separately. Thus, there are no separate findings for the drug control component of OI’s mission.

OI has constructed a new performance measure that will tie drug control efforts to effects on the systems by which drugs and drug money are moved and stored. In addition, it tracks seizures as indicated in the table. The value of currency and monetary instruments seized in FY 2007 from drug operations totaled \$111.7 million. The value of real or other property seized in FY 2007 totaled \$50.6 million.

## Discussion

Through its Cornerstone program, ICE builds partnerships between law enforcement and the private sector to identify and eliminate system vulnerabilities that criminal organizations exploit to fund illegal operations and launder illicit funds. ICE shares intelligence and typologies with financial and trade industries that manage these systems. In return, ICE receives information, “red flags,”

tips, and insights to investigate these complex and sophisticated criminal schemes effectively.

ICE has established Trade Transparency Units (TTU) with countries of concern for drug trafficking and related money laundering. The TTUs analyze trade data of the U.S. and cooperating foreign governments to identify anomalies that may be indicative of trade-based money laundering, such as the Black Market Peso Exchange.

ICE conducts specialized investigative training, focusing on bulk cash smuggling (BCS), for state and local police officers and assistant U.S. attorneys. In addition, ICE conducts comprehensive financial investigations training for foreign law enforcement officers. ICE’s investigations and aggressive enforcement activity against BCS stem the flow of funds that fuel drug trafficking and criminal activities worldwide.

ICE is a primary participant in the 15 Integrated Border Enforcement Teams (IBETs) located across the Northern Border. IBETs are multi-agency international task forces designed to enhance border integrity and security at our shared border with Canada by identifying, investigating, and interdicting persons and organizations that pose a threat to national security or are engaged in other organized criminal activity.

ICE Office of Intelligence		
No PART Assessment Made		
Selected Measures of Performance	FY 2007 Target	FY 2007 Achieved
» Thousands of pounds of cocaine seized	*	49.7
» Number of cocaine seizures	*	9**
» Thousands of pounds of marijuana seized	*	0
» Number of marijuana seizures	*	0
» Thousands of pounds of heroin seized	*	0.017
» Number of heroin seizures	*	1

\*FY 2007 represents a year of residual interdiction support, carried on during the phasedown of the interdiction support mission. There was no formal interdiction target for FY2007.

\*\*A total of 27 tracking events resulted in 9 seizures.

ICE participates in and dedicates resources to the Organized Crime Drug Enforcement Task Forces (OCDETF) investigations targeting major drug smuggling organizations. For instance, ICE participates with DEA and FBI on Operation Panama Express (PANEX). PANEX is an OCDETF investigation targeting Colombian narco-trafficking organizations. These Colombian trafficking organizations are responsible for the importation to and distribution within the U.S. as well as Canada.

## Intelligence

ICE Intelligence has not been reviewed through the PART process. ICE Intelligence is modifying its approach to performance measurement while continuing to monitor drug seizures. The outcome-oriented measures under development will relate to the disruption of trafficking organizations, their smuggling routes, and their methods of operation.

## Discussion

The data in the table represents a conservative estimate. Some drug loads are partially or totally destroyed due to burning or sinking by traffickers. The Intelligence target-and-vector process sometimes results in traffickers fleeing back to their home ports with their loads to avoid capture. Such results of intelligence/interdiction activity cannot be accounted for in seizure statistics.

ICE Intelligence drug enforcement activities function in cooperation with partner agencies, task forces, and other joint endeavors. The Tactical Intelligence Center (TIC), part of the SANDKEY intelligence consortium, was responsible for the cocaine and heroin seizures aggregated in the table. Key examples include the seizure in October 2006 of 157 bales of cocaine weighing 7,770 pounds and the arrest of crewmembers then turned over to Costa Rican authorities—resulting from the collection and dissemination of information by TIC and community partners. Similarly, in late November 2006, 110 bales of cocaine weighing a total of 6,050 pounds were seized west of Tumaco, Colombia as a result of TIC and community partner agency activities.



# DEPARTMENT OF HOMELAND SECURITY

## United States Coast Guard

### Resource Summary

	<i>Budget Authority (in Millions)</i>		
	FY 2007 Final	FY 2008 Enacted	FY 2009 Request
<b>Drug Resources by Function</b>			
Interdiction	1,080.222	1,002.472	1,069.000
Research and Development	0.694	1.871	1.966
<b>Total Drug Resources by Function</b>	<b>\$1,080.916</b>	<b>\$1,004.343</b>	<b>\$1,070.966</b>
<b>Drug Resources by Decision Unit</b>			
Acquisition, Construction and Improvements	336.400 <sup>/1</sup>	212.138	331.695
Operating Expenses	728.162	773.644	722.158
<i>Interagency Crime and Drug Enforcement (non-add)</i>	<i>[0.644]</i>	<i>[0.662]</i>	<i>[0.682]</i>
Research and Development	0.694	1.871	1.966
Reserve Training	15.660	16.690	15.147
<b>Total Drug Resources by Decision Unit</b>	<b>\$1,080.916</b>	<b>\$1,004.343</b>	<b>\$1,070.966</b>
<b>Drug Resources Personnel Summary</b>			
Total FTEs (direct only)	6,159	5,940	5,798
<b>Drug Resources as a Percent of Budget</b>			
Total Agency Budget	\$8,776.250	\$8,897.569	\$9,345.843
Drug Resources Percentage	12.32%	11.29%	11.46%

<sup>/1</sup> Includes \$1.771 million in drug-related supplemental funding.

### Program Summary

#### Mission

The United States Coast Guard (Coast Guard) is America's lead maritime law enforcement agency. It enforces federal laws and international conventions in the transit and arrival zones of the United States through jurisdiction on, under and over U.S. territorial waters and the high seas. As part of its strategic goal in maritime security, the Coast Guard's drug interdiction objective is to reduce the flow of illegal drugs entering the United States by denying smugglers access to their maritime routes.

Coast Guard has developed a ten-year counterdrug strategic plan, Campaign STEEL WEB. This plan is a comprehensive approach to maritime counterdrug law enforcement in the transit and arrival zones. The cornerstones of

this plan are: (1) maintain a strong interdiction presence to deny smugglers access to maritime routes and deter trafficking activity; (2) strengthen ties with sources and transit zone nations to increase their willingness and ability to reduce the production and trafficking of illicit drugs within their sovereign boundaries, including territorial seas; (3) support interagency and international efforts to combat drug smuggling through increased cooperation and coordination; and, (4) promote efforts to reduce illegal drug use in the maritime environment.

Coast Guard primarily conducts counterdrug operations in the transit and arrival zones. In the transit zones (Caribbean and Eastern Pacific), drugs are in their most concentrated form and trafficking activities are highly vulnerable, although most difficult to locate. Coast Guard continues to enhance its presence in both the Caribbean and Eastern Pacific portions of the transit zone

by increasing overall efficiency, reducing cutter days lost during post-seizure operations, and strengthening relationships with transit and source zone countries through combined operations and bilateral/multilateral agreements, including International Maritime Interdiction Support. Based on the continued prevalence of go-fast vessels and the success of Airborne Use of Force (AUF), Coast Guard will continue to seek ways to expand the use of armed helicopters in the transit zone to enhance mission performance.

## Methodology

Coast Guard does not have a specific appropriation for drug interdiction activities. All drug interdiction operations, capital improvements and acquisitions, reserve training, and research and development activities are funded out of the appropriations specified herein.

Reflecting the multi-mission nature of Coast Guard units, the accounting system is keyed to operating and support facilities, rather than to specific missions. Consistent with that approach, personnel and other costs are administered and tracked along operational and support capability lines requiring sophisticated cost accounting techniques.

Coast Guard uses a Mission Cost Model (MCM) methodology to estimate resources attributed to its drug control mission. The MCM allocates funding by account across Coast Guard missions in the Performance-based Budget (PBB) presentation. The MCM allocates all direct and support costs to mission-performing units (e.g., a 378-foot cutter). Established baselines of operational activity are used to further allocate those costs to the various missions.

### Operating Expenses (OE)

OE funds are used to operate facilities, maintain capital equipment, improve management effectiveness, and recruit, train, and sustain all active duty military and civilian personnel. Budget presentations for current and future years use the most recent OE asset cost data. The MCM systematically allocates all OE costs in the following way:

- **Direct Costs:** Applied directly to the operating assets (high endurance cutter, HC-130 aircraft, 41' utility boat) that perform missions

- **Support Costs:** Applied to assets for which cost variability can be specifically linked to operating assets (based on carefully-developed allocation criteria)
- **Overhead Costs:** Applied to assets based on proportion of labor dollars spent where cost variability cannot be specifically linked to operating assets. This is a standard industry approach to overhead allocation.

Once all Operating Expense costs are fully loaded on mission-performing assets, those costs are further allocated to Coast Guard missions (Drug Enforcement, Search and Rescue, etc.) using actual or baseline projections for operational employment hours.

### Acquisition, Construction and Improvements (ACandI)

The MCM model is used to develop an allocation of costs by mission areas for proposed ACandI projects. For example, if a new asset is being proposed for commissioning through an ACandI project, costs would be applied to missions using the operational profile of a comparable existing asset.

### Research, Development, Test and Evaluation (RDTandE)

The MCM model is used to develop an allocation of costs by mission areas for proposed Research, Development, Test and Evaluation projects. Scoring of drug interdiction funding is accomplished within the zero-based RDTandE decision unit and every line item requested in the RDTandE budget was evaluated for its anticipated contribution to drug interdiction efforts. Generally, each RDTandE project has a discrete driver that is selected to allocate the funding for that project to the various mission areas of Coast Guard. These drivers are based upon experienced professional judgment. Once the unique program driver is determined the program percentage spreads for each of these drivers are extracted from the mission cost model.

### Reserve Training (RT)

A portion of the funds available to the drug control mission areas are included in the RT appropriation. RT funds are used to support Selected Reserve personnel who in turn support and operate facilities, maintain capital equipment, improve management effectiveness, and assist in sustaining all operations. In the RT budget, allocating

a share of budget authority using the same methodology used for OE derives the amount allocated to the drug control mission area.

## Budget

The FY 2009 Budget includes initiatives that will enhance the Coast Guard's ability to stop the maritime flow of illegal drugs in the transit and arrival zones. In FY 2009, the Coast Guard requests \$1,071.0 million to fund drug control operations including acquisition, construction and improvements, operating expenses, research and development, and reserve training. This level represents a \$66.6 million increase from the FY 2008 enacted level.

### Acquisition, Construction and Improvements

#### **Total FY 2009 Request: \$331.7 million drug-related (Includes +\$119.6 million in program changes)**

Acquisition, Construction and Improvements finance the acquisition of new capital assets, construction of new facilities and physical improvements to existing facilities and assets. The funds cover Coast Guard-owned and operated vessels, shore facilities and other equipment, such as computer systems.

#### **Integrated Deepwater System**

##### **FY 2009 Request: \$990.4 million (\$222.9 million drug-related) (Includes +\$54.7 million in program changes)**

The FY 2008 enacted level is \$212.1 million. The greatest threat to Coast Guard mission performance continues to be aging and technologically-obsolete aircraft, cutters, boats, sensors, shore facilities and communications systems. The majority of the Coast Guard's operational assets are fast approaching the end of their service life. Increasing operational demands, rising maintenance costs and declining readiness levels due to the condition of aging assets result in a continuing degradation of mission performance and effectiveness.

The IDS acquisition program remains the centerpiece of a more capable, aware, and responsive 21st-century Coast Guard.

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#### **FY 2009 Program Changes (+\$54.7 million)**

The Coast Guard uses a zero-based budget approach in developing its request for ACandI funding. Program changes in the ACandI account may vary significantly from year-to-year depending on the specific platforms or construction projects supported. The \$54.7 million increase is a reflection of the project mix proposed for FY 2009. The FY 2009 Budget provides resources for the acquisition of a number of important assets, some of which are identified below. The budget figures associated with these assets include both drug and non-drug resources.

#### **Maritime Patrol Aircraft (\$86.6 million)**

This request will fund two MPA (HC-144A), as well as the missionization and logistics required logistics to outfit these aircraft for "mission ready" service. Upon delivery, these aircraft will help address Coast Guard's MPA flight hour gap by providing 2,400 additional MPA hours every year.

#### **National Security Cutter (\$353.7 million)**

This request funds production of National Security Cutter (NSC) #4. The NSC is the largest and most sophisticated of the IDS surface assets with vastly improved capabilities over the 378' High Endurance Cutter it replaces. Equipped with advanced sensors and communication equipment, the NSC will provide surveillance, detection, identification, classification and interdiction of drug smuggling vessels in the transit zone.

#### **Fast Response Cutter (\$115.3 million)**

This request funds production of Fast Response Cutter (FRC)—B #3 and #4. The FRC-B will be capable of reaching speeds of approximately 28 knots and providing enhanced response capability for drug interdiction operations in the arrival and transit zones.

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## Operating Expenses

### **Total FY 2009 Request: \$722.2 million drug-related (Includes -\$51.4 million in program changes)**

The FY 2008 resources will support the operation and maintenance of Deepwater assets, including the second National Security Cutter and helicopters armed with AUF. Funding will also support additional flight hours associated with the HC-130J fixed wing aircraft, as well as non-Deepwater enhancements, such as operating funds for the Response Boat Medium, four 87' Coastal Patrol Boats and the Rescue-21 National Distress Response System. FY 2008 resources will also support the continued deployment of AUF assets designed to stop the go-fast boat smuggling threat, and the Coast Guard's extensive participation with the Organized Crime Drug Enforcement Task Force (OCDETF).

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#### **FY 2009 Program Changes (-\$51.4 million)**

The Budget includes a decrease for Coast Guard's drug-related operating expenses representing temporary net mission-hour reductions as legacy aircraft and cutters are removed from service and Deepwater assets become operational. Specific highlights from the FY 2009 budget include (figures represent both drug and non-drug resources):

#### **HC-144A Operations (\$24 million)**

This request provides operation and maintenance funding for 1,200 annual flight hours for each of the four Coast Guard HC-144A aircraft being brought on-line in FY2009. These aircraft will provide an additional 4,800 flight hours in support of drug interdiction and other mission areas.

#### **Armed Helicopter Follow-On (\$0.767 million)**

This request provides funding for the maintenance and upkeep of AUF equipment including Personal Protective Equipment, weapons, mounts and armory support for the LANTAREA Aviation Deployment Center helicopters. In addition, this funding supports the addition of two airframes to the Area Deployment Center, bringing HITRON to a full complement of ten helicopters.

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## Research and Development

### **Total FY 2009 Request: \$2.0 million drug-related (Includes +\$0.1 million in program changes)**

The FY 2008 resources total \$1.9 million. Research, Development, Test and Evaluation (RDTandE) funding allows the Coast Guard to sustain critical missions by the Department of Homeland Security and Department of Defense. The RDTandE funding requested supports all 11 statutorily mandated Coast Guard mission-programs. These mission-programs in turn directly support the Coast Guard's role as the principle Federal agency for ensuring maritime safety, security and environmental stewardship.

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#### **FY 2009 Program Changes (+\$0.1 million)**

The Budget includes an upward adjustment of \$0.1 million. FY 2009 resources will support the development of technologies to improve detection of hidden contraband; improve tactical communications systems to improve interagency coordination, command and control; and develop technologies that give operational commanders a wider range of options to stop fleeing vessels.

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## Reserve Training

### Total FY 2009 Request: \$15.2 million drug-related (Includes -\$1.5 million in program changes)

Reserve Training (RT) supports all 11 Coast Guard mission-programs and is critical to allowing the Coast Guard to protect the vital interests of the United States from internal and external threats. Reserve Training provides trained units and qualified personnel for service in times of war or national emergency. In addition, Coast Guard Reserve may be called upon to provide units and personnel to augment active Coast Guard forces during critical events.

The RT budget funding assumes a drug control allocation equivalent to that of the OE program costs since RT personnel augment OE program functions.

#### FY 2009 Program Changes (-\$1.5 million)

The Budget includes a decrease of \$1.5 million for drug-related Reserve Training.

## Performance

### Introduction

This section on the FY 2007 performance of the USCG program is based on agency GPRA documents and the PART review, discussed earlier in the Executive Summary. The table below includes conclusions from the PART assessment as well as performance measures, targets and achievements for the latest year for which data are available.

The Coast Guard Drug Interdiction program was rated “Adequate” in the 2007 PART review which noted that the required independent evaluation had not been completed in time for inclusion. The Coast Guard has since received the completed independent evaluation conducted by the Center for Naval Analyses (CNA) and has taken action on a number of the recommendations in the report.

US Coast Guard			
PART Review			
<b>Year of Last Review: 2007</b>		<b>Rating Received: Adequate</b>	
<b>Evaluation Area</b>	<b>Score</b>	<b>Review Highlights Below:</b>	
Purpose	100	The program was found to have a clear mission but the independent evaluation was not available in time for consideration. It is now complete.	
Planning	62		
Management	75		
Results	28		
<b>Selected Measures of Performance</b>			
» Non-commercial maritime cocaine removal rate.			FY 2007 Target
			FY 2007 Achieved
			22.0%
			April 2007

## Discussion

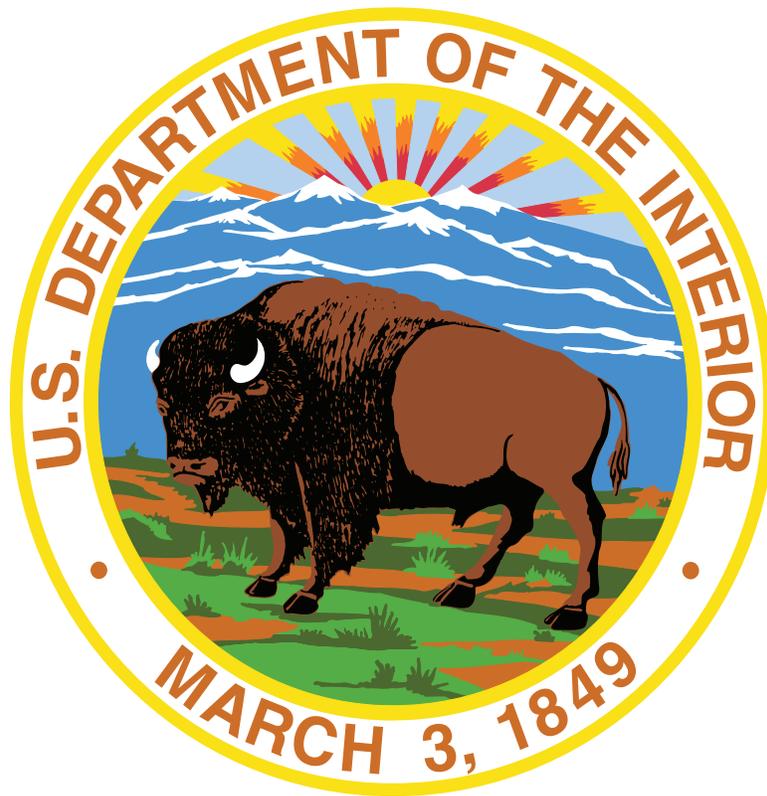
The Coast Guard's drug interdiction Strategic Goal focuses on disrupting the maritime flow of illegal drugs into the United States. This Strategic Goal supports the 2007 National Drug Control Strategy, which set a goal of disrupting 40% of the cocaine bound for the United States in the Transit Zone.

The Cocaine Removal Rate is defined as the amount of cocaine lost to the smuggler (through seizures, burning, jettison, and other non-recoverable events) and is based upon values vetted through the Consolidated Counter-Drug Database (CCDB). This measure records drugs removed in transit, reflecting Coast Guard drug interdiction efforts and results. The FY 2006 removal rate of 25% exceeded that year's target of 22%. FY 2007 non-commercial maritime flow data will not be available until Summer 2008 when the Interagency Assessment of Cocaine Movement (IACM) is published. However, the record amount of cocaine removed in FY 2007 strongly suggests the achievement of the 26 percent cocaine removal rate target.

While FY 2007 performance results are attributable to a host of factors, three stand out as particularly noteworthy. The continued availability of actionable intelligence (i.e., raw intelligence coupled with necessary analytical capabilities) allowed for rapid and thorough sorting of targets and more efficient use of surface and air resources. Second, fielding a force package of flight deck equipped ships with armed helicopters and long range surveillance aircraft, contributed to the surveillance, detection, classification, identification, and prosecution of narcotrafficking threats, including high-speed go-fast vessels. Third, the International Maritime Interdiction Support provisions in several of the U.S. Government's bilateral drug interdiction agreements, coupled with outstanding interagency post-seizure coordination, were instrumental in conveying detainees and evidence to the U.S. for prosecution while keeping assets in theater for continued interdiction.

# DEPARTMENT OF THE INTERIOR

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# DEPARTMENT OF THE INTERIOR

## Bureau of Indian Affairs

### Resource Summary

	<i>Budget Authority (in Millions)</i>		
	FY 2007 Final	FY 2008 Enacted	FY 2009 Request
<b>Drug Resources by Function</b>			
Prevention	2.600	4.788	4.788
Interdiction		1.550	1.550
<b>Total Drug Resources by Function</b>	<b>\$2.600</b>	<b>\$6.338</b>	<b>\$6.338</b>
<b>Drug Resources by Decision Unit</b>			
Drug Initiative	2.600	6.338	6.338
<b>Total Drug Resources by Decision Unit</b>	<b>\$2.600</b>	<b>\$6.338</b>	<b>\$6.338</b>
<b>Drug Resources Personnel Summary</b>			
Total FTEs (direct only)	–	–	–
<b>Drug Resources as a Percent of Budget</b>			
Total Agency Budget	\$2,308.304	\$2,291.279	\$2,191.364
Drug Resources Percentage	0.11%	0.28%	0.29%

### Program Summary

#### Mission

The Mission of the Bureau of Indian Affairs (BIA) is to fulfill its trust responsibilities and promote self determination on behalf of Tribal Governments, American Indians and Alaska Natives.

#### Budget

The FY 2009 Budget requests \$6.3 million for BIA, which is the same as the FY 2008 enacted level.

#### Drug Initiative

**Total Request: \$6.3 million  
(Includes no program changes)**

Drug trafficking and drug crime is a major contributor to violent crime and has serious health and economic impacts on Indian communities. The Safe Indian Communities Initiative seeks to combat the highly visible drug crisis on Indian reservations through the creation of a methamphetamine program and by expanding drug enforcement training for Bureau and tribal officers. The

Bureau currently has eight certified drug enforcement officers (DEOs) to cover Indian Country; however, training efforts scheduled to begin in 2008 will allow for 200 patrol officers to receive basic drug training. The funding in 2008 will also support the expansion of the Mobil Meth Lab and public awareness campaigns for Indian communities.

The DEOs will perform activities that include the eradication of marijuana cultivations, conducting complex criminal investigations, carrying out surveillance of suspected criminals, infiltrating drug trafficking networks, developing and implementing undercover techniques, executing search warrants, confiscating illegal drug supplies, collecting and processing evidence, testifying in court, developing evidence to seize financial assets gained from the proceeds of drug trafficking, and establishing and maintaining cooperative relationships with other Federal, state, local, and tribal law enforcement organizations in the fight on drugs.

The BIA will train 200 patrol officers in basic drug training in FY 2008, and the FY 2009 funding will provide training to an additional 200 officers. This training will allow officers to be better prepared to assist the Drug

Enforcement Agents in drug related investigations and arrests. In addition, training will be provided in FY 2009 to continue education and investigative capabilities through Advanced Drug training as well as Field Training Agent training.

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**FY 2009 Program Changes (none)**

The Bureau will continue the same level of effort it began in FY 2008.

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**Discussion**

The Bureau intends to train annually 200 patrol offices in basic drug training to supplement existing Drug Enforcement Agents. This training will allow officers to be better prepared to assist the Agents in drug related investigations and arrests.

**Performance**

**Introduction**

This section on the FY 2007 performance of BIA's drug control programs is based on agency GPRA documents. The table includes performance measures, targets and achievements for the latest year for which data are available. The Law Enforcement Program was rated "adequate" through the PART process in 2007. However, individual components such as the drug control functions were not reviewed separately.

<b>Bureau of Indian Affairs</b>			
<b>Bureau Measures</b>			
<b>Year of Last Review: 2007</b>		<b>Reviewed as part of Law Enforcement Program</b>	
<b>Selected Measures of Performance</b>		<b>FY 2007 Target</b>	<b>FY 2007 Achieved</b>
» Percent certified drug officers		0.5%	0.5%

# DEPARTMENT OF JUSTICE

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# DEPARTMENT OF JUSTICE

## Bureau of Prisons

### Resource Summary

	<i>Budget Authority (in Millions)</i>		
	FY 2007 Final	FY 2008 Enacted	FY 2009 Request
<b>Drug Resources by Function</b>			
Treatment	65.137	67.156	69.171
<b>Total Drug Resources by Function</b>	<b>\$65.137</b>	<b>\$67.156</b>	<b>\$69.171</b>
<b>Drug Resources by Decision Unit</b>			
Inmate Programs	65.137	67.156	69.171
<b>Total Drug Resources by Decision Unit</b>	<b>\$65.137</b>	<b>\$67.156</b>	<b>\$69.171</b>
<b>Drug Resources Personnel Summary</b>			
Total FTEs (direct only)	466	467	467
<b>Drug Resources as a Percent of Budget</b>			
Total Agency Budget	\$5,444.858	\$5,423.160	\$5,531.561
Drug Resources Percentage	1.196%	1.238%	1.250%

### Program Summary

#### Mission

The mission of the Bureau of Prisons (BOP), an agency of the Department of Justice (DOJ), is to protect society by confining offenders in the controlled environments of prisons and community-based facilities that are safe, humane, cost-efficient, and appropriately secure, and that provide work and other self-improvement opportunities to assist offenders in becoming law-abiding citizens.

Preparing inmates for eventual release to the community has been one of BOP's key objectives. BOP's drug treatment program facilitates the successful reintegration of inmates into society, consistent with community expectations and standards. Treatment Programs assist the inmates in identifying, confronting, and altering the attitudes, values, and thinking patterns that led to criminal behavior and drug use.

#### Budget

In FY 2009, BOP requests \$69.2 million for drug treatment programs. This is an increase of \$2.0 from FY 2008 level primarily for pay increases and other adjustments.

#### Inmate Programs

**Total FY 2009 Request: \$69.2 million  
(Includes +\$2.0 million in program changes)**

The Bureau of Prisons is mandated by law to provide drug treatment to 100 percent of the eligible inmate population. There is enormous demand for these services in part because of the potential for some non-violent offenders to earn a reduction in sentence following the successful completion of the program. The treatment continuum begins with drug abuse education and ends with a strong community transition component. The objective is to reduce the likelihood of inmates relapsing to drug use.

The FY 2008 resources of \$67.2 million will support BOP's drug treatment programs. Approximately 40 percent of BOP's current inmates have histories of drug abuse. Accordingly, BOP continues to develop a strong and comprehensive drug abuse treatment strategy consisting of: screening; referral; assessment; drug abuse education; non-residential drug abuse treatment services; residential drug abuse treatment programming; and community transitional drug abuse treatment.

### **Drug Program Screening and Assessment**

Upon entry into a BOP facility, an inmate's records are assessed to determine whether:

there is evidence in the pre-sentence investigation that alcohol or other drug use contributed to the commission of the offenses; the inmate received a judicial recommendation to participate in a drug treatment program; or the inmate violated his or her community supervision as a result of alcohol or other drug use. If an inmate's record reveals any of these elements, the inmate must participate in a Drug Abuse Education course, available at every BOP institution.

In addition, as part of the initial psychological screening, inmates are interviewed concerning their past drug use to determine their need for BOP drug abuse treatment options.

### **Drug Abuse Education**

In FY 2008, BOP estimates that it will provide Drug Abuse Education to 23,500 inmates. Participants in the Drug Abuse Education course receive factual information on alcohol and drugs and the physical, social, and psychological impact of these substances. Participants assess the impact of substance use on their lives, the lives of their family, and on their community. Drug abuse education participants are also informed of program options available to them and are encouraged to volunteer for appropriate programs.

### **Residential Drug Abuse Treatment Program**

In FY 2008, BOP estimates that 6,066 inmates will participate in the Residential Drug Abuse Treatment Program (RDAP). RDAP provides intensive unit-based treatment with extensive assessment and cognitive behavioral therapy. The programs are typically 9 months long and provide a minimum of 500 hours of drug abuse treatment. Inmates who participate in RDAP are 16 percent less likely to recidivate and 15 percent less likely to relapse 3 years after release.

### **Non-Residential Drug Abuse Treatment**

In FY 2008, BOP estimates that it will provide Non-Residential Drug Treatment to 14,300 inmates. Unlike residential programs, inmates are not housed together in a separate unit, rather, they are housed in and with the general inmate population. Non-residential treatment was designed to provide maximum flexibility to meet the needs of the offenders, particularly those individuals who have relatively minor or low-level substance abuse impairment. These offenders do not require the intensive level of treatment needed by individuals with moderate-to-severe addictive behavioral problems.

A second purpose of the program is to provide those offenders who have a moderate to severe drug abuse problem with supportive program opportunities during the time they are waiting to enter RDAP, or for those who have little time remaining on their sentence and are preparing to return to the community.

### **Non-Residential Follow-up Treatment**

Follow-up treatment is required of all inmates who complete RDAP and return to the general population. This program reviews all the key concepts of RDAP.

### **Community Transition Drug Abuse Treatment**

In FY 2008, 15,400 inmates are projected to participate in this program. Community transitional drug abuse treatment (TDAT) is the final component of RDAP. In order to successfully complete all components of RDAP, the inmate must be transferred to a Residential Reentry Center (RRC), also known as a Community Corrections Center, and participate in community based drug treatment. In addition, offenders who did not have an opportunity to participate in RDAP may be referred to TDAT by community corrections staff.

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#### **FY 2009 Program Changes (+\$2.0 million)**

The Budget includes an upward adjustment of \$2.0 million for drug control activities.

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# Performance

## Introduction

This section on the FY 2007 performance of BOP’s program is based on agency GPRA documents and the PART review, discussed earlier in the Executive Summary. The table below includes conclusions from the PART assessment as well as performance measures, targets and achievements for the latest year for which data are available.

The 2007 PART reassessment of BOP’s Prison Operations, which includes the drug treatment portion of Inmate Programs, concluded that the overall program has a well defined federal role and is result oriented. The rating of “Moderately Effective” refers to BOP’s systematic approach to assessing operations and programs at all organizational levels through the BOP Program Review Process.

## Discussion

The Violent Crime Control and Law Enforcement Act of 1994 (VCCLEA), requires BOP, subject to the availability of funds, to provide appropriate substance abuse treatment to 100 percent of all eligible inmates. A provision of VCCLEA also provides for non-violent inmates to reduce up to 12 months off their sentence (at the discretion of the director) for successful completion of all Residential Drug Abuse Treatment Program (RDAP) components.

Community transition drug abuse treatment is a key a component of BOP’s drug abuse treatment program strategy. All inmates who take part in RDAP are required to participate in community transition drug abuse treatment when transferred from the institution to a Residential Re-entry Center. This continuum of treatment and supervision has proven to reduce behavioral violations, relapse, and recidivism. In FY 2007, the Bureau experienced an increase in the number of inmates entering community transition drug abuse treatment with co-occurring disorders (substance use and mental health disorders). This calls for the need to blend mental health treatment with drug abuse treatment constituting the evidence based treatment protocol for co-occurring disorders.

Bureau of Prisons			
PART Review			
Year of Last Review: 2007		Rating Received: Moderately Effective	
Evaluation Area	Score	Review Highlights Below:	
Purpose	60	The program has a well-defined federal role and is results-oriented.	
Planning	88		
Management	100		
Results	87		
Selected Measures of Performance		FY 2007 Target	FY 2007 Achieved
» Number of inmates participating in drug abuse education programs.		All Eligible	23,596
» Number of inmates participating in Residential Drug Abuse Treatment.		All Eligible	17,549
» Number of inmates participating in Community Transition Drug Abuse Treatment.		All Eligible	15,432
» Number of inmates participating in Non-residential Drug Abuse Treatment.		All Eligible	14,352



# DEPARTMENT OF JUSTICE

## Drug Enforcement Administration

### Resource Summary

	<i>Budget Authority (in Millions)</i>		
	FY 2007 Final	FY 2008 Enacted	FY 2009 Request
<b>Drug Resources by Function</b>			
Intelligence	167.677	181.306	186.278
International	330.280	345.371	372.923
Investigations	1,440.990	1,547.725	1,590.188
Prevention	3.263	3.263	3.263
State and Local Assistance	26.923	27.621	28.382
<b>Total Drug Resources by Function</b>	<b>\$1,969.133</b>	<b>\$2,105.286</b>	<b>\$2,181.034</b>
<b>Drug Resources by Decision Unit</b>			
Diversion Control Fee Account	212.078	239.249	244.450
Salaries & Expenses			
Domestic Enforcement	1,377.302	1,496.373	1,534.154
International Enforcement	340.636	354.823	395.916
State and Local Assistance	26.951	6.373	6.514
Supplemental Funds	12.166	8.468	
<b>Total Drug Resources by Decision Unit</b>	<b>\$1,969.133</b>	<b>\$2,105.286</b>	<b>\$2,181.034</b>
<b>Drug Resources Personnel Summary</b>			
Total FTEs (direct only)	9,177	9,236	9,271
<b>Drug Resources as a Percent of Budget</b>			
Total Agency Budget	\$1,969.133	\$2,105.286	\$2,181.034
Drug Resources Percentage	100.00%	100.40%	100.00%

### Program Summary

#### Mission

DEA's mission is to enforce the controlled substances laws and regulations of the United States and bring to the criminal and civil justice system of the United States, or any other competent jurisdiction, those organizations and principal members of organizations, involved in the growing, manufacture, or distribution of controlled substances appearing in or destined for illicit traffic in the United States; and to recommend and support non-enforcement programs aimed at reducing the availability of illicit controlled substances on the domestic and international markets.

#### Budget

In FY 2009, DEA requests \$2,181.0 million, which is an increase of \$75.7 million over the FY 2008 enacted level. Additional resources support DEA's Drug Flow Attack Strategy, specifically along the Southwest Border.

#### Diversion Control Fee Account

**Total Request: \$244.5 million  
(Includes +\$5.2 million in program changes)**

The Diversion Control program provides regulatory guidance and support to over one million legitimate handlers of controlled substances and chemicals. Keeping

legitimate importers, exporters, manufacturers, retailers and practitioners compliant with regulations contributes significantly toward the reduction in the diversion of controlled substances and chemicals. In order to achieve this goal, Diversion Control focuses its investigative resources on identifying, targeting, disrupting or dismantling diverters of licit controlled substances and chemicals at the domestic and international level.

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### **FY 2009 Program Changes (+\$5.2 million)**

#### **Transit Zone Precursor Chemicals (+\$0.5 million)**

DEA requests 1 Diversion Investigator position and \$0.5 million for DEA's Guatemala City Country Office. This enhancement directly supports DEA's Drug Flow Attack Strategy's central goal of significantly disrupting the flow of precursor chemicals between the source zones and the United States. Within the last few years, Guatemala passed legislation relating to the regulation, monitoring, and control of precursor chemicals transiting through Guatemala. Due to Guatemala's location, drug traffickers routinely divert chemicals originating in Asia and Europe through Guatemala to methamphetamine "super labs" located in Mexico.

#### **Base Adjustments (+\$4.7 million)**

Includes adjustments to base for the 2009 pay raise, annualization of the 2008 pay raise, GSA rent, change in compensable days, employee benefits, and security investigations.

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## **Salaries & Expenses (S&E)**

### **Total FY 2009 Request: \$1,936.6 million (Includes +\$70.6 million in program changes)**

To accomplish its mission, DEA prepared a five-year Strategic Plan for Fiscal Years 2003-2008 consistent with the Department of Justice's (DOJ's) Strategic Plan and the President's Drug Control Strategy, which arrays DEA's resources into four strategic focus areas to achieve the maximum impact against the full spectrum of drug trafficking activities. These focus areas are: International Enforcement, Domestic Enforcement, State and Local Assistance and Diversion Control. These areas, with the exception of Diversion Control, comprise the Salaries & Expenses account.

## **Domestic Enforcement**

### **FY 2009 Request: \$1,534.2 million**

#### **(Includes +\$37.8 million in program changes)**

Through effective enforcement efforts and associated support functions, DEA disrupts and dismantles the leadership, command, control, and infrastructure of major drug syndicates, criminal organizations, and violent drug trafficking groups that threaten the United States. This activity contains most of DEA's resources, including domestic enforcement groups, state and local task forces, other federal and local task forces, intelligence groups, and all the support functions essential to accomplishing their mission. DEA accomplishes this by disrupting and dismantling Priority Target Organizations (PTOs), as well as OCDETF-designated Consolidated Priority Target Organizations (CPOTs) and Regional Priority Organization Targets (RPOTs). The FY 2008 enacted totals \$1,496.4 million.

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### **FY 2009 Program Changes (+\$37.8 million)**

#### **Drug Flow Attack Strategy (+\$2.7 million)**

With the Drug Flow Attack Strategy, DEA is implementing a multi-agency, multi-nation strategy designed to significantly disrupt the flow of drugs, money, and chemicals between the source zones and the United States by attacking vulnerabilities in the supply, transportation systems, and financial infrastructure of major drug trafficking organizations. In addition to keeping drugs and its attendant violence out of the U.S., DEA plays a vital role in the areas of national security, border security, and immigration. From FY 2005 to FY 2007, more than 15 percent of DEA's domestic arrests were illegal aliens. DEA's emphasis on the Southwest Border is crucial, in part because the possibility exists for terrorist organizations to use established drug smuggling routes to smuggle dangerous individuals or weapons of mass destruction into the United States. In order to combat this threat, DEA has requested a variety of enhancements that include the following components:

- **Southwest Border Positions(+ \$2.5 million)**  
DEA requests an enhancement of \$2.5 million and 16 positions (including 9 Special Agents) to support SWB operations. These positions will also address drug-related SWB violence and support multi-agency border security task forces, such as the Tunnel Task Force.
- **Open Source Intelligence (+ \$0.2 million)**  
DEA requests \$0.2 million and 1 intelligence analyst position to improve DEA's open source intelligence capabilities. This position will manage DEA's open source requirements and liaison with other agencies to determine how open source information should be exploited and integrated into shared intelligence.
- **Base Adjustments (+ \$35.1 million)**  
Includes adjustments to base for the 2009 pay raise, annualization of the 2008 pay raise, GSA rent, change in compensable days, employee benefits, and security investigations.

## International Enforcement

**FY 2009 Request: \$395.9 million**

**(Includes +\$41.1 million in program changes)**

The major focus of DEA's International Enforcement program is the disruption or dismantlement of the most significant international drug and chemical trafficking organizations, also known as Priority Target Organizations (PTOs), including those PTOs with a direct connection to DOJ's CPOT targets, which include the most significant international command and control organizations threatening the United States as identified by OCDETF member agencies. Recently, the International Narcoterrorism Provisions in the USA Patriot Improvement and Reauthorization Act of 2005 (Patriot Act) enhanced DEA's investigative authority overseas. DEA now has the authority to pursue drug traffickers who are terrorists or provide funding to terrorists even if the drugs are not destined for the U.S. In addition, the Patriot Act makes it a Federal crime to engage in drug trafficking to benefit terrorists.

To attack the vulnerabilities of major international drug and chemical trafficking organizations, DEA is working to strengthen partnerships with its international law enforcement counterparts worldwide. With the Drug Flow Prevention initiative, DEA is implementing an innovative, multi-agency strategy, designed to significantly disrupt the flow of drugs, money, and chemicals between the source zones and the United States by attacking vulnerabilities in the supply, transportation systems, and financial infrastructure of major drug trafficking organizations. This new strategy calls for aggressive, well-planned and coordinated enforcement operations in cooperation with host-nation counterparts in global source and transit zones.

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### FY 2009 Program Changes (+ \$32.6 million)

#### Drug Flow Attack Strategy (+ \$17.9 million)

The Drug Flow Attack Strategy is an innovative, multi-agency strategy designed to significantly disrupt the flow of drugs, money, and chemicals between the source zones and the United States by attacking vulnerabilities in the supply chains, transportation systems, and financial infrastructure of major drug trafficking organizations. This strategy promotes the security of our nation and its borders through aggressive, well-planned and coordinated enforcement operations with host-nation counterparts in global source countries, transit zones, and arrival zones. These operations act as a forward defense of the United States by interdicting the flow of illegal drugs and the traffickers who smuggle them northward before they reach Mexico or the Southwest border.

- **FAST Expansion (+ \$7.0 million)**  
DEA requests \$7.0 million and 20 positions (including 18 Special Agents) to create 2 new Foreign-deployed Advisory Support Teams (FAST). The two new teams will be regionally oriented to assist DEA's host nation counterparts in the Central America, South America, and the Caribbean, where drugs flowing to the United States are produced or transited as part of DEA's Drug Flow Attack Strategy to support the DEA Country Offices in the Western Hemisphere and elsewhere. These teams will provide the expertise, equipment, and personnel to augment

DEA Country Offices targeting the most significant violators, PTOs and CPOTs. FAST will support Country Offices' efforts to advise, assist, train, and mentor their host country counterparts and Sensitive Investigative Units.

- **Strategic Drug Flow Attack Operations (+\$2.0 million)**

DEA requests \$2.0 million in non-personnel funding to conduct one additional Operational All Inclusive (OAI) deployment each year. OAI is DEA's primary large-scale Drug Flow Attack enforcement operation in the source, transit, and arrival zones. Each iteration of OAI requires \$2.0 million for travel, aviation support, intelligence collection, and host nation support. OAI was developed to attack drug flow on a regional scale with the objective of not simply displacing cartels, but dismantling them. OAI causes major disruption to the flow of drugs, money, and chemicals between the source zones and the United States. This strategy is complimented by other DEA enforcement and intelligence operations, including the FAST program, the Special Operations Division, El Paso Intelligence Center and *Operation Panama Express*.

- **Tactical Aircraft (\$8.9 million)**

DEA requests 3 Special Agent Pilots and \$8.9 million to support interdiction operations in the transit zone, including FAST deployments, and address air, maritime, and land drug trafficking threats. An essential element of the FAST concept is mobility; without access to helicopters, DEA personnel and host nation counterparts will not be mobile. They will lack the end-game capability to interdict and apprehend drug traf-

fickers over the Caribbean and in the jungles of Central America where air movement is the only option. This funding will allow DEA to purchase, operate, and maintain one new Bell 412 twin-engine helicopters. This request includes funding for equipment pilot TDY in support of FAST deployments and transit zone enforcement operations.

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- **Base Adjustments (+\$14.7 million)**

Includes adjustments to base for the 2009 pay raise, annualization of the 2008 pay raise, change in compensable days, employee benefits, security investigations, and Department of State charges for DEA employees stationed in foreign offices. Includes a reduction of \$8.5 million associated with the FY 2008 supplemental funds.

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## State & Local Assistance

**FY 2009 Request: \$6.5 million**

**(Includes +\$0.1 million in program changes)**

DEA advises, assists, and trains state and local law enforcement and local community groups to ensure a consistent national approach to drug law enforcement. DEA's training enhances their enforcement capabilities and provides access to the latest intelligence and investigative methods. To assist state and local law enforcement, DEA provides clandestine methamphetamine laboratory training to state and local law enforcement officers, arranges for the safe clean up of hazardous waste from clandestine methamphetamine laboratories, and assists local efforts to control the production of cannabis.

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**FY 2009 Program Changes (+\$0.1 million)**

**Base Adjustments (+\$0.1 million)** Includes adjustments to base for the 2009 pay raise, annualization of the 2008 pay raise, GSA rent, change in compensable days, employee benefits, and security investigations.

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# Performance

## Introduction

This section on the FY 2007 performance of the DEA program is based on agency GPRA documents and the PART review, discussed earlier in the Executive Summary. The table below includes conclusions from the PART assessment as well as performance measures, targets and achievements for the latest year for which data are available.

The 2003 PART assessment concluded that DEA had made progress in achieving its performance goals, revising budget submissions to track performance, and implementing monitoring systems to enable DEA headquarters to review resource allocation. DEA was assigned an overall rating of “Adequate.”

DEA accomplishes its primary goal of reducing drug availability by disrupting or dismantling Priority Target Organizations (PTOs). These include organizations linked to Consolidated Priority Organization Targets (CPOT) and others linked to non-CPOT targets. DOJ’s FY 2007 CPOT list constitutes the “most wanted” drug trafficking and money laundering organizations believed to be largely responsible for illicit drug supply.

Drug Enforcement Administration			
PART Review			
Year of Last Review: 2003		Rating Received: Adequate	
Evaluation Area	Score	Review Highlights Below:	
Purpose	100	DEA has made progress toward its performance goals and has made significant progress on revising its budget submission to track performance: developing appropriate long term and annual performance measures; and revising the strategic plan to encompass a focus that encompasses all of DEA’s programs.	
Planning	88		
Management	83		
Results	26		
Selected Measures of Performance		FY 2007 Target	FY 2007 Achieved
» Contribution to DOJ’s goal to reduce the availability of drugs in the U.S.		N/A	Measure under development
Selected Measures of Performance		Target*	Achieved
» Number of active international and domestic priority targets linked to CPOT targets that were disrupted or dismantled.		300	195
» Number of active international and domestic priority targets <b>not</b> linked to CPOT targets disrupted or dismantled.		970	1,342

\* Includes disruptions pending dismantlement.

## Discussion

During FY 2007, DEA disrupted or dismantled 1,537 PTOs, 195 of which were linked to CPOT targets and 1,342 not linked to CPOT targets. It also succeeded in getting 10 of Mexico's most violent and ruthless drug traffickers - leaders of some of the world's most powerful drug-trafficking organizations, including the Gulf Cartel, the Tijuana Cartel, and the Norte Valle Cartel – extradited to the U.S.

Attacking the financial infrastructure of major drug trafficking organizations and members of the financial community who facilitate the laundering of their proceeds is a vital component of DEA's overall strategy. In FY 2007, DEA denied drug trafficking organizations \$3.46 billion in revenue through the seizure of assets and drugs. These seizures represent a 46 percent increase over FY 2006.

DEA's *Operation All-Inclusive*, the centerpiece of DEA's Drug Flow Attack Strategy, has caused major disruptions in the flow of cocaine, money and chemicals between source zone areas and the U.S. In July 2007, DEA concluded the third of three phases of a strategy focused on South American source regions, and the Eastern Pacific and Western Caribbean transit zones of Central America. Phase 3 resulted in a significant increase in arrests and seizures that totaled more than the two previous operations combined - 535 arrests and the seizure of over 115 metric tons of cocaine in FY 2007. In addition, there was a 1,867% increase in currency seizures (\$395.4 million in FY 2007) when compared to the two previous operations. Of special note is the significant enforcement effort in March 2007. Acting on intelligence provided by DEA,

the U.S. Coast Guard (USCG) seized over 21 metric tons of cocaine from a vessel in the Eastern Pacific - denying Mexican drug lords approximately \$300 million in drug revenue. This was the largest-ever worldwide maritime seizure of recovered cocaine.

DEA's greatest performance challenge is to demonstrate its impact on the availability of drugs in the U.S. In the past year, DEA has initiated several efforts towards this end. Specifically, DEA established a drug buy program for cocaine and methamphetamine to enhance price and purity data. DEA also established a working group to develop proxy measures for DEA's impact on drug availability; a measure under consideration is the average price per pure gram of cocaine and methamphetamine purchased domestically.

From January through September 2007, there was a 44 percent increase in the price per pure gram of cocaine in the U.S. (from \$95.35 to \$136.93) and a corresponding 15 percent decrease in purity. These findings support earlier indicators of reductions in cocaine availability in 37 U.S. cities, based on law enforcement intelligence reports and unprecedented reductions in the number of employees testing positive for cocaine in workplace drug tests. National Drug Intelligence Center analysis reveals that this cocaine shortage is most likely the cumulative result of interdiction and organizational attack efforts focusing on the most powerful Mexican drug traffickers. Even more dramatic is the 73 percent increase in the price per pure gram of methamphetamine during this time period (from \$141.42 to \$244.53) with a 31 percent decrease in purity.

# DEPARTMENT OF JUSTICE

## Interagency Crime and Drug Enforcement

### Resource Summary

	<i>Budget Authority (in Millions)</i>		
	FY 2007 Final	FY 2008 Enacted	FY 2009 Request
<b>Drug Resources by Function</b>			
Intelligence	35.306	42.940	44.061
Investigations	325.507	318.896	334.777
Prosecution	137.122	136.099	152.743
<b>Total Drug Resources by Function</b>	<b>\$497.935</b>	<b>\$497.935</b>	<b>\$531.581</b>
<b>Drug Resources by Decision Unit</b>			
Investigations			
Bureau of Alcohol, Tobacco, Firearms & Explosives	11.501	11.268	11.713
Drug Enforcement Administration	199.306	195.286	205.162
Federal Bureau of Investigation	138.264	135.454	140.046
OCDETF Fusion Center	3.206	11.469	11.606
U.S. Marshals Service	8.536	8.359	10.311
Prosecution:			
Criminal Division	2.727	2.681	2.799
Tax Division	0.637	0.516	0.540
U.S. Attorneys	133.758	132.902	149.404
<b>Total Drug Resources by Decision Unit</b>	<b>\$497.935</b>	<b>\$497.935</b>	<b>\$531.581</b>
<b>Drug Resources Personnel Summary</b>			
Total FTEs (direct only)	3,521	3,522	3,550
<b>Drug Resources as a Percent of Budget</b>			
Total Agency Budget	\$497.935	\$497.935	\$531.581
Drug Resources Percentage	100.00%	100.00%	100.00%

### Program Summary

#### Mission

The Organized Crime Drug Enforcement Task Force (OCDETF) Program was established in 1982 as a multi-agency partnership of federal law enforcement agencies and prosecutors, with assistance from State and local police departments, to identify, dismantle and disrupt sophisticated national and international drug trafficking

and money laundering organizations. By combining the resources, expertise, and statutory authorities of member agencies, OCDETF does what no single agency can do alone. OCDETF's attack on all the related components of major trafficking organizations not only will disrupt the drug market, resulting in a reduction in the drug supply, but also will bolster law enforcement efforts in the fight against those terrorist groups supported by the drug trade.

## Budget

For FY 2009, OCDETF requests \$531.6 million, which is an increase of \$33.6 million from the FY 2008 enacted level. The majority of OCDETF's funding goes to payroll costs for agents, analysts and attorneys performing investigative, intelligence and prosecutorial work.

OCDETF focuses on key program priorities in order to effectively and efficiently support its mission. OCDETF's major priority is the Consolidated Priority Organization Target (CPOT) List- a unified agency list of the top drug trafficking and money laundering targets. OCDETF Regions also target and identify Regional Priority Organization Targets (RPOTs), which represent the most significant drug and money laundering organizations threatening the regions. In addition, OCDETF requires that all cases include a financial investigation to enable the identification and destruction of the financial systems supporting drug organizations.

For FY 2009, OCDETF requests a \$9.6 million program enhancement for a Southwest Border Initiative. The Southwest Border serves as the principal arrival zone for most of the illegal drugs smuggled into the United States. OCDETF requests funds to support law enforcement, intelligence, and prosecution activities specifically to deal with this threat. This initiative will boost OCDETF's ability to attack the "Gatekeepers," or those organizations that control the flow of drugs and drug-related currency for the Mexican drug cartels and CPOTs along the Southwest Border. As a result of this initiative, OCDETF will be in a better position to: identify smuggling routes and patterns; indict and prosecute high-level traffickers; and coordinate fugitive apprehension efforts to ensure organization members are brought to justice.

### Investigations

**Total FY 2009 Request: \$378.8 million  
(Includes +\$17.0 million in program changes)**

Investigations include the reimbursable resources that support investigative activities of the following participating agencies: Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF), Drug Enforcement Administration (DEA), Federal Bureau of Investigation (FBI), and the U.S. Marshals Service (USMS). (The President's Budget proposes funding investigative activities for ICE, Coast Guard, and IRS in support of the OCDETF Program out of the direct appropriations of the Departments of

Homeland Security and Treasury.) Also included are the reimbursable resources that support the intelligence activities of OCDETF's member agencies and the OCDETF Fusion Center.

### **Bureau of Alcohol, Tobacco, Firearms, and Explosives**

**FY 2009 Request: \$11.7 million**

**(Includes +\$0.4 million in program changes)**

The FY 2008 resources of \$11.3 million support ATF's investigative activities as a member of the OCDETF Program. ATF Agents focus on major drug traffickers who have violated laws related to the illegal trafficking and misuse of firearms, arson and explosives. Firearms often serve as a form of payment for drugs and, together with explosives and arson, are used as tools by drug organizations in order to intimidate, enforce and retaliate against their own members, rival organizations, or the community in general. Thus, ATF's jurisdiction and expertise is vital to OCDETF's efforts to disrupt and dismantle the most significant, violent drug trafficking organizations.

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#### **FY 2009 Program Changes (+\$0.4 million)**

The Budget proposes a modest upward adjustment for a pay raise and other inflationary increases.

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### **Drug Enforcement Administration**

**FY 2009 Request: \$205.2 million**

**(Includes +\$9.9 million in program changes)**

The FY 2008 resources of \$195.3 million support DEA's involvement in OCDETF investigations. DEA is the agency most actively involved in the OCDETF program with a participation rate in investigations that exceeds 80 percent. DEA is the only federal agency in OCDETF that has drug enforcement as its sole responsibility. The agency's vast experience in this field, its knowledge of international drug rings, its relationship with foreign law enforcement entities, and its working relationships with State and local authorities have made the DEA an essential partner.

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#### **FY 2009 Program Changes (+\$9.9 million)**

The President's Budget provides \$2.8 million to support communications costs associated with the License Plate Exploitation Initiative in an effort to link vehicles traveling outbound from the U.S. into Mexico with Mexico-based CPOTs and

affiliated “Gatekeeper” organizations involved in bulk cash smuggling, as well as IT support at the OCDETF Fusion Center (OFC) to process and exploit the license plate data collected. The remaining funding of \$7.1 million supports an adjustment for a pay raise and other inflationary increases.

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### **Federal Bureau of Investigation**

**FY 2009 Request: \$140.0 million**

**(Includes +\$4.6 million in program changes)**

The FY 2008 resources of \$135.5 million support the FBI’s involvement in OCDETF investigations. FBI brings to OCDETF its extensive expertise in the investigation of traditional organized crime and white collar/financial crimes. The FBI also has developed valuable relationships with foreign and State and local law enforcement. The FBI uses its skills to gather and analyze intelligence data and to undertake sophisticated electronic surveillance. The FBI, despite its other priorities, is committed to the OCDETF program and to the goal of targeting major drug trafficking organizations and their financial infrastructure.

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#### **FY 2009 Program Changes (+\$4.6 million)**

The Budget proposes adjustments for a pay raise and other inflationary increases.

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### **U.S. Marshals Service**

**FY 2009 Request: \$10.3 million**

**(Includes +\$1.9 million in program changes)**

The FY 2008 resources of \$8.4 million support USMS’s involvement in OCDETF investigations. USMS is the specialist agency responsible for the apprehension of OCDETF fugitives. Fugitives are typically repeat offenders who flee apprehension only to continue their criminal enterprise elsewhere. Their arrest by the USMS immediately makes the community in which they were hiding and operating a safer place to live. The USMS is responsible for apprehension of approximately 90 percent of all OCDETF fugitives.

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#### **FY 2009 Program Changes (+\$1.9 million)**

The President’s Budget provides six additional agent positions and operating expenses to increase the USMS capability to apprehend OCDETF fugitives both domestically and in foreign countries, particularly those fugitives linked to

South America and Mexico-based CPOTs and “Gatekeepers.” The remaining \$0.2 million supports an adjustment for a pay raise and other inflationary increases.

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### **OCDETF Fusion Center**

**FY 2009 Request: \$11.6 million**

**(Includes +\$0.1 million in program changes)**

The FY 2008 resources of \$11.5 million will support operations at the OFC, a comprehensive data center containing all drug and related financial intelligence information from six OCDETF-member investigative agencies, the Financial Crimes Enforcement Network, the National Drug Intelligence Center, and others. The OFC conducts cross-agency integration and analysis of drug and related financial data to create comprehensive intelligence pictures of targeted organizations, including those identified as Consolidated Priority Organization Targets (CPOTs) and Regional Priority Organization Targets (RPOTs), and to pass actionable leads through the multi-agency Special Operations Division (SOD) to OCDETF participants in the field. These leads ultimately result in the development of better-coordinated, more comprehensive, multi-jurisdictional OCDETF investigations of the most significant drug trafficking and money laundering networks.

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#### **FY 2009 Program Changes (+\$0.1 million)**

The Budget proposes adjustments for a pay raise and other inflationary increases.

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### **Prosecution**

**Total FY 2009 Request: \$152.7 million**

**(Includes +\$16.6 million in program changes)**

Prosecution includes reimbursable resources for the ninety-four U.S. Attorneys Offices around the country (executed through the Executive Office for U.S. Attorneys) and the Criminal and Tax Divisions of the Department of Justice.

## **Criminal Division**

**FY 2009 Request: \$2.8 million**

**(Includes +\$0.1 million in program changes)**

The FY 2008 resources of \$2.7 million aid the Criminal Division's Office of Enforcement Operations (OEO) direct operational support to U.S. Attorneys offices as it reviews all applications for electronic surveillance and assists agents and attorneys by providing guidance on the justification for and development of such applications. With the increasing complexity and scope of OCDETF cases, senior attorneys are called upon with greater frequency to assist in the supervision and prosecution of OCDETF cases. The Criminal Division's Narcotics and Dangerous Drugs Section (NDDS) attorneys, in particular, play a critical role in supporting and coordinating nationwide investigations through their work with the multi-agency Special Operations Division (SOD). NDDS attorneys also assist U.S. Attorneys' Offices across the country in drafting wiretap applications and supervising wiretap investigations.

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### **FY 2009 Program Changes (+\$0.1 million)**

The Budget proposes adjustments for a pay raise and other inflationary increases.

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## **Tax Division**

**FY 2009 Request: \$0.54 million**

**(Includes +\$0.02 million in program changes)**

The FY 2008 resources of \$0.52 million support the Tax Division's nationwide review and coordination of all tax charges in OCDETF cases, as well as assistance in OCDETF money laundering investigations. Tax Division attorneys communicate frequently with regional IRS Coordinators to remain aware of new developments. Attorneys also maintain a clearinghouse of legal and investigative materials.

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### **FY 2009 Program Changes (+\$0.02 million)**

The Budget proposes a modest upward adjustment for a pay raise and other inflationary increases.

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## **U.S. Attorneys**

**FY 2009 Request: \$149.4 million**

**(Includes +\$16.5 million in program changes)**

The FY 2008 resources of \$132.9 million support the United States Attorneys' involvement in the development of case strategy for OCDETF investigations and

prosecutions. Experienced OCDETF attorneys are able to coordinate investigative efforts more efficiently and minimize the risk of legal challenges because of their familiarity with the intricacies of drug trafficking investigations. Their involvement ensures that the prosecutions are well prepared, comprehensively charged, and expertly handled.

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### **FY 2009 Program Changes (+\$16.5 million)**

The Budget provides \$5.1 million for 50 new positions, including 30 prosecutors, to support prosecution activities against significant drug trafficking organizations and money laundering organizations responsible for: (1) transporting or importing drugs and precursor chemicals to Mexico for subsequent distribution to the U.S.; (2) manufacturing or distributing drugs within Mexico for subsequent distribution to the U.S.; (3) transporting drugs across the Southwest Border of the U.S. and/or subsequently distributing those drugs in the U.S.; and (4) the laundering and the bulk cash smuggling of illicit proceeds across the U.S./Mexico border. The remaining funding of \$11.4 million supports an adjustment for a pay raise and other inflationary increases.

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## **Performance**

### **Introduction**

This section on the FY 2007 performance of the OCDETF program is based on agency GPRA documents and the PART review, discussed earlier in the Executive Summary. The table includes conclusions from the PART assessment as well as performance measures, targets and achievements for the latest year for which data are available.

The OCDETF program will not be reviewed under the Administration's PART process because the agencies (and the related programs) OCDETF reimburses (i.e., FBI, DEA, U.S. Marshals Service) have been individually assessed.

OCDETF monitors performance in two program areas: investigations and prosecutions. For investigations, OCDETF tracks the percent of active investigations linked to the Attorney General's Consolidated Priority

Organization Targets (CPOTs) list and the number of CPOT-linked organizations dismantled or disrupted. For prosecutions, OCDETF measures the number of and percent of convicted OCDETF defendants connected to CPOTs.

## Discussion

OCDETF's renewed focus on attacking entire drug networks operating nationwide is most evident in the growing number of investigations that have expanded beyond the originating district to neighboring districts, states, and regions where related components of targeted organizations operate. The command and control organizations on the CPOT list are a top priority for OCDETF: in fact, approximately 77 percent of all investigations linked to FY 2007 CPOT targets were investigated by OCDETF.

During FY 2007, OCDETF continued its efforts to expand investigations to attack all levels of the supply chain, regionally, nationally, and internationally. OCDETF initiated 1,016 new cases in FY 2007, a five percent increase over the number initiated in FY 2006. OCDETF district and regional coordination groups ensure that only those targets believed to be most responsible for domestic drug supply, are investigated.

OCDETF continues to focus on the financial aspect in investigations and seeks to permanently remove the profits enjoyed by drug traffickers. During FY 2007, 97% of OCDETF case initiations utilized financial investigative techniques. Investigations resulting in financial convictions were reported at 27 percent in FY 2007, an increase over the 25 percent reported in FY 2006.

OCDETF also reports increased success in asset seizures and forfeitures. A significant percentage of investigations resulted in the seizure and forfeitures of assets and in charges calling for the forfeiture of assets and proceeds. OCDETF reported FY 2007 forfeitures in the Department of Justice Asset Forfeiture Fund at approximately \$531 million, a 26 percent over the total reported in FY 2006.

OCDETF attributes lower than estimated performance to evolving changes in the CPOT List. The 46 targets on the FY 2007 CPOT list are those recently identified by law enforcement: it has taken longer to identify their subsidiary organizations. Nevertheless, OCDETF achieved significant results against these CPOT-linked organizations and CPOTs. In fact, FY 2007 CPOT-linked dismantlements are more than double the number

OCDETF		
No PART Assessment Made		
Selected Measures of Performance	FY 2007 Target	FY 2007 Achieved
» Percent of aggregate domestic supply related to dismantled/disrupted CPOT-linked organizations	*	*
» Percent of active OCDETF investigations linked to CPOTs.	15%	14%
» Number of convicted OCDETF defendants connected to CPOTs	400	332
» Percent of convicted OCDETF defendants connected to CPOTs	6%	4%



# DEPARTMENT OF JUSTICE

## Office of Justice Programs

### Resource Summary

	<i>Budget Authority (in Millions)</i>		
	FY 2007 Final	FY 2008 Estimate	FY 2009 Request
<b>Drug Resources by Function</b>			
Prevention	29.617	28.210	0.000
State and Local	196.101	170.027	102.920
Treatment	19.744	24.600	11.280
<b>Total Drug Resources by Function</b>	<b>\$245.462</b>	<b>\$222.837</b>	<b>\$114.200</b>
<b>Drug Resources by Decision Unit</b>			
Regional Information Sharing System	39.719	40.000	34.200
Domestic Cannabis Eradication/Suppression	4.936	0.000	–
Drug Courts	9.872	15.200	–
Enforcing Underage Drinking Laws	24.681	25.000	0.000
Methamphetamine Enforcement and Clean Up	70.000	61.187	–
Prescription Drug Monitoring	7.404	7.050	–
Residential Substance Abuse Treatment	9.872	9.400	–
Southwest Border Prosecutors	29.617	30.080	–
Northern Border Prosecution	–	2.820	–
Weed and Seed	49.361	32.100	–
Byrne Public Safety and Protection	–	–	80.000
<b>Total Drug Resources by Decision Unit</b>	<b>\$245.462</b>	<b>\$222.837</b>	<b>\$114.200</b>
<b>Drug Resources Personnel Summary</b>			
Total FTEs (direct only)	75	75	72
<b>Drug Resources as a Percent of Budget</b>			
Total Agency Budget	\$1,921.701	\$1,628.767	\$732.747
Drug Resources Percentage	12.77%	13.68%	15.59%

### Program Summary

#### Mission

The Justice Assistance Act of 1984 established the Office of Justice Programs (OJP). OJP supports collaboration of law enforcement at all levels in building and enhancing networks across the criminal justice system to function more effectively. Within OJP's overall program structure, there are specific resources dedicated to support of the *Strategy*.

### Budget

In FY 2009, OJP requests \$114.2 million for drug-related activities, which is a decrease of \$108.6 million from the FY 2008 level. As will be detailed, the creation of the new Byrne Public Safety and Protection (Byrne) program has altered the allocation of funding for drug control programs. While OJP continues to support legacy program operations in FY 2009, a reduction in resources nevertheless results from the consolidation of programs under the Byrne.

## **Regional Information Sharing System**

**Total FY 2009 Request: \$34.2 million  
(Includes -\$5.8 million in budgetary adjustments)**

RISS is the only national criminal intelligence system operated by and for state and local law enforcement agencies. Six regional intelligence centers operate in all 50 states, the District of Columbia, and U.S. territories, with some member agencies in Canada, Australia, and England. These regional centers facilitate information sharing and communications to support member agency investigative and prosecution efforts by providing state-of-the-art investigative support and training, analytical services, specialized equipment, secure information-sharing technology, and secure encrypted e-mail and communications capabilities to over 6,000 municipal, county, state, and federal law enforcement agencies nationwide.

The FY 2008 resources of \$40 million seek to enhance intelligence analysis capabilities to aid in the fight against drugs, terrorism, human trafficking, identity theft, cybercrime, gangs, and other major criminal activity. This will be achieved through the electronic connection and integration of other systems that operate with RISS and continued efforts to participate in information sharing initiatives.

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### **FY 2009 Program Changes (-\$5.8 million)**

The President's Budget proposes a reduction of \$5.8 million.

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## **Enforcing Underage Drinking Laws**

**Total FY 2009 Request: \$0 million  
(Includes -\$25.0 million in program changes)**

The Enforcing Underage Drinking Laws (EUDL) program supports and enhances efforts by States and local jurisdictions to prohibit the purchase and consumption of alcoholic beverages by minors. Minors are defined as individuals under 21 years of age.

The FY 2008 resources of \$25.0 million will support funding to enforce state laws prohibiting the purchase or consumption of alcoholic beverages by minors.

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### **FY 2009 Program Changes (-\$25.0 million)**

The President's Budget does not request funding for this program. Congress has traditionally provided resources under Title V: Incentive Grants for Local Delinquency Prevention Programs Act of 2002.

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## **Byrne Public Safety and Protection**

**Total FY 2009 Request: \$80.0 million  
(Includes -\$77.8 million in program changes)**

The Byrne Public Safety and Protection program, which is requested at \$200 million (\$80 million drug-related) in FY 2009, consolidates the most successful OJP law enforcement assistance programs into a single, flexible grant that will help State, local, and tribal governments develop programs appropriate to the particular needs of their jurisdiction. Through a competitive grant process, OJP will focus assistance on those jurisdictions experiencing significant criminal justice problems and assist State and local governments in addressing a number of high-priority criminal justice concerns. Based on the collection of programs comprising the new Byrne consolidated grant, approximately 40 percent of the program can be considered drug-related. The following legacy programs, funded in FY 2008 at \$157.8 million, are included in the new Byrne grant:

### **Domestic Cannabis Eradication and Suppression**

The Domestic Cannabis Eradication program is the only nationwide drug eradication operation that exclusively targets marijuana. This program is designed to increase efforts to halt the spread of marijuana cultivation in the United States through eradication campaigns and suppression programs. Financial assistance is provided for operations, training, and guidance to over 100 State and local law enforcement agencies. Marijuana continues to be the most widely used and readily available drug in the United States and it is the only major drug of abuse grown within U.S. borders.

### **Drug Courts**

The Drug Court Program provides alternatives to incarceration by using the coercive power of the court to induce abstinence and modify behavior with a combination of escalating sanctions, mandatory drug testing, treatment, and strong aftercare programs. The long-term direction of the Drug Court Program is shifting from an emphasis on creating new drug courts to improving State and local capacity to enhance and sustain existing ones.

### **Residential Substance Abuse Treatment**

The Residential Substance Abuse Treatment (RSAT) program for state prisoners was established to help states and units of local governments develop, implement, and

improve residential substance abuse treatment programs in correctional facilities and establish and maintain community-based aftercare services for probationers and parolees. Ultimately, the program goal is to help offenders become drug-free and learn the skills needed to sustain themselves upon return to the community.

### **Prescription Drug Monitoring Program**

The purpose of the Prescription Drug Monitoring Program (PDMP) is to enhance the capacity of regulatory and law enforcement agencies to collect and analyze controlled substance prescription data. In coordination with the Department of Health and Human Services, the program aims to assist States that want to establish a PDMP. Objectives of the program include, (1) building a data collection and analysis system at the State level; (2) enhancing existing programs' ability to analyze and use collected data; (3) facilitating the exchange of collected prescription data between States; and, (4) assessing the efficiency and effectiveness of the programs funded under this initiative.

### **Prisoner-Reentry**

The Prisoner Reentry program supports strategies to deliver pre-release assessments and services, as well as develop transition plans in collaboration with other justice and community-based agencies and providers for supervised and non-supervised, nonviolent offenders. Grants include an assessment/planning phase not to exceed three months following the award start date, with implementation occurring in the remaining project period.

### **Southwest Border Prosecution**

This program provides funding for local prosecutor offices in the four Southwest Border States: (1) California, (2) New Mexico, (3) Arizona, and (4) Texas for the costs of processing, detaining, and prosecuting drug and other cases referred from Federal arrests or Federal investigations. The program also protects against foreign threats by supporting costs associated with a border area that has significantly higher degree of vulnerability than many other areas in the continental United States.

### **Northern Border Prosecution**

This program provides assistance to state and local law enforcement agencies (including prosecutors, probation officers courts and detention facilities) along the northern border with the handling and processing of drug and alien cases referred from Federal arrests.

### **Weed and Seed**

The Weed and Seed Program provides assistance to address violent crimes and gang-related activities in adversely-impacted neighborhoods. The Community Capacity Development Office (CCDO) administers the Weed and Seed Program and has become a center for developing the capacity of some of the country's most violent communities to not only address their crime problems, but also begin the process of converting these highly distressed areas into thriving neighborhoods. CCDO assists over 270 communities with coordination of law enforcement efforts while developing their capacity to implement crime prevention programs such as Safe Havens, after-school enrichment activities, and treatment options.

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#### **FY 2009 Program Changes (-\$77.8 million)**

The consolidation of legacy programs into Byrne results in a reduction of \$77.8 million in resources.

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## **Performance**

### **Introduction**

This section on the FY 2007 performance of the OJP program is based on agency GPRA documents and the PART review, discussed earlier in the Executive Summary. The table below includes conclusions from the PART assessment as well as performance measures, targets and achievements for the latest year for which data are available.

The Drug Court program was rated "Results Not Demonstrated" in the 2002 PART assessment, due in part to performance measures that focused on outputs (number of drug courts) instead of the effectiveness of the courts. The same year, the RSAT program was rated "Results Not Demonstrated" partially because of performance measures that focused on outputs (number of offenders treated) instead of the effectiveness of the treatment toward reducing recidivism. In 2004, the Weed and Seed program was rated "Adequate" reflecting its monitoring of homicides and its efforts towards sustainability.

## Drug Courts Program

Drug Courts				
PART Review				
Year of Last Review: 2002		Rating Received: Results Not Demonstrated		
Evaluation Area	Score	Review Highlights Below:		
Purpose	100	The program is generally well-managed but faces challenges in developing outcome-oriented measures focusing on post-program recidivism.		
Planning	57			
Management	82			
Results	53			
Selected Measures of Performance			FY 2007 Target	FY 2007 Achieved
» Number of Drug Court Graduates, Cumulative			*	1850
» Total number of drug courts (cumulative).			840	701

\* Target not yet established since measurement began in 2005.

\*\* TBR=To be Reported

## Discussion

OJP has developed new measures to monitor the percent of participants who re-offend while participating in the Drug Court program, the number of drug court graduates, and the percent of Drug Court program participants who exhibit a reduction in substance use. These measures were implemented beginning in FY 2008.

In FY 2007 the Bureau of Justice Assistance continued to partner with the National Institute of Drug Abuse to oversee a performance-based “E-Court Web Project.” When completed, this program will enable drug courts to report client progress, service linkages, and outcomes - including recidivism, graduation rates, and improved client functioning. These data will improve local drug court program management as well as accountability to State and Federal funders. Additionally, BJA partnered with the National Institute of Justice to complete an extensive, longitudinal, multiyear project involving 2,200 drug court participants from 29 communities.

## Residential Substance Abuse Treatment (RSAT) Program

RSAT				
PART Review				
Year of Last Review: 2002		Rating Received: Results Not Demonstrated		
Evaluation Area	Score	Review Highlights Below:		
Purpose	60	Linking funding and performance has been complicated by treatment cost variations and by the lack of reliable data.		
Planning	72			
Management	56			
Results	20			
Selected Measures of Performance			FY 2007 Target	FY 2007 Achieved
» Number of offenders that complete the program who remain arrest free for one year following release from aftercare*			1,700	—
» Number of participants in RSAT			17,500	**

\*TBR=To be Reported.

### Discussion

Beginning in 2005, OJP requires grantees to collect data for new measures addressing treatment costs related to residential and aftercare programs, recidivism, and reduction in substance abuse.

OJP convened a committee to reduce the reporting burden on RSAT grantees by facilitating electronic reporting. The committee found duplicative the current process of

requiring an upload of the annual report plus electronic reporting - plans are underway to eliminate the annual report format. Pilot testing of this new data collection system should be complete by March 2008. If the pilot programs prove feasible, the electronic data collection tool will be utilized for all data collection.

## Weed and Seed

Weed and Seed			
PART Review			
Year of Last Review: 2004		Rating Received: Adequate	
Evaluation Area	Score	Review Highlights Below:	
Purpose	100	The program has improved training, and has begun tracking the reduction of crimes such as homicide in Weed and Seed sites.	
Planning	75		
Management	90		
Results	33		
Selected Measures of Performance		FY 2007 Target	FY 2007 Achieved
» Percent reduction in homicides per Weed and Seed funded sites.		1.2%	0.60%
» Number of homicides per site.		No more than 4	3

\*Data is collected on an annual calendar year basis and will not be available until Spring 2007.

## Discussion

During FY2007, over three-fourths (78.5%) of reporting Weed and Seed sites included Anti-Drug Education as a component of their weeding strategy. Almost half (44%) actively participated in the youth-focused Drug Education For Youth program, a major partnership between the Community Capacity Development Office (CCDO) and the Department of the Navy.

Through CCDO's National Conference in Detroit and its partnership with the Community Anti-Drug Coalitions of America (CADCA), nearly a dozen workshops were provided for Weed and Seed Sites. These focused on drug prevention, treatment and education for at-risk youth, adults and ex-offender populations. Additionally, CCDO conducted training in Nashville, TN on Drug Education for Youth in cooperation with the Navy.

# OFFICE OF NATIONAL DRUG CONTROL POLICY

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# OFFICE OF NATIONAL DRUG CONTROL POLICY

## Counterdrug Technology Assessment Center

### Resource Summary

	<i>Budget Authority (in Millions)</i>		
	FY 2007 Final	FY 2008 Enacted	FY 2009 Request
<b>Drug Resources by Function</b>			
Research and Development	10.000	1.000	5.000
State and Local Assistance	10.000	–	–
<b>Total Drug Resources by Function</b>	<b>\$20.000</b>	<b>\$1.000</b>	<b>\$5.000</b>
<b>Drug Resources by Decision Unit</b>			
Research and Development	10.000	1.000	5.000
Technology Transfer Program	10.000	–	–
<b>Total Drug Resources by Decision Unit</b>	<b>\$20.000</b>	<b>\$1.000</b>	<b>\$5.000</b>
<b>Drug Resources Personnel Summary</b>			
Total FTEs (direct only)	0	0	0
<b>Drug Resources as a Percent of Budget</b>			
Total Agency Budget	\$20.000	\$1.000	\$5.000
Drug Resources Percentage	100.00%	100.00%	100.00%

### Program Summary

#### Mission

The Counterdrug Technology Assessment Center’s (CTAC) mission is to serve as the central counterdrug technology research and development organization of the Federal Government. It was established by the Counter-narcotics Technology Act of 1990 (P.L. 101-510) and reauthorized in 2006. CTAC sponsors a counterdrug research program to advance the capabilities of drug control agencies responsible for both supply and demand reduction activities.

#### Budget

In FY 2009, ONDCP requests \$5.0 million for the CTAC program, which is an increase of \$4.0 million from the FY 2008 level. These resources will enable CTAC to oversee and coordinate a counterdrug research program that supports the goals of the Strategy.

### Research and Development

#### Total FY 2009 Request: \$5.0 million (Includes +\$4.0 million in program changes)

The FY 2008 resources of \$1.0 million will provide funding to conduct a limited number of research projects to investigate drug markets to measure the trends, understand the interactions between supply and demand, and determine vulnerabilities to maximize the effectiveness of various supply and demand reduction programs. On the demand side, resources will be used to investigate drug use patterns and drug-related consequences to increase the effectiveness of prevention and treatment efforts, thereby reducing the market for illicit drugs. On the supply-reduction side, the program focuses on investigating the production and distribution of illegal drugs to retail markets.

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#### FY 2009 Program Changes (+\$4.0 million)

The Budget includes an increase of \$4.0 million. Funding will enable the CTAC to fulfill its research agenda to investigate the demand and sup-

ply aspects of illicit drug markets. The increase also will enable CTAC to resume collaborative efforts with other national drug control agencies, including the Drug Enforcement Administration (DEA), the National Institute on Drug Abuse, the National Institute of Justice, and the Substance Abuse and Mental Health Services Administration. Such collaborative projects include support of DEA's Operation Breakthrough to estimate coca and poppy yields and processing efficiencies, continuation of the domestic cocaine monitoring program to estimate local-area cocaine price and purity, and assessment of effective prevention and treatment programs.

## Performance

### Introduction

This section on the FY 2007 performance of the CTAC R&D program is based on agency GPRA documents and the PART review, discussed earlier in the Executive Summary. The tables include conclusions from the PART assessment as well as performance measures, targets and achievements for the latest year for which data are available.

The 2003 PART rating of "Results not Demonstrated" was based on a finding that the R&D program utilized unsystematic prioritization processes, lacked baselines and performance targets, and had not undertaken independent evaluations. These shortcomings have since been addressed and recommendations for improvement, based on an independent management review, implemented.

In FY 2007 the CTAC R&D program built upon previous demand reduction research and expanded its scope to include projects to enhance the community's understanding of drug abuse and its consequences, study drug markets, and assess program effectiveness as well as to develop technology for reducing the use of illicit drugs.

<b>CTAC: Research and Development</b>			
<b>PART Review</b>			
<b>Year of Last Review: 2003</b>		<b>Rating Received: Results Not Demonstrated</b>	
<b>Evaluation Area</b>	<b>Score</b>	<b>Review Highlights Below:</b>	
Purpose	80	Baselines and targets are needed. Program lacked prioritization of submitted proposals. Performance results should be made public.	
Planning	30		
Management	70		
Results	7		
<b>Selected Measures of Performance</b>		<b>FY 2007 Target</b>	<b>FY 2007 Achieved</b>
» Number of research projects initiated to expand understanding of demand-and supply-side of illegal drug markets.		5	12
» Percentage of research projects that form the basis of or contribute to policy or program direction.		*	*

\*Measure under development in FY 2007.

## Discussion

The CTAC R&D program initiated, in FY 2007, a joint project with the National Institute on Drug Abuse to develop a neurochip, a genetic tool for screening for drug abuse and related conditions. This project builds upon neuroscience research previously funded by CTAC.

CTAC also initiated data collection in 10 counties across the country, reviving the Arrestee Drug Abuse Monitoring (ADAM) program terminated by the National Institute of Justice in 2003. ADAM II collects data on criminal offense, self-reported drug use, and drug markets, supplemented with a urine specimen. These data are of tremendous value to local and federal policy-makers, researchers, and local law enforcement.

In FY 2007, CTAC initiated a project to work with selected states that had exemplary prescription drug monitoring programs in order to develop and implement technology for a paperless prescription system. The system will be fully automated and enable real-time information on prescriptions that will greatly reduce the diversion of prescription drugs into the illicit market by preventing individuals from submitting multiple prescriptions, either stolen or provided by ethical doctors, for controlled substances.



# OFFICE OF NATIONAL DRUG CONTROL POLICY

## High Intensity Drug Trafficking Areas

### Resource Summary

	<i>Budget Authority (in Millions)</i>		
	FY 2007 Final	FY 2008 Enacted	FY 2009 Request
<b>Drug Resources by Function</b>			
Intelligence	49.438	50.623	44.091
Interdiction	25.690	26.308	23.004
Investigations	132.759	135.900	116.837
Prevention	2.013	2.013	2.013
Prosecution	8.563	8.769	7.668
Research and Development	1.980	2.100	2.100
Treatment	4.287	4.287	4.287
<b>Total Drug Resources by Function</b>	<b>\$224.730</b>	<b>\$230.000</b>	<b>\$200.000</b>
<b>Drug Resources by Decision Unit</b>			
High Intensity Drug Trafficking Areas	\$224.730	\$230.000	\$200.000
<b>Total Drug Resources by Decision Unit</b>	<b>\$224.730</b>	<b>\$230.000</b>	<b>\$200.000</b>
<b>Drug Resources Personnel Summary</b>			
Total FTEs (direct only)	0	0	0
<b>Drug Resources as a Percent of Budget</b>			
Total Agency Budget	\$224.730	\$230.000	\$200.000
Drug Resources Percentage	100.00%	100.00%	100.00%

### Program Summary

#### Mission

The HIDTA program was established by the Anti-Drug Abuse Act of 1988 to provide assistance to federal, state and local law enforcement entities operating in areas most adversely affected by drug trafficking. HIDTA was reauthorized in the Office of National Drug Control Policy Reauthorization Act of 2006 (P.L. 109-469). The mission of the HIDTA Program is to disrupt the market for illegal drugs in the United States by assisting federal, state, local and tribal law enforcement entities participating in the HIDTA Program to dismantle and disrupt drug trafficking organizations, with particular emphasis on drug trafficking regions that have harmful effects on other parts of the United States.

### Budget

In FY 2009, ONDCP requests \$200.0 million, which is a decrease of \$30.0 million from the FY 2008 level.

#### High Intensity Drug Trafficking Areas Program

**Total FY 2009 Request: \$200.0 million (Includes -\$30.0 million in program changes)**

The FY 2008 level includes \$230.0 million to provide assistance to federal, state, and local agencies in each HIDTA region to carry out activities that address the specific drug threats of that region. A central feature of the HIDTA program is the discretion granted to HIDTA Executive Boards to design a strategy to respond to the specific drug trafficking threats found in each HIDTA region and to develop initiatives to implement the strat-

egy. This discretion ensures that each HIDTA Executive Board can tailor its strategy and initiatives closely to local conditions and can respond quickly to changes in those conditions. In FY 2007, these locally-designed strategies used 70 percent of HIDTA funds for multi-agency investigative task forces and highway interdiction initiatives and 22 percent for intelligence and information sharing initiatives. Smaller amounts were used for prosecution (4 percent), prevention and treatment (3 percent) and research and development (1 percent).

**FY 2009 Program Changes (-\$30.0 million)**

The \$30.0 million reduction will be included in select HIDTA budgets.

**Performance**

**Introduction**

This section on the FY 2007 performance of the HIDTA program is based on agency GPRA documents and the PART review, discussed earlier in the Executive Summary. The table includes conclusions from the PART assessment as well as performance measures, targets and achievements for the latest year for which data are available.

The 2007 PART assessment rated the program “Adequate,” citing its planned integration of budget and performance in the FY 2009 budget request, and recommending improved targeting of resources to areas with the greatest need. The assessment also referred to the need for an independent evaluation of the program. ONDCP has begun coordinating, with related drug task force programs such as DOJ’s Organized Crime Drug Enforcement Task Force and the Byrne Grant drug task forces, the development of common performance measures and shared goals. Also, ONDCP is currently developing an evaluation strategy to assess program effectiveness.

High Intensity Drug Trafficking Areas				
Year of Last Review: 2007		Rating Received: Adequate		
Evaluation Area	Score	Review Highlights		
Purpose	60	The program plans to integrate its performance targets with its FY 2009 budget request. Better targeting of resources to areas with greatest need could improve results. Without an independent evaluation the program’s effectiveness cannot be determined.		
Planning	75			
Management	89			
Results	33			
Selected Measures of Performance			FY 2007 Target	FY 2007 Achieved
» Number of DTOs disrupted or dismantled			2,271	TBR*
» Cumulative Number of DTOs disrupted or dismantled.			6,681	TBR*
» Number of multi-state or international DTOs disrupted or dismantled			1,435	TBR*
» Cumulative Number of multi-state or international DTOs disrupted or dismantled			4,221	TBR*
» Value of drugs, cash, and other assets seized			10.2B	TBR*
» Cumulative value of drugs, cash, and other assets seized			30B	TBR*
» Number of CPOT-related DTOs disrupted or dismantled			204	TBR*
» Cost per DTO disrupted or dismantled			77,000.00	TBR*

\* TBR=To be Reported (Summer 2008).

## Discussion

FY 2007 achievements will be reported in Summer 2008 when the data will become available. For FY 2006, the most recent year for which data are available, annual reports indicate that there were almost 630 HIDTA initiatives in the 28 HIDTAs and five Southwest Border regions. These initiatives identified more than 5,700 DTOs operating in their areas: approximately 55% of the identified DTOs trafficked cocaine, about 34% trafficked marijuana, 26% methamphetamine, and 12% heroin. Many are poly-drug DTOs that trafficked in more than one illegal substance.

HIDTAs reported disrupting or dismantling 2,386 (66%) of the DTOs they expected to disrupt or dismantle in FY 2006. More than one-half (60%) of the disrupted and dismantled DTOs were part of a multi-state or international operation. In the process, HIDTA initiatives removed drugs with a wholesale value of more than \$17 billion from the market and seized nearly \$440 million in cash and \$394.5 million in non-cash assets from drug traffickers.

HIDTA's performance monitoring system indicated that 59% of the HIDTAs achieved the targets established for seizing drugs and 16% of the HIDTAs achieved their targets for the average cost per DTO disrupted or dismantled. In addition, 59% of HIDTAs achieved their targets for the ratio of HIDTA funds used for enforcement and intelligence initiatives to the wholesale value of drugs taken off the market and cash and non-cash assets seized.

ONDCP focused the HIDTA Program on illicit drug-related activities along the Southwest Border (SWB), thereby disrupting the flow of drugs from Mexico into the US and the flow of cash and assets from the U.S. into Mexico. In FY 2007 the SWB HIDTA continued its focus on law enforcement efforts along the SWB. Along with an increased participation in Domestic Highway Enforcement efforts, several initiatives were begun to assist in stopping the illegal movement of drugs. The Houston HIDTA became the host for Operation Hemisphere, a pilot program designed to capture communications information that would aid in targeted enforcement.



# OFFICE OF NATIONAL DRUG CONTROL POLICY

## Other Federal Drug Control Programs

### Resource Summary

	<i>Budget Authority (in Millions)</i>		
	FY 2007 Final	FY 2008 Enacted	FY 2009 Request
<b>Drug Resources by Function</b>			
Prevention	178.200	150.000	180.000
Research and Development	13.761	12.800	9.685
Treatment	0.990	1.500	–
<b>Total Drug Resources by Function</b>	<b>\$192.951</b>	<b>\$164.300</b>	<b>\$189.685</b>
<b>Drug Resources by Decision Unit</b>			
Demonstration Programs	–	0.500	–
Drug-Free Communities	79.200	90.000	80.000
National Alliance of Model State Drug Laws	0.990	1.250	–
National Drug Court Institute	0.990	1.000	–
National Youth Anti-Drug Media Campaign	99.000	60.000	100.000
Performance Measures Development	1.485	0.250	0.500
United States Anti-Doping Agency	8.415	9.600	7.285
World Anti-Doping Agency Dues	2.871	1.700	1.900
<b>Total Drug Resources by Decision Unit</b>	<b>\$192.951</b>	<b>\$164.300</b>	<b>\$189.685</b>
<b>Drug Resources Personnel Summary</b>			
Total FTEs (direct only)	1	1	1
<b>Drug Resources as a Percent of Budget</b>			
Total Agency Budget	\$192.951	\$164.300	\$189.685
Drug Resources Percentage	100.00%	100.00%	100.00%

### Program Summary

#### Mission

The Anti-Drug Abuse Act of 1988, as amended, and the Office of National Drug Control Policy Reauthorization Act of 2006, established this account to be administered by the Director of the Office of National Drug Control Policy (ONDCP). The funds appropriated to the program support high-priority drug control programs and may be transferred to drug control agencies.

### Budget

In FY 2009, ONDCP requests \$189.7 million for the Other Federal Drug Control Programs (OFDCP), which is an increase of \$25.4 million over the FY 2008 level. The programs identified in the table above are discussed in greater detail to follow. OFDCP has eight decision units: Demonstration Grants; Drug-Free Communities (DFC); the National Alliance of Model State Drug Laws (NAMSDL); National Drug Court Institute (NDCI), National Youth Anti-Drug Media Campaign; Performance Measures Development (PMD); United States Anti-Doping Agency (USADA); World Anti-Doping Agency (WADA); and Demonstration Programs.

## Demonstration Programs

**Total FY 2009 Request: \$0 million**  
**(Includes -\$0.5 million in program changes)**

The FY 2008 resources of \$0.5 million will support awards for demonstration programs by local partnerships to coerce abstinence in chronic hard-drug users under community supervision through the use of drug testing and sanctions.

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### **FY 2009 Program Changes (-\$0.5 million)**

The Budget proposes to eliminate Federal support to this program.

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## Media Campaign

**Total FY 2009 Request: \$100.0 million**  
**(Includes +\$40.0 million increase in program changes)**

The FY 2008 resources of \$60 million will enable the Media Campaign to support an integrated effort that combines TV, radio, print, and interactive media with public communications outreach to youth and parents. Resources will fund the development and dissemination of anti-drug messages in national advertising. These messages will largely focus on educating young people and their parents on the negative health, social, academic and financial consequences of using illicit drugs, including marijuana. In addition, the Campaign will reach out to parents on the troubling trend of prescription and over-the-counter drug abuse by teens and what they can do to prevent it. The Media Campaign will continue to develop materials in order to fulfill public requests for information received by national clearinghouses and through the Media Campaign's web sites.

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### **FY 2009 Program Changes (+\$40.0 million)**

The Budget includes an increase of \$40.0 million. Funding will enable the Media Campaign to address emerging drug issues among youth such as prescription and over-the-counter drug abuse. In addition, this increase will permit the Campaign to maintain a focus on methamphetamine, as directed by the ONDCP Reauthorization of 2006.

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## Drug-Free Communities

**Total FY 2009 Request: \$80.0 million**  
**(Includes -\$10.0 million in program changes)**

The FY 2008 resources of \$90.0 million will support the development and expansion of community anti-drug coalitions throughout the United States. The program provides up to \$125,000 per year in grant funding to local community, drug-free coalitions, which must be matched by local communities. These grants are awarded through peer-reviewed annual competitions. Community coalitions typically strive to increase community involvement and effectiveness in carrying out a wide array of drug prevention strategies, initiatives, and activities.

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### **FY 2009 Program Changes (-\$10.0 million)**

The Budget proposes to reduce funding by \$10 million.

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## United States Anti-Doping Agency

**Total FY 2009 Request: \$7.2 million**  
**(Includes -\$2.3 million in program changes)**

The FY 2008 resources of \$9.6 million will continue the United States Anti-Doping Agency's effort to educate athletes on the dangers of drug use and eliminate doping in amateur athletic competitions recognized by the United States Olympic Committee. Specifically, these funds support athlete drug testing programs, research initiatives, educational programs, and efforts to inform athletes of the newly adopted rules governing the use of prohibited substances outlined in the recently updated World Anti-Doping Code (the Code). In addition, funds will support legal efforts to enforce compliance with the Code and adjudicate athlete appeals involving doping violations.

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### **FY 2009 Program Changes (-\$2.3 million)**

The Budget proposes to reduce funding by \$2.3 million.

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## Performance Measurement Development

**Total FY 2009 Request: \$0.5 million  
(Includes +\$0.3 million in program changes)**

The FY 2008 resources of \$0.3 million will continue to assist in research and evaluation efforts that develop means for continually assessing the effectiveness of drug reduction programs. These funds will be used to obtain critical drug indicator data, and apply those data to studies that permit program managers to respond to changes in drug market conditions, as well as gauge the effectiveness of their efforts. In FY 2006, these resources supported the measurement of chronic drug use through the Arrestee Drug Abuse Monitoring (ADAM) program, a critical part of gauging drug consumption trends.

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### **FY 2009 Program Changes (+\$0.3 million)**

The FY 2009 resources will be used to design and implement programmatic performance measures and to continue the support of several performance measures projects, including obtaining and analyzing work force drug testing data to assess the performance of law enforcement and demand reduction programs, assessment of marijuana signatures to determine the source of indoor and outdoor cultivated marijuana, updating drug availability estimates for the four major illicit drugs for use in assessing the effectiveness of supply reduction programs.

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## National Drug Court Institute

**Total FY 2009 Request: \$0 million  
(Includes -\$1.0 million decrease in program changes)**

The FY 2008 resources of \$1.0 million will support NDCI's efforts to improve and expand drug courts through its research, training, and technical assistance programs. NDCI will conduct research and produce reports on successful methods of financing and sustaining drug courts. The program will also provide technical assistance to court systems wishing to adopt these methods. NDCI will use resources to continue to develop and encourage standard drug court data collection practices, which allow for comparisons across drug court systems.

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### **FY 2009 Program Changes (-\$1.0 million)**

The Budget proposes to eliminate this program.

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## World Anti-Doping Agency Dues

**Total FY 2009 Request: \$1.9 million  
(Includes +\$0.2 million in program changes)**

The FY 2008 resources of \$1.7 million will support the World Anti-Doping Agency Dues program's (WADA)'s mission to combat performance enhancing and illicit drug use in Olympic sports. The organization is jointly funded by national governments and the international sporting movement. The United States continues to play a leadership role in WADA's development by serving on the agency's governing Executive Committee and Foundation Board. Funds will support drug testing operations, athlete drug education and prevention efforts, and research.

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### **FY 2009 Program Changes (+\$0.2 million)**

The Budget proposes to increase funding by \$0.2 million.

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## National Alliance of Model State Drug Laws

**Total FY 2009 Request: \$0 million  
(Includes -\$1.0 million in program changes)**

The FY 2008 resources of \$1.3 million will support the National Alliance for Model State Drug Laws to prepare and conduct state model law summits and assist state officials in the promotion and adoption of summit-based laws. In addition, resources will support the development and distribution of updated model laws, as well as analyses of state laws and bills involving drug issues.

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### **FY 2009 Program Changes (-\$1.0 million)**

The Budget proposes to eliminate Federal support to this program.

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# Performance

## Introduction

This section on the FY 2007 performance of the DFC and the Media Campaign programs is based on agency GPRA documents and the PART review, discussed earlier in the Executive Summary. The tables include conclusions from the PART assessment as well as performance measures, targets and achievements for the latest year for which data are available.

The 2003 PART rating of “Adequate” for the DFC program indicated strong program management and planning. Although outcome measures had been identified, baselines and targets were needed. The review recommended public reporting of performance and an evaluation of program performance. ONDCP established, in FY 2006, an electronic web-based performance monitoring and management system for managing grants: it is also a resource for local coalition directors. An independent evaluation, to assess the effectiveness of the DFC program, will be continued in FY 2009.

The 2003 PART rating of “Results not Demonstrated” found that the Media Campaign program had made improvements in planning and management including the establishment of reasonable and measurable performance goals. In accordance with the 2006 Reauthorization, ONDCP will provide the required annual report on the Media Campaign’s effectiveness based on data from Monitoring the Future, National Survey on Drug Use and Health, a special analysis from the PATS survey and other relevant studies, including tracking and evaluation data collected according to marketing and advertising industry standards. This evaluation report will also assess whether existing national data sources document trends that are consistent with the inference that the campaign has a significant impact.

## Drug-Free Communities Program

Drug-Free Communities Program			
PART Review			
Year of Last Review: 2003		Rating Received: Adequate	
Evaluation Area	Score	Review Highlights Below:	
Purpose	100	Program management is strong. Baselines and targets are needed. Performance information should be made public.	
Planning	50		
Management	80		
Results	42		
Selected Measures of Performance		FY 2007 Target	FY 2007 Achieved
» Percent of coalitions that report decreased risk factors in community.		52%	59%
» Percent of coalitions that report increased protective factors.		69%	77%
» Percent coalitions that report improvement in past 30-day youth use of alcohol, tobacco, or marijuana		34%	29%
» Percentage coalitions that report positive change in the age of initiation of tobacco, alcohol, or marijuana		95%	95%
» Percentage coalitions that report positive change in youth perception of risk from tobacco, alcohol, or marijuana		96%	96%
» Percentage coalitions that report positive change in youth perception of parental disapproval of the use of alcohol, tobacco, or marijuana		97%	97%

## Discussion

In August 2007, the national competition for grants resulted in the award of 90 first-year grants to coalitions, bringing the current total of DFC grantees to 736. Coalitions that receive funding are expected to reduce youth drug use while serving as catalysts for increased citizen participation and greater collaboration among relevant community sectors and organizations.

In FY 2007, the percent of coalition members involved in substantive coalition work was 52 percent – reflecting the active inclusion of key sectors of the community, critical to affecting the norms and services of the community. To enhance coalitions' ability to lead communities and operate collaborative initiatives, ONDCP's Federal, state, and private-sector partners have developed an impressive array of training packages and modules. In FY 2007, 76 percent of coalitions reported receiving training and/or technical assistance on the following: conducting needs assessments; building capacity; planning with key community representatives; implementing environmental strategies to reduce youth access to alcohol, tobacco, and other drugs; and evaluating progress.

In FY 2007, 100 percent of coalitions reported an increase in collaborative strategies such as holding community hearings or town hall meetings; pooling public/private resources to address a problem; establishing task forces to expand successful initiatives; and developing a media plan to draw attention to emerging drug threats. This measure monitors coalition collaboration with various governmental levels as well as other sectors in the community. In order to ensure that coalition efforts are consistent with identified needs, ONDCP tracks the percent of coalitions that collect and use needs assessment data for planning programs and initiatives.

## National Youth Anti-Drug Media Campaign

Media Campaign				
PART Review				
Year of Last Review: 2003		Rating Received: Results Not Demonstrated		
Evaluation Area	Score	Review Highlights Below:		
Purpose	100	Improvements in planning and management have occurred, however there is little evidence of direct favorable campaign affects on youth; there is evidence of some favorable affects on parents.		
Planning	67			
Management	70			
Results	6			
Selected Measures of Performance			FY 2007 Target	FY 2007 Achieved
» Percent youth ages 12-18 who believe there is a great risk of harm from regular marijuana use.			61%	59%
» Percent teens, 14-16, who think they definitely will not smoke marijuana at any time during the next year.			*	*
» Percent teens, 14-16, who think they definitely will not smoke marijuana if offered by a close friend.			*	*

## Discussion

The Media Campaign's goal is to influence perceptions and beliefs about drug use so that they, in turn, change youth and parental intent regarding drug use. In FY 2007, 64 percent of youth ages 12-18 recalled exposure to weekly anti-drug messages with a higher percent, 77%, recognizing the "Above the Influence" brand. *AbovetheInfluence.com* was re-launched in May 2007 with a new "Help" section that includes expanded resources for teens seeking help for drug and alcohol abuse for themselves or friends and family.

In FY 2007, the Media Campaign has leveraged the use of video to help underscore messages to both parents and teens and also, to bring critical issues to life. *AbovetheInfluence.com* launched its first video feature in May with "Stoners in the Mist," a 'mockumentary' that demonstrates the negative effects of marijuana use to teens in an entertaining and engaging way. The feature includes three video clips and an interactive video-based activity to highlight the effects of marijuana use as well as an interactive game and quiz. Video testimonials of real teen stories (teens in treatment, teens who overcame various pressures, teens who helped a friend with a substance abuse problem, and today's parent/teen generation gap)

also launched on *AbovetheInfluence.com* and *TheAntiDrug.com* during FY 2007

To provide parents with practical tips to help prevent teen drug use and other risky behaviors, the Campaign published in FY 2007, a series of Open Letters to Parents that ran in national magazines and newspapers around the country. The Campaign worked with several corporate partners to have this national initiative replicated in a number of cities. Local events have taken place in Atlanta, Detroit, and St. Louis; in Philadelphia, the "Teens, Drugs and Violence" community event highlighted the latest scientific data on the link between teen drug abuse and violent behaviors and gang activity.

The Campaign's Media Match program has generated more than \$1.15 billion in incremental media value for the Media Campaign since its inception. During FY 2007, the advertising contractor was able to negotiate more than the one-for-one match requirement. Television, out-of-home (e.g. cinema and arcades) and Interactive media placements generated the greatest additional impact for the Campaign by providing 10-20% more than the match requirement.

# OFFICE OF NATIONAL DRUG CONTROL POLICY

## Salaries and Expenses

### Resource Summary

	<i>Budget Authority (in Millions)</i>		
	FY 2007 Final	FY 2008 Enacted	FY 2009 Request
<b>Drug Resources by Function</b>			
Interdiction	3.548	3.470	3.555
International	3.548	3.470	3.555
Investigations	2.026	1.981	2.03
Prevention	5.827	5.698	5.838
Research & Development	1.303	1.500	1.3
State and Local Assistance	5.447	5.328	5.457
Treatment	5.067	4.955	5.076
<b>Total Drug Resources by Function</b>	<b>\$26.766</b>	<b>\$26.402</b>	<b>\$26.811</b>
<b>Drug Resources by Decision Unit</b>			
Operations	25.463	26.152	25.511
Policy Research	1.303	0.250	1.300
<b>Total Drug Resources by Decision Unit</b>	<b>\$26.766</b>	<b>\$26.402</b>	<b>\$26.811</b>
<b>Drug Resources Personnel Summary</b>			
Total FTEs (direct only)	108	118	108
<b>Drug Resources as a Percent of Budget</b>			
Total Agency Budget	\$26.766	\$26.402	\$26.811
Drug Resources Percentage	100.00%	100.00%	100.00%

Note: FY 2009 total includes rent, which is funded out of Office of Administration's Budget.

### Program Summary

#### Mission

The Office of National Drug Control Policy (ONDCP), established by the Anti-Drug Abuse Act of 1988, and reauthorized by the ONDCP Reauthorization Act of 2006, is charged with developing policies, objectives and priorities for the National Drug Control Program. ONDCP's responsibilities include developing a *National Drug Control Strategy* and a consolidated National Drug Control Budget. ONDCP also provides oversight on

major programs such as the National Youth Anti-Drug Media Campaign, Drug-Free Communities, Counterdrug Technology Assessment Center, and High Intensity Drug Trafficking Areas. In addition, ONDCP conducts policy analysis and research to determine the effectiveness of drug programs and policies in accomplishing the *Strategy's* goals.

#### Budget

In FY 2009, ONDCP requests \$26.8 million, which is an increase of \$0.4 million from the FY 2008 enacted level. ONDCP has two major decision units: Operations and Policy Research.

## Operations

### **Total FY 2009 Request: \$25.5 million (Includes -\$0.6 million in program changes)**

The FY 2008 resources of \$26.2 million will enable ONDCP to carry out its responsibilities of advising the President on national and international drug control policies and strategies, and to ensure the effective coordination of anti-drug programs among National Drug Control Program agencies. In addition, ONDCP will provide oversight on major programs, such as the National Youth Anti-Drug Media Campaign, Drug-Free Communities, CTAC, and HIDTA.

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### **FY 2009 Program Changes (-\$0.6 million)**

The Budget includes a \$0.6 million reduction in ONDCP Operations.

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## Policy Research

### **Total FY 2009 Request: \$1.3 million (Includes +\$1.1 million in program changes)**

The FY 2008 resources of \$0.3 million support policy research to inform the policy-making process. ONDCP conducts research to inform drug policy by identifying strategic trends in the supply of and demand for illegal drugs. Because drug trafficking and use is a covert activity, data must be drawn from a variety of sources to understand trends and the reasons behind the trends. Conducting these studies in a scientific manner provides decision-makers with objective assessments on which to base policy.

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### **FY 2009 Program Changes (+\$1.1 million)**

The President's Budget includes a \$1.1 million increase in ONDCP Policy Research. These resources will be used to support such operational priorities as prescription drug safety, student drug testing, disrupting drug markets, and monitoring major city trends. These studies will collect relevant data, determine the current trends, and assess vulnerabilities in drug use and trafficking patterns.

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## **Performance**

ONDCP has responsibility for operating four major programs: National Youth Anti-Drug Media Campaign, Drug-Free Communities, CTAC, and HIDTA. Performance information for each program is provided in the respective sections of this document.

# SMALL BUSINESS ADMINISTRATION

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**SBA**



# SMALL BUSINESS ADMINISTRATION

## Resource Summary

	<i>Budget Authority (in Millions)</i>		
	<b>FY 2007 Final</b>	<b>FY 2008 Enacted</b>	<b>FY 2009 Request</b>
<b>Drug Resources by Function</b>			
Prevention	0.987	0.990	0.990
<b>Total Drug Resources by Function</b>	<b>\$0.987</b>	<b>\$0.990</b>	<b>\$0.990</b>
<b>Drug Resources by Decision Unit</b>			
Drug Free Workplace Grants	0.987	0.990	0.990
<b>Total Drug Resources by Decision Unit</b>	<b>\$0.987</b>	<b>\$0.990</b>	<b>\$0.990</b>
<b>Drug Resources Personnel Summary</b>			
Total FTEs (direct only)	0	0	0
<b>Drug Resources as a Percent of Budget</b>			
Total Agency Budget <sup>1</sup>	\$445.339	\$448.517	\$464.539
Drug Resources Percentage	0.22%	0.22%	0.21%

<sup>1</sup> Does not include requested funding for the Disaster Loan Program and Inspector General.

## Program Summary

### Mission

The Small Business Administration (SBA) helps Americans start, build and grow businesses. Encouraging small businesses to support a drug-free workplace is an important component of ensuring their viability. With the Paul D. Coverdell Drug-Free Workplace Program, SBA awards grants to entities that provide financial and technical assistance to small businesses seeking to establish a drug-free environment.

### Budget

In FY 2009, SBA requests a total of \$0.990 million, which is the same as the FY 2008 enacted level. SBA has one decision unit: Drug-Free Workplace Grants. This program is discussed in detail below.

### Drug-Free Workplace Grants

**Total FY 2009 Request: \$0.990 million  
(Includes no program changes)**

SBA's Drug-Free Workplace (DFWP) Demonstration Program was established by the Drug-Free Workplace Act of 1998. It was renamed the Paul D. Coverdell Drug-Free Workplace Program on December 21, 2000. The Program awards grants to eligible intermediaries and Small Business Development Centers (SBDC) in order to assist small businesses in establishing Drug-Free Workplace Programs.

The FY 2008 resources of \$0.990 million will allow grantees to provide financial and technical assistance to small businesses. Examples of financial assistance include, free and/or reduced fees for training sessions, management/supervisor consultations, employee assistance program services, and drug testing. Examples of technical assistance include, assistance in performing needs assessments; writing/reviewing policies and procedures; and providing consultation to management on program development.

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**FY 2009 Program Changes (none)**

Resources will continue to support grantees that provide assistance to small businesses seeking to establish a Drug-Free Workplace Program.

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includes performance measures, targets and achievements for the latest year for which data are available. The program is currently assessing various outcome measures to monitor and document program effectiveness in reducing workplace drug use.

## Performance

### Introduction

This section on the FY 2007 performance of SBA's Drug Free Workplace Program is based on agency GPRA documents. No PART review has been conducted. The table

### Discussion

The program has begun to collect information on businesses that had changes in (i) absenteeism, (ii) tardiness, (iii) workplace accidents, (iv) employee turnover, (v) insurance premiums, (vi) damaged/stolen property costs, and (vii) productivity. These data are being collected and analyzed to determine the effects of the implementation of a Drug Free Workplace program on small businesses.

Small Business Administration		
No PART Assessment Made		
Selected Measures of Performance	FY 2007 Target	FY 2007 Achieved
» Number of small businesses educated.	1,400	2,200
» Number of Drug-Free Workplace Programs implemented.	160	400

# DEPARTMENT OF STATE

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**DEPARTMENT OF STATE**  
Bureau of International Narcotics and Law Enforcement Affairs

## Resource Summary

	<i>Budget Authority (in Millions)</i>		
	FY 2007 Final	FY 2008 Enacted	FY 2009 Request
<b>Drug Resources by Function</b>			
Interdiction	26.566	23.031	462.830
International	984.015	617.725	710.380
<b>Total Drug Resources by Function</b>	<b>\$1,010.581</b>	<b>\$640.756</b>	<b>\$1,173.210</b>
<b>Drug Resources by Decision Unit</b>			
Andean Counterdrug Programs	721.500	319.808	406.757
INCLE	289.081	320.948	766.453
<i>Afghanistan (non-add)</i>	<i>[169.740]</i>	<i>[206.800]</i>	<i>[216.000]</i>
<b>Total Drug Resources by Decision Unit</b>	<b>\$1,010.581</b>	<b>\$640.756</b>	<b>\$1,173.210</b>
<b>Drug Resources Personnel Summary</b>			
Total FTEs (direct only)	246	254	264
<b>Drug Resources as a Percent of Budget</b>			
Total Agency Budget	\$1,446.116	\$876.234	\$1,608.818
Drug Resources Percentage	69.88%	73.13%	72.92%

## Program Summary

### Mission

The narcotics trade in foreign nations imposes a very high cost on ordinary citizens in addition to being the source of drugs trafficked to the United States. Through eradication, interdiction, and alternative development the United States supports the fight against narcoterrorists and helps secure democracy, extend security, and restore economic prosperity in the region. To meet this charge, the State Department's Bureau of International Narcotics and Law Enforcement (INL) programs support two important goals: (1) to reduce the entry of illegal drugs into the United States; and (2) to minimize the impact of international crime on the United States and its citizens.

### Budget

In FY 2009, the Department of State requests \$1,173.2 million for counternarcotics activities, which is an in-

crease of \$532.5 million from the FY 2008 enacted level. The FY 2008 enacted level does not include the pending \$385.1 million in supplemental funding for counternarcotics support to the Merida Initiative. The FY 2009 request, does account for the Merida Initiative supplemental funding in base resources. As such, the overall change from FY 2008 to FY 2009 is considerably higher.

### Andean Counterdrug Programs (ACP)

**Total FY 2009 Request: \$406.8 million for Counternarcotics Programs (Includes +\$86.9 million in program changes)**

ACP provides support to the Andean Region including the countries of Bolivia, Colombia, Peru, Ecuador, Brazil and Panama. Resources support projects, including security elements for project implementation, for law enforcement, border control, crop reduction, institution building, administration of justice, and human rights programs in the region. As the source of more than 90 percent of cocaine and a significant portion of the heroin entering

the U.S, Colombia remains the focus of ACP's efforts. ACP programs in Peru and Bolivia have minimized spillover of trafficking activities from neighboring Colombia. In Ecuador, Brazil, and Panama, INL's programs work to prevent spillover cultivation from producing countries, prevent the transshipment of illicit drugs, develop law enforcement organizations, promote the rule of law, and foster bilateral law enforcement cooperation.

The FY 2009 request of \$406.8 million will continue the counterdrug programs (ACP) that aim to reduce the flow of drugs to the United States and prevent instability in the Andean region. It will also advance the President's goal of strengthening democracy, regional stability, and economic development throughout the hemisphere. Funding will attack the organizational sources of 100 percent of the cocaine and most of the heroin entering the United States; continue progress in reducing illegal drug production and drug trafficking in the seven-country Andean region to a manageable problem for host nation police forces; extend state authority and services to remote or previously contested areas; make legal systems more transparent and effective; and address critical flight safety concerns in our aging Air Wing Fleet, a critical element in eradication and interdiction programs. Specific programs in each source country and their program changes are described below:

### **Bolivia**

**FY 2009 Request: \$31.0 million**  
**(Includes +\$1.2 million in program changes)**

The FY 2008 resources of \$29.8 million will support Bolivian efforts to eliminate excess coca cultivation in and around the Chapare and Yungas regions, and eradicate illegal coca in national parks. Funds will also support efforts to enhance interdiction of cocaine, cocaine derivatives, other drugs, and precursor chemicals. Support will enable the Government of Bolivia (GOB) to improve efficiency in the prosecution of drug cases as well as its efforts to make the criminal justice system more transparent and accessible and address official corruption. Funds will also support demand reduction efforts by the GOB. A portion of the funds will support operations in the border regions, including trafficking in persons and human rights programs; and enhance the professionalism and capacity of the National Police by replacing obsolete or aging law enforcement equipment used by counternarcotics units.

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### **FY 2009 Program Changes (+\$1.2 million)**

An increase of \$1.2 million will improve border security efforts through an innovative program to enhance cooperation among Bolivian customs, immigration, military and counternarcotics units. The goal of this initiative is to increase interdiction of illegal drugs, decrease the importation of precursor chemicals, and improve efforts to combat trafficking-in-persons. A portion of the funding will be used to absorb GOB mandatory salary increases for locally employed program staff and establish infrastructure to support eradication efforts in the Yungas region.

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### **Colombia and the Critical Flight Safety Program**

**FY 2009 Request: \$329.6 million**  
**(Includes +\$85.0 million in program changes)**

The FY 2008 resources of \$244.6 million fund coca eradication, support for the Colombian military and police, and interdiction. The State Department will accelerate the transition of counternarcotics programs to the Government of Colombia and reduce interdiction and eradication programs.

The multi-year Critical Flight Safety Program (CFSP) is well underway. The program is designed to ensure aircrew and aircraft safety while maximizing the cost effectiveness of INL's aging Air Wing fleet. By upgrading these aircraft the Department will avoid future costly maintenance and ensure safe aircraft operations.

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### **FY 2009 Program Changes (+\$85.0 million)**

The Colombia request for FY 2009 represents a 35% increase over FY 2008, primarily due to the baseline decrease in eradication and interdiction programs and the shift of funding of Rule of Law, Human Rights, and Judicial programs from the ACP account to the INCLE account for Colombia in FY 2008. The FY 2009 request represents a \$37.4 million decrease from the Administration's initial FY 2008 request based on a sustainable transition to Colombian control and operation of counternarcotics programs. Resources will maintain a minimal level of coca eradication programs to deter coca expansion and re-planting during the transition.

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## Peru

**FY 2009 Request: \$37.0 million**

**(Includes +\$0.5 million in program changes)**

The FY 2008 resources of \$36.5 million will assist the Government of Peru (GOP) to establish security and state presence east of the Andes by providing secure basing and training for counternarcotics police. Funding will also advance GOP capacity to carry out counternarcotics eradication and interdiction operations on multiple fronts, particularly in entrenched coca growing areas and areas of coca expansion.

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### **FY 2009 Program Changes (+0.5 million)**

The modest increase in funding will advance Peru's demand reduction efforts.

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## Ecuador

**FY 2009 Request: \$7.2 million**

**(Includes +\$0.3 million in program changes)**

The FY 2008 resources of \$6.9 million will support enhanced presence of Ecuadorian security forces at land and seas ports and on the northern border to deter spillover of narco-terrorist violence and drug production from Colombia. Interdiction will also be improved with support for stationing counternarcotics police along frequently used or emergent trafficking routes and the northern border. Funding will also provide canine and law enforcement skills training, operational support for the money laundering unit, and strengthening of administration of justice programs.

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### **FY 2009 Program Changes (+\$0.3 million)**

The small funding increase will support anti-money laundering operations and training for the Ecuador Financial Intelligence Unit.

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## Brazil and Panama

**FY 2009 Request: \$2.0 million**

**(Includes no program changes)**

The FY 2008 resources of \$2.0 million will support narcotics interdiction programs along Brazil's borders, to enhance law-enforcement efforts at the state level, for intellectual property rights enforcement, and to support Brazil's highly successful drug demand reduction programs. In Panama, funding will be used for maritime border controls and maritime interdiction.

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### **FY 2009 Program Changes (none)**

Panama will maintain the same funding levels for FY 2009, which reflects an overall trend of reductions in funding for Panama beginning in FY 2007. All program funds will be used for interdiction operations. In Brazil, the straight-line funding level will sustain ongoing projects.

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## **International Narcotics Control and Law Enforcement (INCLE)**

**Total FY 2009 Request: \$766.5 million**

**(Includes +\$443.5 million in baseline program changes)**

The FY 2009 request of \$766.5 million will be used for initiatives designed to minimize the impact of international crime and drugs on the United States and its international partners. To support this, INL develops, implements and monitors U.S. Government international counternarcotics control strategies and foreign assistance programs that support the President's National Drug Control Strategy. INL programs are designed to advance international cooperation in order to reduce the foreign production and trafficking of illicit coca, opium poppy, marijuana and other illegal drugs. INL commodity, technical assistance, and capacity building programs improve foreign government institutional capabilities to implement their own comprehensive national drug control plans that will reduce trafficking in illicit drugs and money laundering activities. Training and assistance also supports prevention and treatment programs and projects designed to increase public awareness of the drug threat to strengthen the international coalition against drug trafficking. An interregional aviation program supports drug-crop eradication, surveillance and counterdrug enforcement operations.

Projects funded are directed at improving foreign law enforcement and intelligence gathering capabilities and enhancing the effectiveness of criminal justice sectors to allow foreign governments to increase drug shipment interdictions, effectively investigate, prosecute and convict major narcotics criminals, and break up major drug trafficking organizations. INL also provides technical assistance to U.S. federal law enforcement authorities working overseas in order to enhance their programs. INL is responsible for foreign policy formulation and coordination and for advancing diplomatic initiatives in counternarcotics in the international arena. Specific INCLE programs are described below:

## Mexico

**FY 2009 Request: \$429.3 million**

**(Includes +\$416.4 million in program changes)**

The FY 2008 resources of \$12.9 million will support continued counternarcotics, law enforcement, and demand reduction programs to advance the shorter-term goal of dismantling drug trafficking and other criminal organizations, and the longer-term goal of strengthening Mexico's law enforcement institutions and expanding their capacity to attack and deter crime affecting the United States.

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### **FY 2009 Program Changes (+\$416.4 million)**

Of the total funds provided for support to Mexico in FY 2009, \$410.2 million supports the Merida Initiative. The request shifts funding from the FY 2008 focus on border security to a broader security mission including counternarcotics programs, port security initiatives, a canine training facility, Mexico's integrated law enforcement database (Plataforma Mexico), and combating production of methamphetamine as part of the Merida Initiative. The FY 2009 baseline also includes more funding for demand reduction activities, and less funding for eradication, which is largely executed independently by the Government of Mexico.

A phased implementation plan for the Merida Initiative calls for an increase in counternarcotics programs in FY 2009, including funding to extend aviation assets to the Federal Police, for additional non-intrusive inspection equipment, and for enhanced information technology for border security. In FY 2009, there is a decrease in the funding requested for the secure communications network.

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## Haiti

**FY 2009 Request: \$2.5 million**

**(Includes +\$0.7 million in program changes)**

The FY 2008 resources of \$1.8 million will continue to support training and equipping the Haitian Coast Guard for maritime interdiction operations and, in cooperation with DEA, improving the operational capacity of the police anti-drug unit (BLTS). The Haitian government's newly-restructured Financial Investigative Unit will receive continuing support from Treasury with its investigations into money laundering.

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### **FY 2009 Program Changes (+\$0.7 million)**

The small increase in funding in FY 2009 will permit additional training and support for port security and drug interdiction operations by the Haitian Coast Guard in coordination with the establishment of a new UN-funded MINUSTAH maritime and land border control unit.

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## Central America, the Caribbean, and Southern Cone

**FY 2009 Request: \$30.5 million**

**(Includes +\$21.9 million in program changes)**

The FY 2008 resources of \$8.6 million will support the regional anti-gang initiative, improvement in drug interdiction and law enforcement capabilities, and a greater emphasis on the investigation and prosecution of money laundering and drug-related financial crimes.

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### **FY 2009 Program Changes (+\$21.9 million)**

Of the total amount requested for support in Central America in FY 2009, \$22.1 million is for the Merida Initiative. The increase in funding will support the regionalization of drug interdiction efforts in Central America. The focus will be on improving the regional coordination of maritime interdiction efforts through the provision of interceptor boats, communications equipment, and specialized training in operations and maintenance.

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## Afghanistan

**FY 2009 Request: \$216.0 million**

**(Includes +\$9.2 million in program changes)**

The FY 2008 resources of \$206.8 million for counternarcotics programs will continue to support a number of initiatives including a drug enforcement and interdiction program, public diplomacy efforts, drug demand reduction programs, and drug control capacity building. The eradication program has been split between Governor-led Eradication (GLE) and Poppy Eradication Forces (PEF) teams. One of the key innovations introduced by the August 2007 U.S. Counternarcotics Strategy for Afghanistan was an expanded Good Performers' Initiative (GPI), which provides cross-cutting support for the alternative development and eradication/elimination pillars of the USG's five pillar CN strategy. INL will continue Demand Reduction and Public Information programs, which focus on rehabilitation and use prevention,

respectively. The Interdiction program will seek to increase interdiction of drugs and prosecution of target high-value traffickers, and the dismantling of drug trafficking organizations; as well as the support various investigative, interdiction, and technical interception units, and cooperative efforts with the DEA.

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#### **FY 2009 Program Changes (+\$9.2 million)**

In FY 2009, reprioritization will increase INL's focus on Interdiction and The Good Performer's Initiative, representing our efforts to provide incentives for decreased production and work with the DEA on the expansion of various elements of their interdiction program, including increased air support for interdiction and eradication activities.

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### **Pakistan**

**FY 2009 Request: \$7.7 million**

**(Includes +\$1.0 million in program changes)**

The \$6.7 million in FY 2008 will continue to support INL's Counternarcotics Program in Pakistan. The Counternarcotics Program is designed to inhibit poppy cultivation throughout Pakistan, to prevent a spillover effect from the poppy growing and opium processing areas currently flourishing in neighboring Afghanistan, reverse its expansion into non-traditional areas, return Pakistan to its zero-poppy status, help Pakistan defend itself against the migration of labs from Afghanistan, prevent criminal syndicates from taking hold of local economies, and controlling drug abuse often seen in drug transit countries. INL will expand training and equipment for the Frontier Corps, border area drug demand reduction programs – specifically focusing on both treatment and rehabilitation of existing addicts and drug awareness prevention. Funds will be used to further the expansion of roads and small schemes, begun in FY 2007, into new areas of drug cultivation and criminal activity. In addition to the Frontier Corps, these funds will also continue to be used to provide training, operational support and small-scale commodities to a range of law enforcement agencies that share border security responsibilities, and to support aggressive opium poppy monitoring and eradication efforts.

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#### **FY 2009 Program Changes (+\$1.0 million)**

The increase in counternarcotics funding for FY 2009 represents increased focus on Interdiction, including training and support for law enforcement agencies, with a less intense focus on road building and infrastructure in insecure border areas, although this could change with an improved security climate.

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### **Africa and East Asia/Pacific Regional**

**FY 2008 Request: \$4.5 million**

**(Includes +\$0.6 million in program changes)**

The FY 2008 resources of \$3.9 million will be used to provide training, technical assistance and equipment to strengthen the capacity of law enforcement and judicial institutions to address narcotics trafficking and assist in drug interdiction in Cape Verde, Ghana, Nigeria, Indonesia, Laos, the Philippines, and Turkey.

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#### **FY 2009 Program Changes (+\$0.6 million)**

Funding will be used to sustain FY 2008 programs and implement additional projects in these regions.

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### **Interregional Aviation Support**

**FY 2009 Request: \$55.1 million**

**(Includes +0.4 million in program changes)**

The \$54.7 million in FY 2008 funding will provide core-level services necessary to operate, sustain, and maintain a fleet of over 163 fixed and rotary-wing aircraft of ten types. The aircraft support counternarcotics aviation programs in Colombia, Bolivia, Peru, Afghanistan, and border security operations in Pakistan; plus, as required, counterterrorism/drug control programs in other temporary deployment locations. Andean Counterdrug Program, Afghanistan, and Pakistan country program funds augment the Air Wing budget to provide expanded levels of support for country-specific projects.

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#### **FY 2009 Program Changes (+\$0.4 million)**

Funding will sustain core-level services to operate and maintain the Air Wing's fixed and rotary-wing aircraft.

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## **Drug Awareness and Demand Reduction**

**FY 2009 Request: \$3.5 million**

**(Includes -\$8.4 million in program changes)**

The FY 2008 earmark of \$11.9 million will support the U.S. foreign policy priority of reducing drug use, crime and related violence that threatens our national security and hinders the economic development, political stability, and security in emerging democracies and developing countries. INL demand reduction programs are designed to assist the international community in reducing drug consumption in an effort to deprive illegal drug traffickers of their largest source of revenue – the addicted, frequent, high-volume drug user, thereby reducing the income that criminal and terrorist organizations derive from narcotics-trafficking and reducing threats to the health and welfare of fragile states. These funds are targeted to respond to the most pressing drug-related threats worldwide (e.g., HIV/AIDS due to injecting drug use, drug-related crime and violence of youth gangs, special needs of pregnant and addicted women, ravages of methamphetamine, cocaine and heroin abuse). Funding supports outreach and aftercare centers located in mosques and religious boarding schools (madrassahs) that provide the *prevention component* to the War on Terror in volatile Muslim regions, providing alternatives to radical schools that recruit young terrorists and reducing drug consumption that fuels terrorist financing.

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### **FY 2009 Program Changes (-\$8.4 million)**

The Budget proposes sustains funding at the FY 2008 request for Drug Awareness and Demand Reduction programs.

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## **International Organizations**

**FY 2009 Request: \$3.9 million**

**(Includes +\$0.9 million in program changes)**

The \$3.0 million in FY 2008 will build multilateral support to strengthen efforts against international consumption, production, and trafficking of illegal drugs. Specifically, funding will provide for highly regarded programs that focus on implementation of the three drug-control conventions, including the precursor chemical control efforts of the International Narcotics Control Board (INCB). Through inter-governmental operations and its Pre-Export Notification System, the INCB assists governments – in real time – in preventing diversion of chemicals used in the manufacture of illicit drugs, notably methamphetamine. Funding will also support a senior

counternarcotics policy officer stationed at the US Mission to the European Union.

The Organization of American States/Inter-American Drug Abuse Control Commission (OAS/CICAD) will continue to provide recommendations, technical support and training to OAS Member States to address shortcomings in country anti-drug programs identified by the Multilateral Evaluation Mechanism (MEM), a peer review system created as part of the Summit of the Americas process. Specifically, funding will include continued support for the anti-money laundering mock trial and investigation seminars to equip Member States with appropriate modern legal tools to confront drug-related crime and to share common legal standards to encourage greater collaboration. Funding to CICAD will also support the continued delivery of specialized training seminars in such areas as precursor chemical control and officer safety, Internet investigations, and basic investigation and interdiction techniques throughout Latin America and the Caribbean region.

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### **FY 2009 Program Changes (+\$0.9 million)**

Increased funding for UNODC will allow elevated support for its precursor chemical control programs, including expanding the provision of specialized training to law enforcement and chemical regulatory agencies. Additionally, increased funding for OAS/CICAD will allow for the creation of a regional money laundering training center in South America and expand CICAD's demand-side programs to include workplace prevention

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## **Program Development and Support**

**FY 2009 Request: \$13.2 million**

**(Includes +\$1.0 million in program changes)**

The \$12.2 million in FY 2008 will be used for domestic salaries, administrative costs, and other Washington-based support services costs.

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### **FY 2009 Program Changes (+\$1.0 million)**

The increase will cover adjustments for inflation and other modest administrative support cost increases.

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# Performance

## Introduction

This section on the FY 2007 performance of the State INL programs is based on agency GPRA documents and the PART review, discussed earlier in the Executive Summary. The table includes conclusions from the PART assessment as well as performance measures, targets and achievements for the latest year for which data are available.

INL's four counternarcotics programs—ACI; INCLE Programs in the Western Hemisphere; INCLE Programs in Africa and Asia; and INCLE Programs in South Asia—have each been rated “Adequate” in PART assessments.

The 2004 PART review for ACI indicated that INL was on track to meet or exceed its goals for reducing cocaine production and interdicting drug shipments from the Andean Region. Although USAID developed a long-term goal in 2005 for its alternative livelihood programs, OMB noted later the need to set baselines and targets to enable greater use of performance information in decision mak-

ing. The 2004 PART review for INCLE Western Hemisphere programs found mixed results in pursuing long-term and annual goals while the 2005 PART review for INCLE Africa and Asia programs highlighted the need to develop a long-term measure of criminal justice capacity-building efforts. The 2006 PART review for INCLE South Asia programs emphasized the need for improved linkages between budget and performance information in the budget request to allow managers to make funding decisions based on program performance.

To address financial management weaknesses identified in all four PART assessments, INL is currently implementing a new financial management system to track and report information needed to inform strategic planning and resource allocation decisions.

Andean Counterdrug Initiative				
Year of Last Review: 2004			Rating Received: Adequate	
Evaluation Area	Score	Review Highlights		
Purpose	100	Develop annual outcome measures for the alternative development component of the program.		
Planning	63			
Management	43			
Results	34			
Selected Measures of Performance			FY 2007 Target	FY 2007 Achieved
» Number of coca cultivated hectares in Bolivia, Colombia, and Peru for calendar year 2007.			138,000	TBR

TBR = To Be Reported (March, 2008.)

INCLE Programs in Africa and Asia				
Year of Last Review: 2005			Rating Received: Adequate	
Evaluation Area	Score	Review Highlights		
Purpose	100	Develop a long-term measure for the criminal justice component and an annual measure or measures to track the progress towards that long-term goal.		
Planning	63			
Management	43			
Results	34			
Selected Measures of Performance			FY 2007 Target	FY 2007 Achieved
» Number of illicit opium poppy cultivated hectares in Laos for calendar year 2007.			2,000	1,100

INCLE Programs in the Western Hemisphere				
Year of Last Review: 2004			Rating Received: Adequate	
Evaluation Area	Score	Review Highlights		
Purpose	100	Conduct evaluation of key assistance activities to investigate mixed results of long-term and annual measures.		
Planning	75			
Management	43			
Results	33			
Selected Measures of Performance			FY 2007 Target	FY 2007 Achieved
» Host nations' progress in implementing effective legal, institutional, and programmatic reforms for the calendar year of 2007.*			35% in progress 55% complete	TBR

\* Data collected biennially.

## Assistance to Rebuilding Countries

**Year of Last Review: 2007**

**Rating Received: Moderately Effective**

Evaluation Area	Score	Review Highlights	
Purpose	100	The program has effectively focused its resources and set ambitious targets for its annual and long-term measures, but still needs to ensure that performance measures are factored into the decision-making process and presentation of future budget requests.	
Planning	100		
Management	100		
Results	47		
Selected Measures of Performance		FY 2007 Target	FY 2007 Achieved
» Reduce cultivation of opium poppy in Afghanistan with the long-term goal of achieving a poppy-free North between 2005 and 2010 (21 out of 34 provinces).		6 poppy-free provinces (PFP) and 6 provinces reducing cultivation (PRC)	13 PFP and 13 PRC

### Discussion

In Peru and Bolivia, aerial fumigation is not authorized, severely limiting the amount of coca that can be eradicated, and reducing the impact that either country can achieve in controlling coca and cocaine production. The Government of Bolivia has embraced a policy of allowing increased amounts of legal coca cultivation, which encourages both legal and illegal production. Nonetheless, in Peru, a record level of eradication (12,073 hectares compared to the target of 10,000) was achieved in FY 2007: also, the Peruvian government has publicly endorsed eradication efforts. The Government of Bolivia surpassed its self-imposed coca eradication goal of 5,000 hectares for 2007, having eradicated 6260 hectares. As of September 30<sup>th</sup>, interdiction of cocaine base and HCI exceeded 13.8 metric tons, compared to 14 metric tons in all of 2006. In Colombia, 219,939 hectares of coca were eradicated in 2007, up from 2006 eradication numbers.

In CY 2007, thirteen of Afghanistan's 34 provinces were declared poppy-free compared to six in CY 2006. Also, between March 2006 and August 2007, Afghanistan's Criminal Justice Task Force prosecuted 510 mid-level narcotics cases from January to October 2007. Haji Baz Mohammed, a major Afghan trafficker extradited in 2005 to the U.S., was sentenced in October 2007 to more than 15 years in prison for running an international narcotics-trafficking organization that smuggled millions of dollars' worth of illegal drugs into the U.S.

The continuing reduction in opium poppy cultivation in South East Asia, mostly in Burma and Laos, demonstrates the success of the strategy of combating the source of opium poppy in the region once known as the "Golden Triangle"—Burma, Laos and Thailand. Laos, once the world's third-largest producer of illicit opium, stands poised for removal from the list of Major Drug Producing and Drug Transit Nations. Thanks to US assistance and their own government's efforts, poppy cultivation in Laos has decreased considerably to its FY 2007 level of 1,100 hectares.



**DEPARTMENT OF STATE**  
United States Agency for International Development

## Resource Summary

	<i>Budget Authority (in Millions)</i>		
	FY 2007 Final	FY 2008 Enacted	FY 2009 Request
<b>Drug Resources by Function</b>			
International	239.000	361.449	315.772
<b>Total Drug Resources by Function</b>	<b>\$239.000</b>	<b>\$361.449</b>	<b>\$315.772</b>
<b>Drug Resources by Decision Unit</b>			
USAID Programs	239.000	361.449	315.772
<b>Total Drug Resources by Decision Unit</b>	<b>\$84.000</b>	<b>\$361.449</b>	<b>\$315.772</b>
<b>Drug Resources Personnel Summary</b>			
Total FTEs (direct only)	27	27	27
<b>Drug Resources as a Percent of Budget</b>			
Total Agency Budget	\$10,573.706	\$10,438.364	\$11,095.499
Drug Resources Percentage	0.79%	3.46%	2.85%

## Program Summary

### Mission

The United States Agency for International Development (USAID) is the U.S. government organization responsible for most economic and development foreign aid. It receives overall foreign policy guidance from the US Secretary of the Department of State (State). USAID advances US foreign policy objectives by supporting economic growth, agriculture and trade, health, democracy, conflict prevention, and humanitarian assistance. USAID's Alternative Development programs support U.S. counternarcotics objectives by helping countries develop economic alternatives to narcotics production. Specifically, to stop the illegal drug trade, USAID offers incentives to farmers to discontinue planting poppy and other illicit crops. USAID also provides training; demonstration centers and farm related business training to help farmers in drug-producing countries increase their income from legitimate crops.

## Budget

In FY 2009, the Department of State requests \$315.8 million in the Economic Support Fund (ESF) account for alternative development programs in the Andean region and in Afghanistan.

### **Economic Support Funds—Andean Region** **FY 2009 Request: \$195.2 million** **(Includes -\$45.7 million in program changes)**

As the source of more than 90 percent of cocaine and about half of the heroin entering the U.S., Colombia and the Andean Region remain the focus of State's efforts to disrupt the market for illegal drugs. USAID administers the Economic Support Fund providing for alternative development projects and aid in the Andean Region countries of Bolivia, Colombia, Peru, Ecuador, Brazil, and Panama. Resources support projects to advance the development of legitimate crops in place of those used to produce illicit drugs.

#### **FY 2009 Program Changes (-\$45.7 million)**

This account includes amounts previously requested under the Andean Counterdrug

Program. State requested these amounts as Economic Support Funds in FY 2008 so that the monies could be better aligned with other economic support targeted to the Andean region. While a decrease from FY 2008 enacted levels, the FY 2009 requests is a slight increase above the Administration's FY 2008 request level to align the AD programs along with the CN Strategy in the regional and primarily in Colombia.

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### **Economic Support Funds—Afghanistan**

**FY 2009 Request: \$120.6 million**

**(Includes no program changes)**

Agriculture is a way of life for seventy percent of Afghanistan's people. However, instability, coupled with the region's four-year drought has devastated the country's farms. In fact, eighty percent of the rural population lives in poverty. With its economic support, USAID is renovating irrigation systems, providing farmers with fertilizer and seeds, and is building roads to market centers. Over the past few years, agricultural production has nearly doubled, increasing farmers' incomes and encouraging them to produce legitimate crops. However, opium cultivation accounts for nearly 60 percent of the country's gross national product.

To stop the illegal drug farming and trade, USAID provides incentives to farmers to discontinue planting poppy. In particular USAID has managed an alternative livelihoods program in the four largest poppy producing provinces - Badakhshan, Nangarhar, Kandahar, and Helmand. This funding supports cash-for-work projects, expands availability of agricultural credit, and provides training and marketing assistance to help farmers increase their income from legitimate crops. USAID also provides training, demonstration centers and farm related business training to farmers to help them increase their income from legitimate crops.

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#### **FY 2009 Program Changes (none)**

USAID plans to continue programming to a greater number of poppy producing provinces. Funding will continue to support such activities such as: cash-for-work projects, availability of agricultural credit, and training and marketing assistance to help farmers increase their income from legitimate crops.

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# Performance

## Introduction

This section on the FY 2007 performance of the USAID program is based on agency GPRA documents and the PART review, discussed earlier in the Executive Summary. The table includes conclusions from the PART assessment as well as performance measures, targets and achievements for the latest year for which data are available. The ACI and INCLE PART assessments included a review of USAID contributions to these programs—no separate PART was undertaken for the drug portions of USAID.

## Discussion

The Alternative Development (AD) program in *Colombia* has helped rural families produce more than 158,000 hectares of agricultural crops and has improved sustainable management practices on an additional 197,000 hectares of forest land since 2001. This means that more than 355,000 hectares of land are being used today for licit activities and are no longer available for production of drug crops. The AD program in *Peru* has helped more than 655 private enterprises expand legal employment opportunities in areas that were formerly devoted to the production of drug crops. *Bolivia's* AD exports

of Banana, Palm Hearts and pineapples have increased by more than 500% since 2000 and are providing licit employment today for about 50,000 families in areas that were formerly known only for their production of drug crops. The AD program in *Ecuador* provided assistance to 15 municipalities in 2007, exceeding their 2007 target of 6 municipalities. Most of the AD assistance was used to create more than 2,000 licit jobs and to support the production of legal crops on 33,240 hectares (an increase of 6,597 hectares from the number that the AD program supported in FY2006).

USAID/*Afghanistan's* AD Programs provided assistance to 9 provinces in FY 2007. The AD Program-South provided assistance in Helmand, Kandahar, and Uruzgan provinces; the AD Program-North provided assistance in Badakhshan and Takhar provinces; and the AD Program—East provided assistance in Kunar, Laghman, Nangarhar, and Nuristan provinces. Most of the AD assistance was used to: (1) assist more than 375,000 Afghans (cash for work activities; business skills training; farmers trained in agricultural practices in targeted poppy provinces; and farmers receiving seed and fertilizer); (2) to rehabilitate, repair, and construct 203 kms. of rural roads, and (3) to support licit agricultural production on 124,898 hectares (which exceeded the target of 118,000 hectares).

USAID		
No PART Assessment Made		
Selected Measures of Performance	FY 2007 Target	FY 2007 Achieved
» Number of community, producer groups, or associations that signed agreements to become and/or remain "coca-free" (cumulative)	1275	2336
» Number of USAID-assisted families that have signed or are included under "coca-free" agreements (cumulative)	108,200	179,701
» Hectares of opium poppies eradicated manually or voluntarily by Alt. Devt. partners in USAID target areas	2,294	2,210
» Hectares of licit agricultural crops developed or expanded in areas receiving USAID assistance (cumulative)	428,228	454,836
» Number of new direct jobs created (agric.& non-agric.) in USAID-assisted areas (annual)	63,509	126,509
» Change in sales of licit farm and non-farm products in USAID assisted areas of Afghanistan *	103%	78%
» Number of rural households benefiting directly from USAID interventions in Afghanistan *	1,000,000	374,366

\*These targets are preliminary—the methodology for developing them is being refined for use in identifying future target years.



# DEPARTMENT OF TRANSPORTATION

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# DEPARTMENT OF TRANSPORTATION

## National Highway Traffic Safety Administration

### Resource Summary

	<i>Budget Authority (in Millions)</i>		
	FY 2007 Final	FY 2008 Enacted	FY 2009 Request
<b>Drug Resources by Function</b>			
Research and Development	2.938	2.688	2.688
<b>Total Drug Resources by Function</b>	<b>\$2.938</b>	<b>\$2.688</b>	<b>\$2.688</b>
<b>Drug Resources by Decision Unit</b>			
Drug Impaired Driving <sup>1</sup>	2.938	2.688	2.688
<b>Total Drug Resources by Decision Unit</b>	<b>\$2.938</b> <sup>2</sup>	<b>\$2.688</b>	<b>\$2.688</b>
<b>Drug Resources Personnel Summary</b>			
Total FTEs (direct only)	2	2	2
<b>Drug Resources as a Percent of Budget</b>			
Total Agency Budget	\$821.078	\$837.572	\$833.000
Drug Resources Percentage	0.36%	0.32%	0.32%

<sup>1</sup> Includes \$1.2 million of drug-related resources associated with SAFETEA-LU. These funds are in addition to the \$1.5 million that has traditionally supported the Drug Impaired Driving program.

<sup>2</sup> Includes a one-time allocation of \$250,000 in discretionary funds by the Administrator to support the Roadside Survey.

### Program Summary

#### Mission

The National Highway Traffic Safety Administration's (NHTSA) mission is to save lives, prevent injuries and reduce economic costs due to road traffic crashes, through education, research, safety standards and enforcement activity. The Drug Impaired Driving program contributes to this mission by supporting a range of initiatives intended to reduce impaired driving.

#### Budget

In FY 2009, NHTSA requests \$2.7 million for its drug control activities. Included in this request is \$1.5 million for the Drug Impaired Driving program, as well as \$1.2 million for drug impaired driving research, as included in Section 2013 of the Safe, Accountable, Flexible, Efficient, Transportation Equity Act: A Legacy for Users (SAFETEA-LU). These funding levels are consistent with FY 2008.

#### Drug Impaired Driving

**Total FY 2009 Request: \$2.7 million  
(Includes \$0 million in program changes)**

The Drug Impaired Driving program, part of the agency's Impaired Driving program, supports infrastructure and sponsors research on the nature and incidence of the drug impaired driving problem. The program maintains and refines the Drug Evaluation and Classification infrastructure to enable accurate detection of drug impairment by trained law enforcement officers. Further, the program provides leadership, guidance and resources to assist states and communities to implement effective programs to reduce drug impaired driving. The program also provides technical assistance and training programs on drug impaired driving for prosecutors, judges and law enforcement officials.

## Training

**FY 2009 Request: \$0.8 million**

**(Includes \$0 million in program changes)**

In FY 2008, the agency will use \$0.8 million to complete the improvement of law enforcement training in the area of drug impaired driving. NHTSA will initiate the delivery of the Advanced Roadside Impaired Driving Enforcement curriculum as an intermediate level of training to improve enforcement efforts by officers that are not Drug Recognition Experts (DREs). NHTSA will continue efforts to increase the use of Standardized Field Sobriety Test (SFST) training and application within States, as well as continue to train prosecutors, judges, and other appropriate criminal justice officials regarding drug impairment, detection, sanctions, and treatment options. Training of law enforcement, prosecutors and judges is essential to the success of this program, and as such, the agency will continue these efforts in FY 2009

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### **FY 2009 Program Changes (none)**

NHTSA anticipates level funding for this component of the drug impaired driving program.

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## Data Collection

**FY 2009 Request: \$0.5 million**

**(Includes \$0 million in program changes)**

The \$0.5 million in FY 2008 will support data collection efforts to determine the extent of the drug impaired driving problem and to better develop programs and potential countermeasures to address this problem. These objectives will be accomplished through uniform and timely data collection by Drug Recognition Expert (DRE) officers nationwide. This system will provide the data needed to identify trends in drug impaired driving incidents, evaluate the DEC program, and provide information to support federal and state drug impaired driving programs. The system will be internet-based and accessible to law enforcement, toxicologists, prosecutors, NHTSA, and Highway Safety Offices to enter, review, collate and access data relating to drug impaired driving arrests.

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### **FY 2009 Program Changes (none)**

NHTSA anticipates level funding for this component of the Drug Impaired Driving program.

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## Public Information and Outreach

**FY 2009 Request: \$0.2 million**

**(Includes \$0 million in program changes)**

The \$0.2 million in FY 2008 will support public information and outreach efforts. NHTSA will continue to partner with the International Association of Chiefs of Police (IACP) to support the *Drunk Driving, Over the Limit, Under Arrest* message. NHTSA will accomplish this by offering effective strategies to increase the number of arrests, decrease DWI incidents, increase deterrence, and track and coordinate impaired driving training programs (SFST, ARIDE, and DEC).

In further support of public information and outreach efforts, NHTSA will work with the Community Anti-Drug Coalitions of America to incorporate traffic safety messages into the existing network of community coalitions, with particular focus on alcohol and substance abuse prevention, treatment, and recovery. With this partnership, the agency seeks to provide technical support to coordinate impaired driving messaging through the State and Regional Highway Safety Offices, gain wider distribution of the agency's drug fact sheets for specific audiences (i.e., parents, youth, older drivers, coalitions), and increase support for the national impaired driving crackdowns.

Furthermore, the agency will continue efforts to develop a model statute for States relating to drug-impaired driving, and to coordinate with other Federal agencies. NHTSA will continue to work with IACP and CADCA in FY 2009 to provide technical assistance, training, and effective deterrence strategies.

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### **FY 2009 Program Changes (none)**

NHTSA anticipates level funding for this component of the Drug Impaired Driving program.

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## SAFETEA-LU

**FY 2009 Request: \$1.2 million**

**(Includes \$0 million in program changes)**

Section 2013 of SAFETEA-LU authorizes groundbreaking research on the incidence of drug use among drivers—an area where data is currently extremely limited. In FY 2008, NHTSA will undertake a landmark Roadside Survey to gauge the prevalence of drug impairment in the driving public. The data collected from this study will be included in a report to Congress on drug impaired driving.

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### FY 2009 Program Changes (none)

NHTSA anticipates level funding for this component of the drug impaired driving program. In FY 2009, the agency will utilize information obtained through the Roadside Survey, and begin a study to identify the methodologies and technologies for detecting and measuring drug impairment and its effect of driving. Also, NHTSA will conduct a case-control study to determine the crash risk associated with driving under the influence of drugs other than alcohol.

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## Performance

### Introduction

This section on the FY 2007 performance of the Drug Impaired Driving Program is based on agency GPRA documents and Budget Request. No PART review has been undertaken of this program.

The program contributes to the Department's long-term goal of reducing the highway fatality rate to no more than 1.0 per 100 million vehicle miles traveled by the end of 2011. NHTSA has adopted the following three performance measures to monitor agency progress in obtaining the knowledge necessary for effectively reducing drugged driving.

## Discussion

NHTSA is undertaking several projects to determine the prevalence of drug impaired driving as well as ways to detect such impairment. The agency has begun a roadside survey of alcohol and drug use among drivers, which will provide a nationally representative estimate of drug use among the driver populations. This survey will be used to guide future program development, and lead to critical further research regarding the role of drugs in crash causation. 300 representative sites were selected in FY07; oral fluids and blood samples will be drawn in FY 2008 from 7,500 randomly selected drivers in these locations.

The agency has also begun a study to assess methods for reliably and accurately detecting drug presence among drivers. Findings will contribute to the development of enforcement techniques and enable credible program evaluation.

Drug Impaired Driving Program		
No PART Assessment Made		
Selected Measures of Performance	FY 2007 Target	FY 2007 Achieved
» Roadside Survey of Alcohol and Drug Use Among Drivers: Number of sites selected and local cooperation secured.	300	300



# DEPARTMENT OF TREASURY

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# DEPARTMENT OF TREASURY

## Internal Revenue Service

### Resource Summary

	<i>Budget Authority (in Millions)</i>		
	FY 2007 Final	FY 2008 Enacted	FY 2009 Request
<b>Drug Resources by Function</b>			
Investigations	55.584	57.252	59.206
<b>Total Drug Resources by Function</b>	<b>\$55.84</b>	<b>\$57.252</b>	<b>\$59.206</b>
<b>Drug Resources by Decision Unit</b>			
Criminal Investigations	55.028	57.252	59.206
<b>Total Drug Resources by Decision Unit</b>	<b>\$55.028</b>	<b>\$57.252</b>	<b>\$59.206</b>
<b>Drug Resources Personnel Summary</b>			
Total FTEs (direct only)	329	329	329
<b>Drug Resources as a Percent of Budget</b>			
Total Agency Budget	\$10,597.065	\$10,892.384	\$11,361.509
Drug Resources Percentage	0.52%	0.53%	0.52%

### Program Summary

#### Mission

The mission of the Criminal Investigation Division (CI) in federal law enforcement's anti-drug efforts is to reduce or eliminate the financial gains (profits) of major narcotics trafficking and money laundering organizations through the use of unique financial investigative expertise and statutory jurisdiction. These efforts support the goals of the *National Drug Control Strategy* and the *National Money Laundering Strategy*.

#### Budget

##### Criminal Investigations

**Total FY 2009 Request: \$59.2 million**  
**(Includes +\$1.95 million in program changes)**

The IRS uses their unique financial skills in the investigation of major drug trafficking and money laundering organizations and is a key member of the Organized Crime Drug Enforcement Task Force (OCDETF). In the conduct of OCDETF investigations, IRS uses their expertise

along with authority under the criminal provisions of the Internal Revenue Code (Title 26), the Bank Secrecy Act (Title 31), and the Money Laundering Control Act to investigate the financial operations of these organizations.

With the globalization of the U.S. economy and the increasing use of electronic funds transfers, investigations have become more international in scope. As such, IRS has placed special agents in strategic foreign posts to facilitate the development and use of information in support of drug-related investigations.

The FY 2008 resources of \$57.3 million will continue to support the agency as a member of the OCDETF program.

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##### **FY 2009 Program Changes (+\$1.95 million)**

The Budget provides for an upward adjustment of \$1.95 million.

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IRS Criminal Investigations		
PART Review		
Year of Last Review: 2005	Reviewed as part of CI Program	
Selected Measures of Performance	FY 2007 Target	FY 2007 Achieved
» Number of investigations complete for OCDETF cases.	710	654

## Performance

### Introduction

This section on the FY 2007 performance of the drug control portion of IRS—Criminal Investigation (CI) division’s portion of the OCDETF program—is based on agency GPRA documents and the PART review, discussed earlier in the Executive Summary.

The Criminal Investigation program received a “Moderately Effective” rating from the 2005 PART review—the CI OCDETF program was included in this PART review and not rated separately.

### Discussion

Significant accomplishments during FY2007 include the successful investigation and subsequent indictment of five key U.S.-based money remitters who had been transmitting the proceeds of drug trafficking to various Middle East locations. This program effort is part of the larger Operation Somali Express investigation by the New York Organized Crime Task Force.

Program investigations resulted in indictments of 40 individuals with strong links to the “Sin City Mafia” and to Black Mafia Family, the latter being a large-scale cocaine distribution and money laundering organization based in Detroit and operating across the country. Defendants have made plea bargains or been sentenced. They were also ordered to forfeit millions of dollars in drug-related assets.

Other successes include the sentencing of key money launderers through the Operation Black Goblin investigation (by the New York Field Office) as well as through Operation Valley Sweep (out of the Los Angeles Field Office). The latter resulted in the forfeiture of drugs, weapons, and \$1.1 million in assets.

Program investigations established the existence of an extensive money laundering operation in Atlanta and Canada that used domestic and international financial institutions to legitimize illicit funds. The leaders were sentenced for laundering over \$15 million in drug money. Approximately \$2.5 million in cash, real estate, and vehicles have been forfeited to the U.S.

# DEPARTMENT OF VETERANS AFFAIRS

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# DEPARTMENT OF VETERANS AFFAIRS

## Veterans Health Administration

### Resource Summary

	<i>Budget Authority (in Millions)</i>		
	FY 2007 Final	FY 2008 Enacted	FY 2009 Request
<b>Drug Resources by Function</b>			
Research and Development	11.237	11.303	11.286
Treatment	342.857	435.885	453.756
<b>Total Drug Resources by Function</b>	<b>\$354.094</b>	<b>\$447.188</b>	<b>\$465.042</b>
<b>Drug Resources by Decision Unit</b>			
Medical Care	342.857	435.885	453.756
<i>Residential Rehabilitation &amp; Treatment</i>	<i>37.722</i>	<i>39.155</i>	<i>40.760</i>
<i>Inpatient</i>	<i>129.741</i>	<i>134.671</i>	<i>140.193</i>
<i>Outpatient</i>	<i>175.394</i>	<i>262.059</i>	<i>272.803</i>
Research and Development	11.237	11.303	11.286
<b>Total Drug Resources by Decision Unit</b>	<b>\$354.094</b>	<b>\$447.188</b>	<b>\$465.042</b>
<b>Drug Resources Personnel Summary</b>			
Total FTEs (direct only)	2,936	2,936	2,936
<b>Drug Resources as a Percent of Budget</b>			
Total Agency Budget (Billions)	\$81.803	\$90.301	\$94.045
Drug Resources Percentage	0.43%	0.50%	0.49%

### Program Summary

#### Mission

The Veterans Health Administration's (VHA) mission statement is "Honor America's veterans by providing exceptional care that improves their health and well-being." Mental health is an important part of overall health, and care for veterans with mental illnesses and substance use disorders are an important part of overall health care. The goal of VHA's Office of Mental Health Services is to provide effective, safe, efficient, and compassionate care for those with substance use disorders and mental illness, for those who are vulnerable, and for those who are recovering.

### Methodology

In accordance with the guidance provided in the Office of National Drug Control Policy's letter of September 7, 2004, VA's methodology only incorporates Specialized Treatment costs.

#### Specialized Treatment Costs

VA's drug budget includes all costs generated by the treatment of patients with drug use disorders treated in specialized substance abuse treatment programs. This budget accounts for drug-related costs for VHA Medical Care and Research. It does not encompass all drug-related costs for the agency. VA incurs costs related to accounting and security of narcotics and other controlled substances and costs of law enforcement related to illegal drug activity; however, these costs are assumed to be relatively small and would not have a material affect on the aggregate VA costs reported.

## Decision Support System

The 2006 actual funding levels are based on the Decision Support System (DSS), which replaced the Cost Distribution Report (CDR). The primary difference between DSS and CDR is a mapping of cost centers by percentage to bed sections or outpatient visit groups. DSS maps cost to departments, which are then assigned to one of 56,000 intermediate products using Relative Value Units (RVU). Relative Value Units are defined as the determining factor of how much resources it takes to produce an intermediate product. Each Cost Category, for example Fixed Direct Labor or Variable Labor, has a RVU for each intermediate product. All intermediate products are assigned to an actual patient encounter, either inpatient, outpatient, or residential, using the patient care data bases. In DSS, the costs are not averaged; rather they are reported by the total of the encounters and can be drilled down to a specific patient. Also, DSS includes all overhead costs assigned to a facility to include Headquarters, National programs and Network Costs. DSS does not include the costs of capital expenditures; however, it does account for depreciation costs.

## Budget

For FY 2009, VHA requests \$465.042 million, which is an increase of \$17.9 million from the FY 2008 level. The increase in drug-related resources in FY 2008 is the result of P.L. 110-28 (\$10 million in earmarked funds), and P.L. 110-161, (\$70 million in earmarked funds), for substance abuse treatment programs. The service impacts of these earmarked funds are still under review. The majority of VHA's funding goes to support inpatient and outpatient drug treatment services. The Department of Veterans Affairs, through its Veterans Health Administration, operates a national network of 240 substance abuse treatment programs located in the Department's medical centers, domiciliaries and outpatient clinics. These programs include 19 medical inpatient programs, 66 residential rehabilitation programs, 45 "intensive" outpatient programs, and 110 standard outpatient programs.

## Medical Care

### **Total FY 2009 Request: \$453.8 million (Includes +\$17.9 million in program changes)**

The Veterans Health Administration, in keeping with modern medical practice, continues to improve service delivery and provide clinically appropriate care by expanding primary care and shifting treatment services to lower cost settings when clinically suitable. Within services for addicted veterans, this has involved a substantial shift over the past 10 years from inpatient to outpatient models of care.

The Medical Care program is comprised of three components: Residential Rehabilitation and Treatment, Inpatient, and Outpatient. These components provide the structure necessary to operate a comprehensive and integrated healthcare system that supports enrolled veterans; a national academic education and training program to enhance veterans' quality of care; and, administrative support for facilities.

### **Residential Rehabilitation and Treatment**

#### **FY 2009 Request: \$40.8 million (Includes +\$1.6 million in program changes)**

The Residential Rehabilitation and Treatment (formerly Domiciliary) provides coordinated, integrated, rehabilitative, and restorative clinical care in a bed-based program with the goal of helping eligible veterans achieve and maintain the highest level of functioning and independence possible. Residential Rehabilitation and Treatment, as an integral component of VHA's continuum of health care services, is committed to providing the highest quality of clinical care in a coordinated, integrated fashion within that continuum. Inpatient treatment for drug addiction has become rare in VA just as it has in other parts of the healthcare system. The rest of VA's 24-hour care settings are classified as residential rehabilitation. They are based in on-site VA domiciliaries and in on- and off-site residential rehabilitation centers. They are distinguished from inpatient programs as having less medical staff and services and longer lengths of stay (about 50 days).

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#### **FY 2009 Program Changes (+\$1.6 million)**

The Budget includes and upward adjustment of \$1.6 million. Funding will maintain service levels.

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## **Inpatient**

**FY 2008 Request: \$140.2 million**

**(Includes +\$5.5 million in program changes)**

All inpatient programs provide acute, in-hospital care and a subset of programs also provide detoxification and stabilization services. These programs typically treat patients for 14-28 days and then provide outpatient after-care. Inpatient programs are usually reserved for severely impaired patients (e.g., those with co-occurring substance abuse and serious mental illness).

Inpatient includes costs associated with the following: care, treatment and support of inpatients in a locally designated sub-acute substance abuse psychiatry bed; diagnosis and treatment of patients admitted to a drug, alcohol, or combined alcohol and drug treatment unit; a Psychiatric Residential Rehabilitation Treatment Program focusing on the treatment and rehabilitation of substance abuse patients; and, staff and contract costs associated with the Alcohol and Drug Contract Residential Treatment Program.

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### **FY 2009 Program Changes (+\$5.5 million)**

The Budget includes and upward adjustment of \$5.5 million. Funding will maintain service levels.

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## **Outpatient**

**FY 2009 Request: \$272.8 million**

**(Includes +\$10.7 million in program changes)**

Most drug-dependent veterans are treated in outpatient programs. Intensive outpatient programs provide more than three hours of service per day to each patient, and patients attend them three or more days per week. Standard outpatient programs typically treat patients for an hour or two per treatment day, and patients attend sessions one or two days a week. Outpatient treatment includes costs associated with outpatient substance abuse programs and diagnostic and/or therapeutic care related to substance abuse disorder provided by a Post Traumatic Stress Disorder Team.

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### **FY 2009 Program Changes (+\$10.7 million)**

The Budget includes and upward adjustment of \$10.7 million. Funding will maintain service levels.

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## **Research and Development**

**FY 2009 Request: \$11.3 million**

**(Includes no program changes)**

VHA research helps to acquire new knowledge to improve the prevention, diagnosis and treatment of disease, and generate new knowledge to improve the effectiveness, efficiency, accessibility, and quality of veterans' health care.

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### **FY 2009 Program Changes (no change)**

Resources will continue to support VA's research and development efforts.

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## **Performance**

### **Introduction**

This section on the FY 2007 performance of the VHA program is based on agency GPRA documents and the PART review, discussed earlier in the Executive Summary. The table includes conclusions from the PART assessment as well as performance measures, targets and achievements for the latest year for which data are available.

The VA medical care program was rated "Adequate" through the 2003 PART process. VHA has in place a national system of performance monitoring that uses social, professional and financial incentives to encourage facilities to provide the highest quality of health care. This system has begun to incorporate performance measures related to substance use disorder treatment. A measure related to treatment for substance use disorders is expected to be added by late 2008.

In addition, a performance improvement effort is underway through the Centers of Excellence in Substance Abuse Treatment and Education and the Quality Enhancement Research Initiative (QUERI) to assist programs experiencing difficulty in achieving their performance goals. This is based on recently completed VA research studies that identify a range of evidence-based practices that can be used to improve performance.

Veterans Health Administration		
PART Review		
Year of Last Review: 2003	Reviewed as part of VA Medical Care Program	
Selected Measures of Performance	FY 2007 Target	FY 2007 Achieved
» Percent of clients receiving appropriate continuity of care.	39%	44%

## Discussion

In FY 2007, VHA provided services to 97,731 patients with a drug diagnosis, of whom 43 percent used cocaine, 19 percent used opioids, and 71 percent had coexisting psychiatric diagnoses. (These categories are not mutually exclusive.)

VHA is steadily expanding the availability of opioid agonist treatment for opioid-dependent veterans. Facilities with a high prevalence of opiate dependent patients, but without a methadone maintenance program, were funded in FY 2007 to initiate the use of buprenorphine—implementation is currently being monitored.

VHA is examining the feasibility of using self-reports on drug and/or alcohol abstinence as outcome measures for monitoring the performance of its treatment programs. To develop this measure, VHA plans to assess the distribution of changes in abstinence rates across individuals and programs, the stability of potential target numbers, and the relationship of these numbers with other measures of quality. Self-reported data will then be compared with before-after assessments by the clinical team.

## **IV. Appendices**

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## Other Related Drug Control Funding by Agency

### FY 2007-FY 2009

(Budget Authority in Millions)

	FY 2007 Estimate	FY 2008 Estimate	FY 2009 Estimate
<b>Department of Agriculture</b>			
Agricultural Research Service	4.6	4.6	4.6
U.S. Forest Service	1.4	1.4	1.4
Women, Infants & Children	20.8	24.1	24.4
<b>Total Agriculture</b>	<b>\$26.8</b>	<b>\$30.1</b>	<b>\$30.4</b>
<b>Corporation for National &amp; Community Service</b>	<b>12.1</b>	<b>11.8</b>	<b>11.3</b>
<b>DC Court Services and Offender Supervision</b>	<b>81.5</b>	<b>90.1</b>	<b>94.4</b>
<b>Department of Health and Human Services<sup>1</sup></b>			
Administration for Children and Families	111.0	116.8	122.9
Centers for Disease Control and Prevention	102.0	104.2	103.7
Health Resources and Services Administration	50.2	50.9	51.7
National Institute on Alcohol Abuse and Alcoholism	36.4	36.4	36.5
<b>Total HHS</b>	<b>\$299.6</b>	<b>\$308.3</b>	<b>\$314.8</b>
<b>Department of Homeland Security</b>			
U.S. Secret Service	13.7	14.4	14.8
Federal Law Enforcement Training Center	42.8	48.3	47.1
<b>Total DHS</b>	<b>\$56.4</b>	<b>\$62.7</b>	<b>\$61.8</b>
<b>Department of the Interior</b>			
Bureau of Land Management	2.1	2.1	2.1
National Park Service	4.0	4.0	4.0
<b>Total Interior</b>	<b>\$6.1</b>	<b>\$6.1</b>	<b>\$6.1</b>
<b>The Federal Judiciary</b>			
Administrative Office of the U.S. Courts	994.5	1,029.4	1,109.6
<b>Department of Justice</b>			
Assets Forfeiture Fund	130.5	112.6	112.6
Alcohol, Tobacco, and Firearms	163.4	163.4	170.7
U.S. Attorneys	284.7	289.0	302.6
Bureau of Prisons	2,934.8	2,923.1	2,981.5
Community Policing	222.8	233.6	-
Criminal Division	34.3	31.7	38.5
Federal Bureau of Investigations	0.3	0.2	0.2
Office of Federal Detention Trustee	446.5	476.9	480.6
INTERPOL	0.2	0.3	0.3
U.S. Marshals Service	210.2	222.6	239.1
Tax Division	0.0	0.0	0.0
<b>Total DOJ</b>	<b>\$4,427.8</b>	<b>\$4,453.5</b>	<b>\$4,326.1</b>
<b>Department of Labor</b>	<b>6.4</b>	<b>6.6</b>	<b>6.7</b>
<b>Department of State</b>			
Emergency Evacuations & Other Activities	0.9	3.3	7.0
International Terrorism, Narcotics & War Crimes Rewards	12.5	5.7	12.0
<b>Total State</b>	<b>\$13.4</b>	<b>\$9.0</b>	<b>\$19.0</b>
<b>Department of Transportation</b>			
Federal Aviation Administration	24.6	25.2	25.8

<sup>1</sup> Estimates computed by ONDCP based upon FY 2003 methodology.



# Glossary

## **Actuals**

A common term used to refer to data on actual performance compared to goals.

## **Baselines**

The starting point from which gains are measured and targets are set.

## **Budget Authority**

Authority provided by law to incur financial obligations that will result in outlays.

## **Demand Reduction**

Activities conducted by a National Drug Control Program agency, other than law enforcement, intended to reduce the willingness of individuals to use illicit drugs. Demand reduction activities include: drug use education; drug abuse prevention; drug abuse treatment; drug abuse research; drug abuse rehabilitation; drug-free workplace programs; and, drug-testing.

## **Domestic Law Enforcement**

A Drug Control Budget category that combines resources for the following functional units: investigations, intelligence, state and local assistance, and law enforcement research.

## **Drug Budget Decision Units**

Drug budget decision units correspond to discrete program categories that are identifiable components of budget accounts enumerated in the Budget of the President.

## **Drug Control Functions**

Drug control functions correspond to the nine specific program areas that encompass all possible drug control activities: (1) Prevention; (2) Treatment; (3) Interdiction; (4) International; (5) Investigations; (6) Intelligence; (7) State and Local Assistance; (8) Research and Development; and, (9) Prosecution.

## **Drug Methodology**

The process by which drug-related financial statistics identified for certain agencies or bureaus are calculated. The following bureaus utilize a drug methodology for

calculating their aggregate portion of the National Drug Control Budget: Immigration and Customs Enforcement, Customs and Border Protection, U.S. Coast Guard, and Veterans Health Administration. All bureaus utilize a drug methodology for presenting their drug budget by drug control function.

## **Efficiency Measures**

Metrics that indicate what outcomes or outputs are realized for a given level of resource use.

## **Enacted**

The drug-related budget authority approved by Congress for the current fiscal year.

## **Final**

The drug-related budget authority approved by Congress, net of rescissions and transfers, for the fiscal year most recently closed.

## **Fiscal Year**

The fiscal year is the Federal Government's accounting period. It begins on October 1st and ends on September 30th. For example, fiscal year 2008 begins on October 1, 2007, and ends on September 30, 2008.

## **Full-time Equivalents (FTEs)**

Civilian employment in the Executive Branch is measured on the basis of full-time equivalents. One FTE is equal to one fiscal work year. Thus, one full-time employee counts as one FTE, and two half-time employees also count as one FTE.

## **Government Performance Results Act (GPRA)**

The Government Performance and Results Act of 1993 requires Federal agencies to identify both long-term and annual goals, collect performance data, and justify budget requests based on these data.

## **Intelligence**

Activities or programs with a primary focus to provide guarded information for use by national policy makers, strategic planners, or operational/tactical elements, principally in the areas of national security and law enforcement. Activities include collecting, processing, analyzing, and disseminating information related to drug production and trafficking organizations and their activities (including transportation, distribution, and finance/money

laundering). Additional activities include assessing the willingness and ability of foreign governments to carry out effective drug control programs.

### **Interdiction**

Activities designed to interrupt the trafficking of illicit drugs into the United States by targeting the transportation link. Specifically, interdiction involves intercepting and ultimately disrupting shipments of illegal drugs, their precursors, and the profits of drug distribution.

### **International**

Activities primarily focused on areas outside of the United States, including a wide range of drug control programs to eradicate crops, seize drugs (except air and marine interdiction seizures), arrest and prosecute major traffickers, destroy processing capabilities, develop and promote alternative crops to replace drug crops, reduce the demand for drugs, investigate money laundering and financial crime activities, and promote the involvement of other nations in efforts to control the supply of and demand for illicit drugs.

### **Investigations**

Federal domestic law enforcement activities engaged in preparing drug cases for the arrest and prosecution of leaders and traffickers of illegal drug organizations, seizing drugs and assets, and ensuring that federal laws and regulations governing the legitimate handling, manufacturing, and distribution of controlled substances are properly followed.

### **National Drug Control Program Agency**

An agency that is responsible for implementing any aspect of the National Drug Control Strategy, including any agency that receives Federal funds to implement any aspect of the National Drug Control Strategy, but does not include any agency that receives funds for a drug control activity solely under the National Foreign Intelligence Program, the Joint Military Intelligence Program, or Tactical Intelligence and Related Activities, unless such agency has been designated—(A) by the President; or (B) jointly by the Director [of ONDCP] and the head of the agency.

### **Outcome Measures**

Measures that indicate the intended result or impact of carrying out a program or activity. Outcomes may relate to society as a whole or to the specific beneficiaries of programs, depending on the size and reach of the program.

### **Output Measures**

Metrics that indicate the goods and services produced by a program or organization and provided to the public or others.

### **Performance Measures**

Indicators or metrics that are used to gauge program performance. Performance measures include outcome and output measures.

### **Program Assessment Rating Tool (PART)**

An analytical device used to evaluate program effectiveness and inform budget, management, and legislative decisions aimed at improving performance. It consists of a series of questions about program purpose and design, strategic planning, management, and results. Answers to PART questions require specific evidence to prove program effectiveness. PART summaries and assessment details are available on the ExpectMore.gov website.

### **President's Management Agenda**

A strategy to improve the management and performance of the Federal Government. The Agenda includes five Government-wide initiatives and multiple program-specific initiatives. The five Government-wide initiatives are: (1) Strategic Management of Human Capital; (2) Competitive Sourcing; (3) Improved Financial Performance; (4) Expanded Electronic Government; and, (5) Budget and Performance Integration.

### **Prevention**

Activities focused on discouraging the first-time use of controlled substances and outreach efforts to encourage those who have begun to use illicit drugs to cease their use.

**Prosecution**

Federal activities related to the conduct of criminal proceedings against drug trafficking and money laundering organizations, with the aim of bringing a civil or criminal judgment against their members, forfeiting their assets, divesting leaders of their power, and, as appropriate, extraditing, deporting, and excluding their members.

**Request**

The budget authority proposed in the Budget of the President, which is submitted to Congress for consideration on the first Monday in February of every year.

**Research and Development**

Activities intended to improve the capacity, efficiency, or quality of drug control activities.

**State and Local Assistance**

Federal drug control assistance to help state and local law enforcement entities reduce drug-related violent crime and the availability of illegal drugs.

**Supply Reduction**

Any activity or program conducted by a National Drug Control Program agency intended to reduce the availability of drugs in the United States and abroad. Supply reduction activities include: international drug control; foreign and domestic drug intelligence; interdiction; and, domestic law enforcement.

**Targets**

Quantifiable or otherwise measurable characteristics that tell how well a program must accomplish a specific performance measure.

**Treatment**

Activities focused on assisting regular users of controlled substances to become drug-free through such means as counseling services, in-patient and out-patient care, and the demonstration and provision of effective treatment modalities.



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David Connelly  
Michael Crowley  
Edna Curtin  
Neil Danberg  
Dinee Eriksen  
Jennifer Gera  
Ann Kendall  
Robert Mahaffie  
Erin McCartney  
Karen Melanson  
David Morris  
Kim Newman  
Maria Raphael  
Lorenzo Rasetti  
Shannon Richter  
Crystal Roach  
Narahari Sastry  
Tricia Schmitt