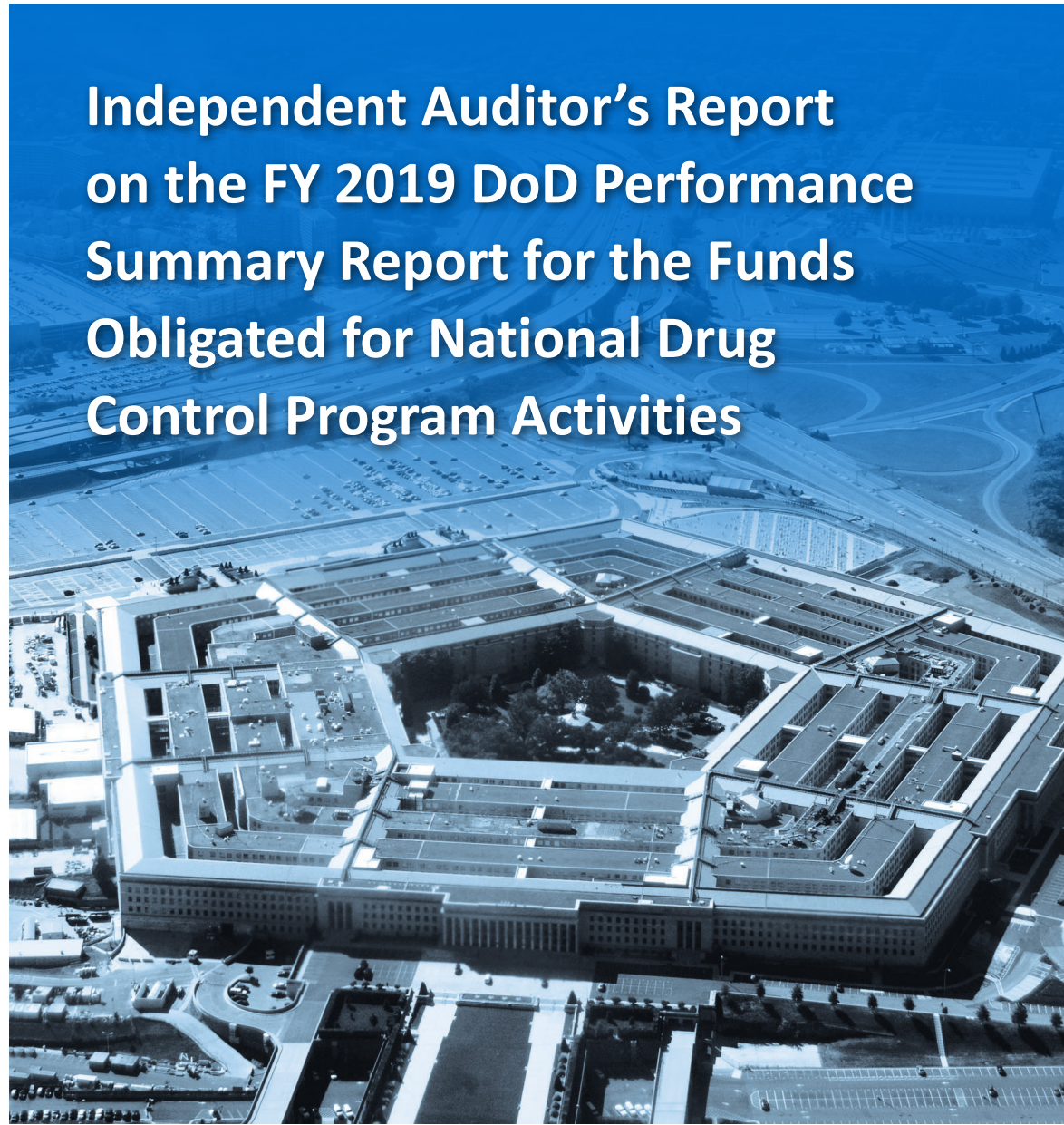




INSPECTOR GENERAL

U.S. Department of Defense

JANUARY 30, 2020



Independent Auditor's Report on the FY 2019 DoD Performance Summary Report for the Funds Obligated for National Drug Control Program Activities

INTEGRITY ★ INDEPENDENCE ★ EXCELLENCE





**INSPECTOR GENERAL
DEPARTMENT OF DEFENSE
4800 MARK CENTER DRIVE
ALEXANDRIA, VIRGINIA 22350-1500**

January 30, 2020

MEMORANDUM FOR ASSISTANT SECRETARY OF DEFENSE (HEALTH AFFAIRS)
DEPUTY ASSISTANT SECRETARY OF DEFENSE
(COUNTERNARCOTICS AND GLOBAL THREATS)
DIRECTOR, DEFENSE SECURITY COOPERATION AGENCY
DIRECTOR, OFFICE OF NATIONAL DRUG CONTROL POLICY

SUBJECT: Independent Auditor's Report on the FY 2019 DoD Performance Summary
Report for the Funds Obligated for National Drug Control Program Activities
(Project No. D2020-D000FT-0025.000, Report No. DODIG-2020-057)

The Office of National Drug Control Policy (ONDCP) Circular, "National Drug Control Program Agency Compliance Reviews," October 22, 2019 (the Circular), requires each agency for which a Detailed Accounting Submission is required to provide a Performance Summary Report (the Report) to the Director of the Office of National Drug Control Policy, by February 1 of each year. The agency's Chief Financial Officer or other accountable senior executive is required to provide the Report. The Circular requires the DoD Office of Inspector General (DoD OIG) to review the Report and express a conclusion on the reliability of each assertion made in the Report.

The four performance-related components of the information that the National Drug Control Program agencies must include in the Report, as outlined in the Circular, are:

- performance measures,
- prior year's performance targets and results,
- current year performance targets, and
- quality of performance data.

The Circular also requires the National Drug Control Program agencies to make four assertions about the information presented in the Report. The assertions are as follows:

- performance reporting system is appropriate and applied,
- explanations for not meeting performance targets are reasonable,
- methodology to establish performance targets is reasonable and consistently applied, and
- adequate performance measures exist for all significant drug control activities.

The Circular requires the National Drug Control Program agencies to establish at least one acceptable performance measure for each Drug Control Budget Decision Unit, as identified in the ONDCP National Drug Control Strategy, “FY 2020 Budget and Performance Summary,” May 2019. The National Drug Control Strategy identifies the Defense Health Program (DHP); Drug Interdiction and Counterdrug Activities; Overseas Contingency Operations (OCO); Counterdrug Operations Tempo (OPTEMPO); and the Defense Security Cooperation Agency (DSCA) as Budget Decision Units.

We reviewed the Reports in accordance with attestation standards established by the American Institute of Certified Public Accountants and in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the review to obtain limited assurance about whether any material modifications should be made to the Reports to ensure compliance with the Circular. We performed a review-level attestation, which is substantially less in scope than an examination done to express an opinion on the subject matter. Accordingly, we do not express an opinion. We believe that our review provided a reasonable basis for our conclusions.

Defense Health Agency

The Defense Health Agency provided some documentation but did not complete all required elements of the performance summary submission, such as the required assertions, and did not provide a signed FY 2019 performance summary submission to the DoD OIG for authentication.

Deputy Assistant Secretary of Defense for Counternarcotics and Global Threats

Drug Interdiction and Counterdrug Activities, OCO, and OPTEMPO

The Deputy Assistant Secretary of Defense for Counternarcotics and Global Threats (DASD (CN>)) provided its FY 2019 performance summary submission, dated December 20, 2019, which we reviewed to determine compliance with the Circular. The performance summary submission described how the DASD (CN>) executed its counternarcotics program in accordance with the Circular. The DASD (CN>) reported on its three Budget Decision Units for FY 2019: Drug Interdiction and Counterdrug Activities, OCO, and OPTEMPO. These Budget Decision Units combined have six performance measures.

Based on our review, the DASD (CN>) FY 2019 performance summary submission did not conform in all material respects to the Circular. Specifically, the DASD (CN>) did not provide sufficient supporting data for one of six performance measures.

DSCA

The DSCA did not provide an FY 2019 performance summary submission to the DoD OIG for authentication. DSCA personnel stated that they are still in the process of establishing their counterdrug programs and performance measures.

Conclusion

Based on our review, the Reports did not conform in all material respects to the Circular. Specifically, the Reports materially deviated from the requirements of the Circular because:

- the Defense Health Agency did not provide an FY 2019 performance summary submission for the DHP,
- the DASD (CN>) did not provide sufficient supporting data for one performance measure, and
- the DSCA did not provide an FY 2019 performance summary submission.

Except for the deficiencies noted above, we are not aware of any material modifications that should be made to the Reports to be in accordance with the Circular.



Lorin T. Venable, CPA
Assistant Inspector General for Audit
Financial Management and Reporting

Attachment:
As stated

Attachment

DASD (CN>)'s Performance Summary Report



SPECIAL OPERATIONS/
LOW-INTENSITY CONFLICT

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
2500 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-2500

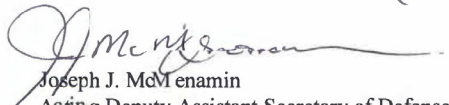
DEC 20 2019

Mr. James W. Carroll, Jr.
Director
Office of National Drug Control Policy
750 17th Street, NW
Washington, DC 20503

As required by "ONDCP Circular: National Drug Control Program Agency Compliance Reviews", October 22, 2019, please find enclosed the Counternarcotics and Global Threats (CNGT) Performance Summary Report (PSR) for Fiscal Year (FY) 2019.

- Our performance reporting system is appropriate and applied.
- Explanations for not meeting performance targets are reasonable.
- The methodology used to establish performance targets is reasonable and consistently applied.
- At least one acceptable performance measure for each Drug Control Budget Decision Unit is provided.

My point of contact for this action is [REDACTED]


Joseph J. McMenamin
Acting Deputy Assistant Secretary of Defense
Counternarcotics and Global Threats

Attachment:
As stated

DASD (CN>)'s Performance Summary Report (cont'd)



Fiscal Year 2019 Counterdrug Performance Summary Report

U.S. Department of Defense

Activities Funded by the Drug Interdiction and Counter-Drug
Activities Appropriation & Military Services Operations Tempo

UNCLASSIFIED

December 20, 2019

DISTRIBUTION STATEMENT A. Approved for public release; distribution is unlimited.

DASD (CN>)'s Performance Summary Report (cont'd)

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DASD (CN>)'s Performance Summary Report (cont'd)

EXECUTIVE SUMMARY

The Department of Defense (DoD) counterdrug (CD) programs cited within this report support the National Drug Control Strategy (NDCS) and the National Strategy to Combat Transnational Organized Crime. Program oversight is provided by the Deputy Assistant Secretary of Defense for Counternarcotics and Global Threats (DASD (CN>)) in cooperation with the Office of Drug Demand Reduction (DDR) within the Office of the Undersecretary of Defense for Personnel and Readiness. Programs administered by DASD (CN>) support the detection and monitoring of aerial and maritime drug threats bound for the United States, U.S. and international partner operations and information sharing, and the conduct global intelligence and counter threat finance analyses. DDR oversees drug testing and prevention programs.

This Performance Summary Report (PSR) encapsulates six quantitative measures of DoD CD program performance. Five pertain to programs funded by the Drug Interdiction and Counter-Drug Activities, Defense appropriation. Of these, three pertain to physical drug and precursor seizures in particular geographical areas: the Western Hemisphere Transit Zone (WHTZ), the Indian Ocean, and Afghanistan. Two measures highlight drug testing program results for U.S. Armed Services members and DoD civilians administrated by DDR. One measure compiles aerial and maritime operating tempo (OPTEMPO) contributions funded by the U.S. Armed Services in support of CD operations. All six measures are aligned with a NDCS line of effort; two with *Prevention*; four with *Reduce Availability*.

Looking at this PSR holistically, three takeaways emerge relevant to NDCS goals. First, U.S. and partner nation physical drug and precursor seizures in the WHTZ, Indian Ocean, and Afghanistan denied approximately \$5.8 billion in revenue to illicit drug traffickers in Fiscal Year (FY) 2019, the vast majority of which were due to WHTZ seizures. Second, less than one percent of the DoD military and civilian workforce tested positive for illicit drug use from 2014 through 2019. Third, the measures point to DoD detection and monitoring capacity exceeding law enforcement interdiction capacity in the WHTZ from 2015 through 2019.

DASD (CN>)'s Performance Summary Report (cont'd)

ALIGNMENT WITH THE NATIONAL DRUG CONTROL STRATEGY

National Drug Control Strategy (NDCS) Lines of Effort (LOE)

Budget Decision Units (BDU)		Prevention	Treatment and Recovery	Reduce Availability
	(1) Drug Interdiction and Counterdrug Activities	<u>Measure:</u> DoD military personnel testing positive for drug use <u>Measure:</u> DoD civilian personnel testing positive for drug use		<u>Measure:</u> Percentage of detected global illicit trafficking events successfully handed off to interdiction assets by JIATF-S
	(2) Overseas Contingency Operations (OCO)			<u>Measure:</u> Indian Ocean Heroin Removal by Combined Task Force-150 <u>Measure:</u> U.S. Dollar (USD) value of drugs and precursors seized during Special Mission Wing (SMW) airlift support missions (drug revenue denied to Taliban)
	(3) Counterdrug OPTEMPO			<u>Measure:</u> Aircraft and ship OPTEMPO hours executed by the U.S. Armed Forces in support of global counterdrug operations

DASD (CN>)'s Performance Summary Report (cont'd)

MEASURING PERFORMANCE

The Department of Defense delivers global support to the nation's CD and countering transnational organized crime (CTOC) efforts via programs focused on detecting and monitoring (D&M) aerial and maritime drug threats bound for the United States, by supporting U.S. and international partner operations and information sharing, conducting global intelligence and counter threat finance analyses, and by encouraging a drug-free workplace through drug demand reduction (DDR) programs. Measures of performance assigned to these activities are used by decision makers to:

- Measure actual results for comparison to annual goals and progress toward strategic objectives.
- Guide the allocation of budgetary resources during the annual planning, programming, budgeting, and execution process.
- Provide management and oversight of DoD CD and CTOC programs.
- Facilitate communications and engagements with internal and external stakeholders.

DEFINING MEASURES OF SUCCESS

Performance measurement programs administered by CN> and DDR helps ensure that component and subcomponent goals, objectives, programs, and activities support the following strategic and program management imperatives to:

- **Align programs and initiatives with strategic goals and objectives:** Geographic Combatant Commands, Military Departments, and Defense Agencies are responsible for developing, managing and reporting on programs funded by the *Drug Interdiction and Counterdrug Activities, Defense* appropriation through an established performance measurement program and associated metrics.
- **Link program performance to management and resource decision-making:** Performance metrics provide stakeholders with key output and outcome data which is used to evaluate the performance of programs and supporting organizations. By accurately measuring performance, leaders and managers can make more informed program and resource decisions.
- **Frame stakeholder expectations:** DoD CD and related counter-illicit trafficking programs often support and enable related missions performed by U.S. interagency and international partners. Performance metrics help DoD to frame expectations for the execution of programs and activities in support of common objectives.

DASD (CN>)'s Performance Summary Report (cont'd)

SUPPORTING PROGRAM MANAGEMENT

When successfully implemented, performance measurement programs ensure component and subcomponent goals, objectives, programs, and activities align with and support DoD CD program objectives, while also providing insight and traceability for:

- **Mission Execution:** Effective metrics support mission execution by defining the parameters of mission success and by measuring progress toward objectives. Once programs reach the execution stage, properly developed output and outcome metrics will help keep programs on course to achieve desired end states.
- **Strategic Integration:** In addition to supporting mission execution at the tactical and operation levels, performance metrics support CD objectives identified in component Theater Campaign Plans (TCP) and similar operational-level documents.
- **Operational Effectiveness:** Metrics support program efficiency by helping identify initiatives and activities with the highest return on investment (most effective at achieving program objectives at lowest cost). Components employ metrics to inform program reviews, guide procurement decisions, and identify opportunities for process improvement.
- **Reporting:** DoD employs metrics to catalogue and report component performance toward the achievement of program goals.

PERFORMANCE TARGETS

Target setting is a management process delegated to CD program managers who are most knowledgeable about specific CD activities and associated performance information. Obtaining performance targets from those who are most closely involved with the CD activity leads to more informed and realistic targets. Once targets are set, they are not changed for a period of time but remain flexible as more information is received and as circumstances change. When setting performance targets, CD program managers review trends and history and consider variations in performance, peaks, troughs, and seasonal, economic, and political factors. Other factors considered include changing political leadership as well as new authorities and modifications to existing authorities.

DASD (CN>)'s Performance Summary Report (cont'd)

-PERFORMANCE RESULTS AND DISCUSSION

BUDGET DECISION UNIT – 1 – DRUG INTERDICTION AND COUNTERDRUG ACTIVITIES

~ WESTERN HEMISPHERE ~

Measure: Percentage of total global illicit trafficking events, as estimated by interagency and international intelligence activities, detected and successfully handed-off to interdiction and apprehension assets by Joint Interagency Task Force-South (JIATF-S).

Measure	Fiscal Year						
	2015	2016	2017	2018	2019 T	2019	2020 T
Critical Movement Alerts (CMA) ¹	5,879	8,008	7,859	8,522		7,713	
Drug Movement Alerts (DMA) ²	4,294	6,489	7,646	8,172		7,278	
Consolidated Counterdrug Database Events ³	2,218	4,575	4,251	3,854		3,056	
Targeted Consolidated Counterdrug Data Base (CCDB) Events ⁴	526	1,186	1,071	793		590	
Detected CCDB Events ⁵	246	451	410	357		306	
Seized or Disrupted CCDB Events	192	322	309	245		221	
Percentage of Detected Events Successfully Handed-off to Interdiction and Apprehension Resources	78%	71%	75%	69%	80%	72%	80%

¹ CMAs comprised of initial intelligence submissions through JIATF-S tactical analyst teams or liaison officers and include DMA's and other illicit trafficking events. [Data source: JIATF-S HELIOS]

² DMAs capture impending or ongoing drug trafficking movements (conveyance, location, drug type, date and time). [Data source: JIATF-S HELIOS]

³ CCDB events are those JIATF-S maritime DMAs that meet interagency agreed upon criteria in CCDB User's Manual. [Data source: CCDB]

⁴ Illicit trafficking events targeted by JIATF-S aviation and maritime resources. [Data source: CCDB]

⁵ Illicit trafficking events detected by JIATF-S aviation and maritime resources. [Data source: CCDB]

⁶ 2015 to 2018 data is derived from the FY18 PSR. As interagency participants receive updates to events captured in CCDB, small changes to values reflected in this PSR may result.

Purpose: This measure is the primary gauge for assessing the Department's performance as the single lead agency of the Federal Government for detecting and monitoring (D&M) aerial and maritime transit of illicit drugs into the United States through the Western Hemisphere Transit Zone (WHTZ). The WHTZ includes the Caribbean Sea, the Gulf of Mexico, and the eastern Pacific Ocean.

U.S. Southern Command's (USOUTHCOM) JIATF-S facilitates drug interdiction by leveraging cued intelligence and other sources. The task force detects, monitors, and then hands-off potential targets to U.S. and international law enforcement agencies that possess the authorities to conduct subsequent interdiction and apprehension (I&A).

Agency Management Use: Management uses this measure to assess the efficiency and effectiveness of JIATF-S D&M operations and program activities. It is also used to

DASD (CN>)'s Performance Summary Report (cont'd)

inform policy and resource decisions at every management level, to include Program Objective Memoranda (POM) and annual budget requests.

2019 National Drug Control Strategy (NDCS) Alignment: The activity represented by this performance measure aligns with the NDCS *'Reducing the Availability of Illicit Drugs in the United States'* line of effort.

FY 2019 Result: In FY 2019, JIATF-S logged 7,713 Critical Movement Alerts (CMAs) comprised of initial intelligence submissions, of which 7,278 were Drug Movement Alerts (DMAs), a subset of CMAs that capture an impending or ongoing illicit drug movement. During quarterly Consolidated Counterdrug Data Base (CCDB) vetting conferences, each interagency partner-submitted event is examined to ensure strict adherence to agreed-upon criteria as defined in the CCDB User's Manual. This process resulted in the designation of 3,056 validated JIATF-S maritime events for FY 2019.

Of the 3,056 JIATF-S validated DMAs, JIATF-S was able to target 590 (19%). *Target* in this context, is the act of searching for illicit conveyances with JIATF-S controlled resources such as, aircraft, ships, helicopters, etc. The remaining 2,466 events (81%) were not targeted primarily due to the lack of allocated air and maritime law enforcement interdiction resources.

Of the 590 targeted events, 306 (52%) were categorized as "eyes-on" detections of illicit conveyances by U.S. or partner nation (PN) D&M assets. Of these, 221 were successfully handed-off to U.S. or PN law enforcement I&A assets. This resulted in an FY 2019 success rate of 72% for seizures and/or disruptions once an illicit target was detected, falling short of the 80% target.

JIATF-S is a critical force multiplier for U.S. law enforcement agencies for evidence collection, grand jury proceedings, indictments, and extraditions leading to the interdiction or arrest of key drug trafficking organization (DTO) members, Consolidated Priority Organization Targets (CPOT), and the disruption of prioritized transnational threat networks. Below are JIATF-S operations related FY 2019 law enforcement seizure statistics as compared to FY 2018:

- Arrests/Detainees: 745, decreased by 8%
- Conveyances (vessels and aircraft): 228, decreased by 5%
- Cocaine: 280 MT, increased by 7 MT (\$5.6B loss to traffickers)
- Marijuana: 24 MT, increased by 71% (\$51M loss to traffickers)
- Heroin: 0 KG

Explanation for not meeting FY 2019 target (if applicable): Although ultimate hand-off percentage success is driven by multiple factors, the FY 2019 shortfall appears attributable primarily to a lack of U.S. and partner nation law enforcement air and maritime I&A resources. Transit Zone drug traffickers are also believed to be achieving

DASD (CN>)'s Performance Summary Report (cont'd)

some success by operating beyond the range of JIATF-S coordinated aerial and maritime assets.

Corrective actions to implement in FY 2020 (if applicable): Although the availability of law enforcement I&A assets is beyond the purview of DoD, USSOUTHCOM has taken steps to extend the range and time-on-station of aerial D&M assets by deploying purpose modified De Havilland DASH-8 'PALE ALE' Maritime Patrol Aircraft (MPA) in recent years. In the Second Quarter of FY 2020, the U.S. Air Force plans to take delivery of a fourth PALE ALE aircraft that will increase the operational capacity of this effective platform by 33.3%. In the maritime domain, USSOUTHCOM has high expectations its Multi-Mission Support Vessel (MMSV) will support additional enabling capabilities to extend time-on-station, to include sea-based unmanned aerial systems operation.

Data Source: JIATF-S data is derived from both the JIATF-S HELIOS database and the Defense Intelligence Agency (DIA) hosted CCDB.

Procedures to Ensure Data Quality: Beginning in FY 2010, JIATF-S developed drug interdiction continuum indicators to assess its caseload, operational efficacy, and utilization of detection and monitoring (D&M) resources. In FY 2015, it refined and realigned its metrics to reflect updated CCDB event criteria.

All event-based CCDB data entered by JIATF-S and its U.S. interagency and international partners is reviewed and validated quarterly via a joint interagency vetting process. This data is the best available authoritative source for estimating known illicit drug flow (or Primary Movement) in the Western Hemisphere. Validated CCDB event data is deemed to be "high confidence" (accurate, complete, and unbiased in presentation and substance as possible).

Target Methodology: The 80% FY 2019 target was set as an incremental increase towards a goal of 100% (the target is reviewed on an annual basis). As mentioned previously, many variables affect the hand-off percentage, but each year U.S. and PNs strive to become more efficient and effective by increasing capabilities, capacities, and competencies with respect to operational assets, command and control, information sharing, and technology advancements.

DASD (CN>)'s Performance Summary Report (cont'd)

~ DRUG DEMAND REDUCTION ~

Measure: DoD military personnel positive test rate for drug use.

Measure	Fiscal Year							
	2014	2015	2016	2017	2018	2019 T	2019	2020 T
	0.90%	0.84%	0.85%	0.88 %	0.84 %	< 2.0%	0.86 %	< 2.0%
FY19 Unique military members testing positive ¹							15,231	
FY19 Unique military members tested ¹							1,778,228	

Source: Defense Manpower Data Center FY 2019 Drug Testing Metrics; U.S. Army Medical Information Technology Center. ¹FY 2019 based on estimated 4th quarter testing. FY 2014-2018 rates are based on finalized annual data.

Measure: DoD civilian personnel positive test rate for drug use.

Measure	Fiscal Year							
	2014	2015	2016	2017	2018	2019 T	2019	2020 T
	0.36%	0.34%	0.30%	0.33%	0.41%	< 1.0%	0.45%	< 1.0%
FY19 Unique civilian members testing positive ²							557	
FY19 Unique civilian members tested ²							124,681	

Source: Pembroke Occupational Health, Inc. ²All results based on finalized annual data.

Purpose: This measure provides a direct and effective indication of unauthorized drug use by U.S. Armed Service members and DoD civilian employees.

As drug use is incompatible with DoD military and public service, the Department of Defense (DoD) Drug Demand Reduction Program (DDRP) was mandated in 1981 and was given the mission to deter DoD personnel from abusing illicit drugs or misusing prescription drugs. Program components include compulsory random drug testing with punitive consequences and anti-drug education and outreach programs.

Agency Management Use: DDR management uses this measure to monitor performance against established positive testing rate targets that support maintenance of the health and well-being of DoD civilian and military work forces. It also supports budget formulation and resource allocation decision-making.

2019 National Drug Control Strategy (NDCS) Alignment: The activities represented by these performance measures align with the NDCS 'Prevention' line of effort.

FY 2019 Result: DoD is on track to keep the illicit drug positive rate below 2% for military personnel and below 1% for civilian personnel, despite the Department expanding the drug testing panel to include commonly-abused prescription drugs and synthetic marijuana (a.k.a. Spice).

Explanation for not meeting performance target (if applicable): N/A

Corrective actions to implement in FY 2020 (if applicable): N/A

DASD (CN>)'s Performance Summary Report (cont'd)

Data sources:

DMDC: The Defense Manpower Data Center (DMDC) Person Data Repository includes data from the Active Component Personnel Master File, the Reserve Components Personnel Data System, and the Military Drug Test File. The Active Component Personnel Master File provides an inventory of all individuals assigned to an Active Component (excluding Active Duty Reservists for training) at any given point in time for the Army, Navy, Marine Corps, and Air Force. It provides a standardized and centralized database of all personnel, past and present, of the AC. File sources are from various personnel centers; their requirement to submit data to DMDC is covered under DoDI 1336.05, "Automated Extract of Active Duty Military Personnel Records."

USAMITC: The Laboratory Information Management System is a central data repository located in San Antonio, TX, at the U.S. Army Medical Information and Technology Center. Examples of data fields in the system include donor identification, collection specimen number, collection unit, collection date, laboratory screening test results, laboratory confirmation test results, and final test results. Specimens are included in this statistical report based on the date that drug-testing laboratory results were reported, not the date of collection.

Pembrooke: A commercial, vendor-owned database called eScreen Drug Testing System is used to collect and consolidate drug-testing data for DoD civilians subject to workplace drug testing. Summary data is provided to DDR for compliance monitoring.

Procedures to ensure data quality: The DoD DDRP policy for military service members is promulgated in DoD Instruction 1010.01 with detailed guidance concerning drug testing procedures contained in DoD Instruction 1010.16. The DoD DDRP policy for civilian personnel is contained in DoD Instruction 1010.09.

All drug testing data entered into the DMDC database is reviewed and verified by each Service and Component quarterly. Department of Defense Instruction (DoDI) 1010.16 requires all Services to develop and manage a medical review process (MRP) to review all drug positive results. In addition, DoDI 1010.16 requires the military drug testing laboratories to have robust internal and external quality assurance programs to ensure the quality and accuracy of all analytical results. DoDI 1010.09 requires all DoD Components to use the U.S. Army Fort Meade Forensic Toxicology Drug Testing Drug Testing Laboratory (FTDTL) for DoD civilian personnel.

Target methodology: DoD policy requires 100% random urine drug testing for every Service member annually. Given the success of DoD's civilian drug testing program, the random testing rate for civilians in testing-designated positions will be 50% of the workforce per year. The effectiveness of this program is measured by monitoring the prevalence of drug use from drug testing statistics published annually with a 2% or less urine drug positive rate for military personnel, and a 1% urine drug positive rate for DoD civilians in Testing Designated Positions.

DASD (CN>)'s Performance Summary Report (cont'd)

These goals were established in response to Office of the Undersecretary of Defense OUSD (P&R) Memorandum, "Well-Being of the Force Indicators," dated 3 March 2008. Goals were set at values substantially lower than what was reported in DoD Surveys of Health Related Behavior Among Military Personnel. Annual statistical reports track testing and positive rates by Military component. These reports are sent to the National Guard Bureau, Military Departments, and Director, Joint Staff for awareness and to address any focus areas.

DASD (CN>)'s Performance Summary Report (cont'd)

BUDGET DECISION UNIT – 2 – OVERSEAS CONTINGENCY OPERATIONS

~Indian Ocean~

Measure: Indian Ocean Heroin Removal

Measure	Fiscal Year						
	2015	2016	2017	2018	2019 T	2019	2020T
Fiscal Year Consolidated Counter Drug Database (CCDB) Regional Narcotics Interagency Fusion Cell (RNIFC) case number data reported by Defense Intelligence Agency	2,455 kg	2,172 kg	1,542 kg	3,510 kg	4,800 kg	3,059 kg	4,800 kg

Purpose: This is an outcome indicator supporting multiagency/multinational intelligence and information-sharing operations led by the Regional Narcotics Interagency Fusion Cell (RNIFC). RNIFC coordinates and informs regional law enforcement partners and coalition maritime interdiction assets in the intercept of illicit drugs transiting the Indian Ocean Region. Co-located with U.S. Naval Forces Central Command in Bahrain, RNIFC analyzes, fuses, develops and disseminates military intelligence and law enforcement information to assist in the targeting of narcotics trafficking, transnational criminal organization networks, and other transnational threats emanating from the illicit drug trade in Afghanistan.

Agency Management Use: USCENTCOM and CN> management use this measure to assess the efficiency and effectiveness of RNIFC operations and program activities. It supports budget formulation and resource allocation decisions, as well as facilitates discussion among management to ensure RNIFC's focus and performance are commensurate with DoD's investment.

2019 National Drug Control Strategy (NDCS) Alignment: The activity this performance measure represents aligns with the 'Reducing the Availability of Illicit Drugs in the United States' NDCS line of effort.

FY 2019 Result: In FY 2019, RNIFC provided information to regional law enforcement partners and Combined Task Force-150 (CTF-150) that resulted in 36 narcotics seizures. Approximately 3,045 kilograms (kg) of heroin were confiscated, exploited for intelligence, and destroyed. In addition to heroin, CTF-150 ships also confiscated and destroyed approximately 66,253 kg of hashish, and 64.4 kg of methamphetamines. According to Drug Enforcement Administration (DEA) estimates, approximately \$67.4M in revenue was denied DTOs and their associated insurgent and extremist partners as a result of the combined heroin, hashish, and meth seizures. Heroin accounts for roughly \$32M of the total; hashish \$33.7M; and methamphetamine \$1.7M.

DASD (CN>)'s Performance Summary Report (cont'd)

Explanation for not meeting performance target (if applicable): As a result of regional concerns stemming from the hijacking of oil tankers by the Islamic Republic of Iran in July and August of 2019, ships assigned to CTF-150 were re-tasked to locations in the Arabian Sea (northern Indian Ocean) and away from the traditional heroin smuggling routes off the East Coast of Africa which historically produces the majority of the heroin interdictions. However, CTF-150's presence off the Makran Coast and in the northern Indian Ocean, near the coasts of Oman and Yemen, resulted in a record year for hashish seizures via dhow interdictions.

Corrective actions to implement in FY 2020 (if applicable): RNIFC will maintain the 4,800-kilogram seizure goal for FY20. While tension with Iran may continue, we expect CTF-150 to return to normal operations and increase activities along the East African coast. In addition, RNIFC analytical capabilities have improved. For example, in FY19 every RNIFC nominated Contact of Interest (COI) that was boarded by CTF-150 forces resulted in a narcotics seizure. By comparison, less than half the boardings (48 percent) conducted by CTF-150 on vessels of opportunity (not nominated by RNIFC) resulted in narcotics seizures. The ability of the RNIFC to provide accurate cueing information will permit CTF-150 to concentrate on those dhows that have the greatest probability and likelihood of producing a narcotics interdiction. Another factor supporting FY20 optimism is the assumption of CTF-150 command by the French Navy. The French are willing, aggressive, and successful partners in countering drug smuggling in the region.

Data Source: RNIFC data is derived from the Consolidated Counterdrug Database (CCDB). The CCDB is hosted and maintained by the Defense Intelligence Agency (DIA).

Procedures to ensure data quality: As with JIATF-S, each CTF-150 CCDB interdiction event is reviewed and validated through a quarterly interagency vetting process. CCDB event-based estimates are the best available authoritative source for estimating known illicit-drug flow (or Primary Movement) through the Indian Ocean. Validated CCDB event data is deemed "high confidence" (accurate, complete and unbiased in presentation and substance as possible).

FY 2020 target methodology: The RNIFC target of 4,800 kg for heroin interdictions, set in FY19, will remain unchanged for FY 2020. The single most important factor for FY20 is that ships assigned to CTF-150 will be back in the traditional heroin smuggling routes off the East Coast of Africa. In FY 2018, just 12 seizures yielded 3,510 kilograms of heroin when CTF-150 patrolled the traditional smuggling routes. In FY 2019, when CTF-150 did not patrol these routes, it took 36 seizures to yield 3,045 kilograms of heroin.

With the exception that France will lead the Combined Maritime Force (CMF), conditions present in FY 2018 are expected to repeat in FY 2020. The French are expected to be as equally aggressive as the Canadian-led CMF, and barring any further asset diversions due to Iranian aggression, the FY 2020 goal should be achievable with 16 seizures.

DASD (CN>)'s Performance Summary Report (cont'd)

FY20 Expected Heroin Seizures

FY18		FY20	
<u>12</u>	=	<u>X</u>	
3510		4800	

X = 16.4 seizures to yield 4,800 kg of heroin.

With similar conditions existing in 2018 and 2020, it is reasonable to expect that 16 seizures could yield approximately 4800 kg of heroin.

RNIFC's improved collaboration with DEA Kabul should aid analysts in identifying drug trafficking networks and vulnerabilities at their source. Better understanding of these networks should result in greater opportunities for regional interdictions and increase the confidence in RNIFC-nominated COI for CTF-150 and regional law enforcement.

DASD (CN>)'s Performance Summary Report (cont'd)

~ AFGHANISTAN ~

Measure: U.S. Dollar (USD) value of drugs and precursors seized during Special Mission Wing (SMW) airlift support missions (drug revenue denied to Taliban and other VEOs).

Measure	Fiscal Year					
	2015	2016	2017	2018	2019 ¹	2020T
Drug Enforcement Administration (DEA) estimate of USD value of narcotics and precursors seized by Afghan Special Security Force (ASSF) and National Defense Directorate (NDD) ground troops when airlifted by SMW on tactical missions.	\$27.4M	\$111.1M	\$179.6M	\$33.0M	\$79.2M	\$86.0M

¹ This is a new performance measure which was developed during FY 2019, therefore no Target was set for FY 2019. This measure replaced the FY 2018 performance measure Number of Afghanistan Special Mission Wing (SMW) Counterdrug Missions Flown. Performance measure was changed because the FY2018 measure was not outcome-oriented as required by ONDCP Circular: Accounting of Drug Control Funding and Performance Summary, May 8, 2018, para 7.a.(1).

Purpose: This measure supports trend analysis and serves as a measure of SMW effectiveness. When assembled with other SMW performance measures, this measure provides leadership with useful data for making operational and resourcing decisions.

Agency Management Use: SMW performs several types of flight missions such as CD, counterterrorism, training, administrative, and maintenance. This measure is used by management to assess the level of CD operations and performance relevant to other SMW missions and activities. It is also used by management when considering annual program and budget requests.

2019 National Drug Control Strategy (NDCS) Alignment: This performance measure aligns with the 'Reducing the Availability of Illicit Drugs in the United States' NDCS line of effort.

Alignment with May 2019 DoD Framework to Counter Drug Trafficking and Other Illicit Threat Networks: The activity aligns with Framework priorities 1 and 3:

"1. Support efforts to sever VEOs and TCOs sources of strength, including funding and supply chains, with a focus on ISIS, al-Qaeda, and Iran-affiliated organizations."

"3. Disrupt and degrade the flow of Afghan heroin supporting terrorists and criminal groups, focused on the Taliban/Haqqani network, and the downstream illicit drug trade through East Africa by supporting partner nation law enforcement agencies' ability to conduct land and maritime counterdrug and counter transnational organized crime operations."

FY 2019 Result: SMW-provided airlift enabled the seizure or destruction of 278,081 kilograms of narcotics, and 3,144 liters of precursor chemicals. According to DEA estimates, this equated to \$79.2M in denied revenue to DTOs and VEOs. Additionally,

DASD (CN>)'s Performance Summary Report (cont'd)

39 persons were captured and another 24 killed.

Data sources: DEA confidential sources reporting of local narcotic prices; Special Operations Joint Task Force-Afghanistan/NATO Special Operations Component Command-Afghanistan (SOJTF-A/NSOCCC-A) Battle Damage Assessment reports; Reporting by U.S. Advisors to the SMW.

Procedures to ensure data quality: The DEA Kabul Country Office (KCO), using information derived from multiple sources of intelligence information (e.g., phone intercepts, interrogations, confidential source reporting), develops representative current illicit-market conditions to estimate the dollar value of seized or destroyed material. This information is then used to estimate the amount of revenue denied to the Taliban from SMW-enabled operations. DEA formalizes the estimate of denied revenue and includes this information as a Significant Enforcement Activity Report (SEAR). This information is shared across government agencies. Subsequently, this information is captured by the SOJTF-A/NSOCCC-A and included in mission summary reports. SOJTF-A/NSOCCC-A also maintains an online data archive that can be shared with designated units to allow personnel to review, sort, and quality-check SMW mission information, as well as characterize missions by type (CD, CT, CD/CT or other).

FY 2020 Target Methodology: In FY 2020, DOD will provide additional analytical capabilities to support DEA targeting activities. These analysts should enable DEA to develop more targets for their vetted units to engage. Also, the DEA-vetted National Interdiction Unit (NIU) will increase in numbers from approximately 500 officers to 750 officers. With this additional police interdiction capacity, combined with increased analytical support, SMW intends to fly 52 CD missions in FY 2020 (up from 39 missions in FY19). Extrapolating the FY 2015-2019 five-year moving average of historical results, the target for revenue denied to the Taliban in FY 2020 is expected to increase to approximately \$86.0M.

Supporting this target increase is the opportunity for successful peace negotiations in Afghanistan. A favorable political outcome could make CD operations a higher priority for the Afghan Government as combat and counter-terror operations decrease. If so, the SMW would be a primary enabler for intelligence-driven police actions against illicit drug traffickers and facilitators.

DASD (CN>)'s Performance Summary Report (cont'd)

BUDGET DECISION UNIT – 3 – COUNTERDRUG OPERATIONS TEMPO (OPTEMPO)

~ U.S. ARMED SERVICES GLOBAL COUNTERDRUG OPTEMPO SUPPORT ~

Measure: Aircraft and ship OPTEMPO hours executed by the U.S. Armed Forces in support of global CD operations.

Measure	Fiscal Year						
	2015	2016	2017	2018	2019 T	2019	2020T
Total OPTEMPO Hours	29,405	34,487	31,150	24,913	33,400	22,824	28,556
Military Aircraft Flying Hours	23,645	26,783	23,038	21,253	25,000	16,224	22,189
Military Ship Steaming Hours (U.S. Navy)	5,760	7,704	8,112	3,660	8,400	6,600	6,367
Total OPTEMPO Expenditures (\$M) ¹	\$89.9	\$101.1	\$93.6	\$93.7	N/A ²	\$67.9	\$89.2

Source: Resource Managers for the Army, Navy, Air Force, and National Guard uploaded data from respective Military Service systems of record to the DASD (CN>) Resources Website. ¹OPTEMPO hours multiplied by aircraft/ship cost-per-hour. ²No expenditure target was set for FY 2019 as expenditures are a resultant (lag indicator) of OPTEMPO hours executed (lead indicator). Nonetheless, for FY 2020 and future years, a target value will be set as a helpful point of reference.

Purpose: This measure supports the analysis of operational trends by tracking multiyear U.S. Armed Forces CD OPTEMPO hours in support of U.S. and partner nation law enforcement CD operations.

Beginning in FY 2018, DASD (CN>) began coordinating with the Military Services to report data for aircraft flight and ship steaming hours in support of global CD operations to assist the Office of National Drug Control Policy (ONDCP) in obtaining a more complete accounting of total DoD support provided in support of National Drug Control Strategy goals.

Agency Management Use: CN> serves as the Department's single point-of-contact responsible for consolidating and reporting global U.S. Armed Services CD OPTEMPO execution to DoD leadership and ONDCP. This measure is used by management to analyze trends in Military Service operational support provided to DoD's aerial and maritime drug detection and monitoring (D&M) mission. This measure may also be used to assess the efficacy of investing in alternative aerial and maritime platforms and to support the establishment of cooperative arrangements between U.S. Armed Forces and partner nations for the conduct of CD operations.

2019 National Drug Control Strategy (NDCS) Alignment: This performance measure aligns with the 'Reducing the Availability of Illicit Drugs in the United States' NDCS line of effort.

FY 2019 Result: From FY 2018 to FY 2019, ship steaming hours increased by 80 percent, and flight hours decreased by 24 percent, resulting in a net decrease of 2,089 total U.S. Armed Services CD OPTEMPO hours.

DASD (CN>)'s Performance Summary Report (cont'd)

OPTEMPO Hours Detail by DoD Component	Flying/Steaming Hours by Fiscal Year		
	2018	2019	Δ 2018-19
Air National Guard Flight Hours	2,910	1,856	(1,054)
Army National Guard Flight Hours	12,730	11,065	(1,665)
Air Force Flight Hours	1,393	647	(746)
Air Force Reserve Flight Hours	1,013	825	(188)
Army Flight Hours	2,164	360	(1,804)
Navy Flight Hours	1,043	1,471	+ 428
Navy Steaming Hours	3,660	6,600	+ 2,940
TOTAL Hours	24,913	22,824	(2,089)

OPTEMPO Cost Detail by DoD Component	\$ in Millions by Fiscal Year		
	2018	2019	Δ 2018-19
Air National Guard Flying Hour Costs	5.631	3.473	(2.158)
Army National Guard Flying Hour Costs	35.661	32.296	(3.365)
Air Force Flying Hour Costs	28.786	8.240	(20.546)
Air Force Reserve Flying Hour Costs	11.021	7.500	(3.521)
Army Flying Hour Costs	2.083	1.306	(0.777)
Navy Flying Hour Costs	9.801	13.705	+ 3.904
Navy Steaming Hour Costs	0.749	1.368	+ 0.544
TOTAL Costs	93.732	67.888	(25.844)

Source: DoD OPTEMPO Data Source Systems of Record (see Data Sources).

Explanation for not meeting performance target (if applicable): Combatant Commanders must balance support to CD operations with other critical national defense priorities. Unlike other DoD CD activities that are financed via the *Drug Interdiction and Counterdrug Activities, Defense* appropriation, OPTEMPO support is funded and managed by the individual Military Services, and subject to DoD Global Force Management Allocation Plan (GFMAP) asset allocation decisions. Similarly, National Guard aviation assets are subject to Adjutants Generals' state priorities as well as Federal mobilization requirements.

Corrective actions to implement in FY 2020 (if applicable): U.S. Armed Services OPTEMPO support of CD operations is dependent upon national security priorities and limited aerial and maritime assets. To maximize the effectiveness of limited resources, a more detailed analysis of the amount, type, and location of provided OPTEMPO support could assist JIATF-S and other customers in determining what assets, or combination of assets have been the most effective historically at various locations. Results of such an analysis could prove be useful to management and operational leaders in making asset allocation and investment decisions related to DoD D&M and other CD operations.

DASD (CN>)'s Performance Summary Report (cont'd)

Data sources:

OPTEMPO Data Source Systems of Record

Military Service	Funding Data	Flight/Steaming Hours Data
U.S. National Guard	Full-Time Support Management Control System (FTSMCS)	Full-Time Support Management Control System (FTSMCS)
US Air Force	Defense Enterprise Accounting and Management System (DEAMS)	Commander's Resource Integration System (CRIS)
U.S. Army	General Funds Enterprise Business Systems (GFEBS)	Centralized Aviation Flight Records System (CAFRS)
U.S. Navy	Budget Operating Target (OPTAR) Reports (BOR)	Aviation Storekeeper Information Tracking (ASKIT) Global Force Mapping Allocation Plan (GFMAP)

Procedures to ensure data quality: This performance measure entails at least eight different systems of record from four Military Service Components. There is an assumption that DoD Components have established acceptable data assurance standards for agency systems of record. However, CN> cannot independently verify the application of such standards for FY 2019. In FY 2020, CN> plans to have each applicable Service Component provide a map of the end-to-end data entry process from equipment operator (aircraft or ship) log book to the CN> resources intranet database. By more clearly documenting Component processes, procedures, checklists, and points of contact, CN> will be able to cite procedures used to ensure data quality.

FY 2020 Target Methodology: CD OPTEMPO hour targets are calculated using a five-year moving average of historical results.

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