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[REDACTED]

From: Newell, William D.
Sent: Tuesday, October 27, 2009 9:00 AM
To: Gillett, George T. Jr.; Cook, Nancy F.; Needles, James R.
Subject: FW: Southwest Border Strategy Group Meeting
Attachments: cartel.strategy2.wpd

Importance: High

Please read and we will discuss. I have a conference call with HQ on this.

Bill Newell
Bureau of ATF
Special Agent in Charge
Phoenix Field Division
Office - (602) [REDACTED]

From: Rowley, Raymond G.
Sent: Tuesday, October 27, 2009 8:22 AM
To: Torres, John A.; Webb, J. Dewey; Newell, William D.; Golson Sr., Michael A.; Champion, Robert R.
Subject: FW: Southwest Border Strategy Group Meeting
Importance: High

FYI. Not sure anyone forwarded this document to you. It is the Department's new strategy for combating Mexican drug cartels. A component of the strategy is the reduction of the flow of firearms from the U.S. to Mexico. You may want to take a look prior to our conference call. It is my belief that our enforcement strategies should be aligned with this DOJ strategy.

Thanks,

Ray

From: Kaplan, P. Sam
Sent: Monday, October 26, 2009 1:50 PM
To: Chait, Mark R.; McMahon, William G.; Kumor, Daniel J.; Stucko, Audrey M.; McDermond, James E.; O'Keefe, Kevin C.; Rowley, Raymond G.; Ford, Larry W.; Goddard, Valerie J.
Cc: Michalic, Vivian B.; Hoover, William J.
Subject: FW: Southwest Border Strategy Group Meeting

As discussed at staff. Please find attached the proposed DOJ Cartel Strategy, which will be run by the DAG's Southwest Border Strategy Group. Please let me know if you have any comments or questions.

From: Brinkley, Winnie [mailto:[REDACTED]@usdoj.gov] **On Behalf Of** Ogden, David W. (ODAG)
Sent: Friday, October 23, 2009 6:03 PM
To: Ruemmler, Kathryn (ODAG); Delery, Stuart F. (ODAG); Siskel, Edward N. (ODAG); Osuna, Juan (CIV); Torrez, Raul; Breuer, Lanny A. (CRM); Raman, Mythili (CRM); Melson, Kenneth E.; Kaplan, P. Sam; Hoover, William J.; Leonhart, Michele M. (DEA-US); Mueller, Robert S. III (FBI); Harrington, T. J. (FBI); Perkins, Kevin L. (FBI); Carlin, John (FBI); Clark, John (USMS) DIR; Fahey, Sean (USMS); Lappin, Harley G. (BOP); Dalius, William (BOP); Dodrill, D. Scott (BOP); Jarrett, Marshall (USAEO); Derden, Terry (USAEO); Nash, Stuart (ODAG); Burke, Dennis (USAAZ); Hewitt, Karen (USACAS); Fouratt, Greg (USANM); Johnson, Tim (USATXS) 7; Murphy, John E. (USATXW); Jones, Todd (USMS)

Cc: Blanco, Kenneth (CRM); Weinstein, Jason (CRM); Swartz, Bruce (CRM)

Subject: RE: Southwest Border Strategy Group Meeting

On behalf of DAG Ogden,

Earlier today you received notice from Ed Siskel of the inaugural meeting of the Southwest Border Strategy Group next Monday. One of the items that will be on the agenda for that meeting is discussion, and, if possible, adoption, of the Department's Strategy for Combating the Mexican Cartels. I am attaching hereto a draft copy of the strategy. It reflects a great deal of discussion with, and contributions from, many of your components over the past several months. The DAG asks that you come prepared with any specific suggestions or recommendations you may have related to this document.

And here is the document to attach:

<<cartel.strategy2.wpd>>

Winnie Brinkley

From: Brinkley, Winnie **On Behalf Of** Ogden, David W. (ODAG)

Sent: Thursday, October 22, 2009 6:32 PM

To: Ruemmler, Kathryn (ODAG); Delery, Stuart F. (ODAG); Siskel, Edward N. (ODAG); Osuna, Juan (CIV); Torrez, Raul; Breuer, Lanny A. (CRM); Raman, Mythili (CRM); Melson, Kenneth E. (ATF); Kaplan, P. Sam (ATF); Hoover, William J. (ATF); Leonhart, Michele M. (DEA-US); Mueller, Robert S. III (FBI); Harrington, T. J. (FBI); Perkins, Kevin L. (FBI); Carlin, John (FBI); Clark, John (USMS) DIR; Fahey, Sean (USMS); Lappin, Harley G. (BOP); Dalius, William (BOP); Dodrill, D. Scott (BOP); Jarrett, Marshall (USAE0); Derden, Terry (USAE0); Nash, Stuart (ODAG); Burke, Dennis (USAAZ); Hewitt, Karen (USACAS); Fouratt, Greg (USANM); Johnson, Tim (USATXS) 7; Murphy, John E. (USATXW); Jones, Todd (USMS)

Cc: Blanco, Kenneth (CRM); Weinstein, Jason (CRM); Swartz, Bruce (CRM)

Subject: Southwest Border Strategy Group Meeting

When: Monday, October 26, 2009 11:30 AM-12:30 PM (GMT-05:00) Eastern Time (US & Canada).

Where: Main RFK Bldg., Room 4111

Call in telephone #: (202) [REDACTED] and Pass Code #: 8900

Briefing materials in binder -- Tab #3.

Attendees: Kathryn Ruemmler, Stuart Delery, Ed Siskel, Juan Osuna, Raul Torrez, AAG Lanny Breuer/CRM, Mythili Raman/CRM

- Ken Melson, Director, ATF, Sam Kaplan, William Hoover
- Michelle Leonhart, Administrator, DEA
- Robert Mueller, Director, FBI, T.J. Harrington, Kevin Perkins, John Carlin
- John Clark, Director, USMS, Sean Fahey
- Harley Lappin, Director, BOP, William Dalius, Scott Dodrill attending on behalf of Mr. Lappin
- Marshall Jarrett, Director, EOUSA, Terry Derden
- Stuart Nash, Director, OCDETF
- Dennis Burke, U.S. Attorney, District of Arizona by telephone
- Karen Hewitt, U.S. Attorney, Southern District of California
- Greg Fouratt, U.S. Attorney, District of New Mexico
- Tim Johnson, U.S. Attorney, Southern District of Texas by telephone
- John Murphy, U.S. Attorney, Western District of Texas
- Todd Jones, Chair, Attorney General's Advisory Committee ("AGAC")

DEPARTMENT OF JUSTICE STRATEGY FOR COMBATING THE MEXICAN
CARTELS

It is a priority of the Department of Justice to stem the growing violence and associated criminal activity perpetrated by the Mexican drug cartels, along the Southwest Border and throughout the nation. In order to maximize the efficacy of its limited resources, which are spread through numerous components of the Department, it is necessary that the Department deploy those resources pursuant to a single, coherent strategic plan.

An essential aspect of the DOJ plan must be ensuring a productive partnership with the government of Mexico, as well as with our state and local law enforcement counterparts. Equally important, we must avoid wasteful overlap and duplication with the activities of our other federal partners, particularly the law enforcement agencies at the Department of Homeland Security.

The following document sets forth the policy considerations that will guide the Department in this process.

The Strategy

The Department will implement its Strategy for Combating the Mexican Cartels under the supervision of the newly-created Southwest Border Strategy Group.

Operationally, the strategy will be executed through the proven mechanism of prosecutor-led, multi-agency task forces, using the Organized Crime Drug Enforcement Task Forces (OCDETF) Program as the primary coordinating platform. The Strategy's key objectives are to:

- Increase the safety and security of U.S. citizens throughout the United States by enforcing violations of federal law along the Southwest Border.
- Reduce the flow of narcotics and other contraband entering the United States.
- Reduce the flow of illegal weapons, ammunition, explosives, and currency exiting the United States and entering Mexico.
- Strengthen Mexico's operational capacities and enhance its law enforcement institutions.
- Increase bilateral cooperation between Mexico and the United States on fugitive capture and extradition activities.

- Increase intelligence and information sharing to achieve focused targeting of the most significant criminal organizations.
- Improve case building through interagency coordination, leveraging the expertise and authority of each investigative and prosecutorial agency.
- Maximize the effectiveness of prosecution by locating, arresting, extraditing, and trying all levels, including most importantly the leadership, of these criminal organizations, and disrupting and dismantling the organizations' domestic transportation and distribution cells.

Division of Responsibilities with DHS

Addressing the Southwest Border threat has two basic elements: policing the actual border to interdict and deter the illegal crossing of undocumented persons or contraband goods, and confronting the large criminal organizations operating simultaneously on both sides of the border.

Given its statutory mission and the resources it can bring to bear at the border, DHS clearly bears primary responsibility for the policing function. DOJ fully supports DHS in that endeavor by sharing relevant intelligence and by prosecuting the most egregious offenders DHS arrests in the course of its policing function. The Department of Justice prosecutes tens of thousands of these reactive law enforcement cases in federal court every year.

However, the root cause of the explosion of violence along the Southwest Border is the conflicts within and among a limited number of sophisticated, transnational criminal organizations. These hierarchical, Mexico-based cartels are responsible for smuggling into the United States most of our nation's illegal drug supply. While the cartels' primary business is drug trafficking, they also sponsor a panoply of other crimes that support their illegal operations. These other crimes include extortion, torture, murder, corruption of public officials, sheltering of wanted fugitives, kidnapping and human smuggling, laundering of illicit criminal proceeds through the existing financial system and through bulk cash smuggling, and the illegal acquisition, trafficking, and use of firearms and explosives.

It is in taking down these organized, multi-faceted criminal enterprises that DOJ plays the primary role and brings to bear its special expertise. DOJ's success in this endeavor assists, in turn, DHS in the performance of its policing and enforcement function, by disrupting the operations of the cartels, thereby decreasing the pressure on the border. For its part, DHS, and in particular ICE, provides invaluable assistance to the attack on these criminal organizations, by bringing to bear its unique expertise on cross-border transit of contraband.

Border policing and interdiction, and the resulting prosecutions, are key elements of the U.S. government's overall border security strategy. However, the investigation, apprehension, extradition, and prosecution of key cartel leaders and their associates, and the deprivation through forfeiture of their ill-gotten gains, is the most effective means by which we can move past merely addressing the symptoms of our problems along the Southwest Border and attack, instead, the underlying causes.

Deployment of Resources

The Department's view – based on its decades of experience in investigating, prosecuting, and dismantling organized criminal groups, such as the Mafia, international terrorist groups, and domestic and transnational gangs – is that the best way to fight large scale criminal organizations is through intelligence-based, prosecutor-led, multi-agency task forces that blend the strengths, resources, and expertise of the complete spectrum of federal, state, local, and international investigative and prosecutorial agencies. Through their participation in such task forces, the Department's prosecutors, together with its component law enforcement agencies – DEA, ATF, FBI, and USMS – give the Department the capacity to carry out the full range of activities necessary to succeed against these organizations.

The Department has embraced a model to achieve these comprehensive goals that is proactive, in which we develop priority targets through the extensive use of intelligence. This intelligence is obtained from law enforcement sources, as well as through the careful and disciplined use of classified information from intelligence community agencies to provide unclassified leads. Sharing information, we build cases, coordinating long-term, extensive investigations to identify all the tentacles of a particular organization. Through sustained coordination of these operations, we are able to execute a coordinated enforcement action, arresting as many high-level members of the organization as possible, disrupting and dismantling the domestic transportation and distribution cells of the organization, and seizing as many of the organization's assets as possible, whether those assets be in the form of bank accounts, real property, cash, drugs, or weapons. Finally, we prosecute the leaders of the cartels and their principal facilitators, locating, arresting, and extraditing them from abroad as necessary. In this effort, we coordinate closely with our Mexican counterparts to achieve the goal: destruction or weakening of the drug cartels to the point that they no longer pose a viable threat to U.S. interests and can be dealt with by Mexican law enforcement in conjunction with a strengthened judicial system and an improved legal framework for fighting organized crime.

The principal platform for the support and oversight of these prosecutor-led, multi-agency task forces is the OCDETF Program. In most places, along the border and throughout the country, OCDETF provides an effective mechanism for law

enforcement agencies from within DOJ, from elsewhere in the federal government (including DHS and Treasury), and state and local law enforcement, to combine with federal prosecutors to form a “virtual task force” for the purpose of investigating and prosecuting a particular high-value drug trafficking organization. In certain key locales, OCDETF has established actual, brick-and-mortar Co-Located Strike Forces, for the pursuit of the highest level traffickers of drugs, guns, and money. For instance, the San Diego Major Mexican Traffickers Task Force has been responsible for coordinating the U.S. government's successful efforts against the Arellano-Felix Organization. The Houston OCDETF Strike Force has directed our most damaging blows against the Gulf Cartel. And in the first several months of its existence, the Arizona OCDETF Strike Force has been responsible for the indictment of a leader and other members of a major Mexican cartel and the seizure of over \$43 million in cartel assets.

The Department will use the OCDETF Strike Force concept to target all the organized crime activities of the drug cartels – not just those crimes directly related to the drug trade. By further leveraging and coordinating the investigative expertise and jurisdiction of law enforcement agencies outside the drug enforcement area, the Department will task the Strike Forces to disrupt and dismantle every area of the cartels’ infrastructure and undermine their ability to operate successfully in any illegal activity.

On a local level, each Strike Force co-locates law enforcement resources that are supplemented by one or more on-site Assistant United States Attorneys. Retaining the current Strike Force structure, specifically the co-location and intensive and early prosecutorial involvement, ensures that the Department capitalizes upon the proven synergy of these Strike Forces to maximize the effectiveness of long-term investigations of these organizations.

In those locations where they currently exist, DOJ will make the OCDETF Co-Located Strike Forces the focal point for interagency efforts against the Mexican criminal organizations.¹ Elsewhere along the border, and throughout the nation, DOJ will seek to replicate, to the extent possible, the OCDETF Strike Force model, in particular the characteristics of interagency cooperation, information sharing, and strategic, intelligence-based targeting that have been embodied in these Strike Forces. Depending on local conditions, existing institutions, such as HIDTA task forces, Southwest Border Initiative Groups, VICIT teams, or Safe Streets Task forces may serve as the appropriate focal point for this interagency cooperation in locations that do not have OCDETF Strike Forces.

The OCDETF Strike Force is a proven law enforcement strategy with a proven history of success in combating the major drug trafficking organizations. The synergy

¹ OCDETF Co-Located Strike Forces are currently located in San Diego, Phoenix, El Paso, Houston (with satellites in Laredo and McAllen), Tampa, San Juan, Atlanta, New York, and Boston.

created by co-locating the diverse expertise of federal, state, and local law enforcement agencies with prosecutors from the U.S. Attorney's Office, has had demonstrable success against major criminal organizations operating throughout the country.

Supplementing the regional operations of the Strike Forces with a comprehensive national policy and coordination body run out of the Office of the Deputy Attorney General, will give the Department a unified and comprehensive vehicle through which the United States government can disrupt the influence of the cartels. This unified and coordinated approach to law enforcement is not only the best way to use the formidable resources of the United States government, but also the most effective way to decrease the influence of these violent criminal enterprises while enhancing the public safety.

While the prosecutor-led, intelligence-driven, multi-agency task force model is a key component of the Department's Southwest Border Strategy, it will not be the only component. We must also recognize and support the important daily work performed by our investigators and prosecutors in stopping and seizing the flow of massive amounts of narcotics, firearms, and bulk cash from flowing across the border in both directions. These more reactive narcotics cases are important to the overall cartel strategy, because in the process we are seizing millions of pounds of drugs, thousands of firearms, and millions of dollars in bulk cash as they enter and exit the country. In addition, these commodity-focused cases yield significant intelligence that is then fed into the Special Operations Division (SOD), the OCDETF Fusion Center (OFC), and the El Paso Intelligence Center (EPIC) for use in supporting more proactive, intelligence-driven investigations that are designed to attack all of the cartels' diverse lines of illegal business. Therefore, the Department's Strategy for Combating the Mexican Cartels must include an assessment of the resource needs of all our components, and a plan for how they intend to achieve the stated goals of the Strategy in light of the specific cartel activity impacting their jurisdictions.

Intelligence

Law enforcement agencies must have the ability to access, link, and interpret voluminous intelligence information from as wide a community as possible. We use this shared information to identify and target the most significant organizations, so that we can achieve the greatest impact with our finite resources. We also use shared information to develop coordinated, multi-jurisdictional investigations of those high-impact targets, making sure that investigations are mutually reinforcing, without duplicating or jeopardizing other investigations targeting overlapping organizations.

Several multi-agency endeavors are particularly important to the provision of tactical intelligence and operational support in targeting the largest and most dangerous Mexican cartels.

The Attorney General's Consolidated Priority Organization Target (CPOT) List

The CPOT list of international "Most Wanted" drug kingpins will be used to help focus our critical resources on the greatest threats from the Mexican cartels. Of the 59 worldwide cartels currently on the list, 25 of them are Mexico-based.

The El Paso Intelligence Center (EPIC)

EPIC is a DEA-led multi-agency organization that provides case-specific tactical intelligence, focusing specifically on the Southwest Border. The ATF Firearms Intelligence Analysis Team is a specialized component of EPIC that serves as a central point of analysis and repository for all Southwest Border firearms-related intelligence. FBI recently created the Southwest Intelligence Group (SWIG), a clearinghouse of all FBI activities involving Mexico, and it is in the process of moving that clearinghouse to EPIC. EPIC houses the National Seizure System, which collects and maintains data on seizures of drugs, guns, and money by law enforcement agencies throughout the nation.

The Special Operations Division (SOD)

SOD is a DEA-led multi-agency coordination center that targets the communication devices the criminal organizations' leaders use to communicate with each other. SOD actively supports multi-jurisdictional, multi-national, and multi-agency electronic surveillance investigations, coordinating overlapping investigations and ensuring that tactical and operational intelligence is shared between law enforcement agencies.

The OCDETF Fusion Center (OFC)

The OFC is a comprehensive, multi-agency data center containing drug and related financial data from DEA, ATF, FBI, ICE, CBP, IRS, USMS, EPIC, USMS, the U.S. Coast Guard, the Financial Crimes Enforcement Network, the State Department's Bureau of Consular Affairs, and other key agencies. It conducts cross-agency and cross-jurisdictional integration and analyses to create comprehensive pictures of targeted organizations and to pass usable leads through SOD to participants in the field.

Current Areas of Focus

Pursuant to the principles articulated above, DOJ is pursuing initiatives in the following areas:

1. Ramping up Establishment and Use of Vetted Units in Mexico

An important aspect of case building in Mexico involves U.S. cooperation with specially vetted Mexican law enforcement units. DOJ law enforcement agents work in an advisory capacity to develop elite vetted units of Mexican federal police officers, training them to conduct law enforcement operations that lead to the discovery and seizure of drugs, guns, explosives, money, and documentary evidence to support bilateral investigations and prosecutions. The Mexican units also arrest active members of the cartels, who may eventually become either cooperating witnesses, defendants, or both. These units are essential to our operations. In order to properly leverage and support these crucial operations, the Department must expand their number, to include more drug trafficking units, a firearms trafficking unit, a money-laundering/financial unit, and a fugitive apprehension unit.

2. Continued Focus on Attacking Cartel Finances

A particular point of emphasis in recent years has been the dismantlement of the financial infrastructure of the drug trafficking organizations. These efforts have been hampered by the fact that financial cases are complex and time-consuming, and the pool of experienced financial investigators is finite. Since the curtailment of IRS involvement in drug investigations in 2005, ATF, DEA, FBI, and USMS have hired additional financial investigators and forfeiture specialists. OCDETF has established the Financial Investigative Contractor (FIC) Program to bring additional experienced financial investigators to bear on the largest cartels, and has buttressed the analytical and document exploitation capabilities of its Co-Located Strike Forces in San Diego, Phoenix, El Paso, Houston, and Atlanta. DEA has implemented Financial Investigation Teams (FITs) in its field divisions to target the financial assets of drug traffickers. Analysts and attorneys in the U.S. Attorney's Offices and in the Department's Asset Forfeiture and Money Laundering Section have also stepped up their efforts to assist. In addition, Southwest Region federal agencies are working with state and local law enforcement agencies on an OCDETF bulk currency initiative that targets the highest level drug cartels and their transportation routes in the Southwest. These efforts must be supported and expanded.

3. Attacking the Southbound Flow of Firearms

Addressing the flow of weapons into Mexico from the United States is also a primary focus of our efforts. ATF's intelligence has shown that the prevalence of firearms and explosives trafficking into Mexico has a direct nexus to the cartels' national domestic drug distribution network. Thus, **given the national scope of this issue, merely seizing firearms through interdiction will not stop firearms trafficking to Mexico.** We must identify, investigate, and eliminate the sources of illegally trafficked firearms and the networks that transport them. Since 2006, Project Gunrunner has been ATF's comprehensive strategy to combat firearms-related violence perpetrated by the drug cartels along the Southwest Border. Increasingly close collaboration between ATF and the efforts of the multi-agency drug task forces along the border, including, most particularly,

the OCDETF co-located Strike Forces, ensures that scarce ATF resources are directed at the most important targets.

4. Increased Focus on Locating and Apprehending Fugitives

Similarly, investigating and indicting traffickers will not dismantle the cartels unless the targets are actually located, arrested, and brought to justice. Even when charged in U.S. courts, cartel fugitives will continue their illegal operations while taking refuge outside our borders, primarily in Mexico or Colombia. With virtually limitless resources at their command, they are able to deploy the most technically advanced equipment to avoid detection and further their criminal enterprises. Thus, an important component of the overall Strategy is the location, apprehension and extradition of fugitives. The USMS is the U.S. government's primary agency for apprehending fugitives. Through its regional fugitive task forces, district-based violent offender task forces, and Technical Operations Group, the USMS works with state and local police agencies on both sides of the border to locate and arrest offenders who have committed drug crimes or drug-related crimes of violence in the United States and subsequently fled abroad, as well as those who have been charged in the United States but remain resident in other countries. These units, particularly when co-located within the OCDETF Strike Forces or similar multi-agency institutions, place a high priority on apprehending cartel-related fugitives, both domestically and internationally. It is critical that the Department maintain its commitment to support and expand these international fugitive apprehension efforts.

5. Expanded Use of the Extradition Process

During the past three years, Mexico has extradited fugitives to the United States in unprecedented numbers. Many were significant cartel leaders, including leaders of the notorious Tijuana and Gulf Cartels. To build on these successes, and to handle more effectively the growing number of cases involving extraditions and securing foreign evidence from Mexico in cartel-level drug cases, the Department is establishing a new, dedicated Mexican OCDETF unit in the Criminal Division's Office of International Affairs (OIA). We anticipate that this unit will work proactively with, among others, the U.S. Attorney's Offices and the USMS, to prioritize fugitives and defendants in Mexico, ensuring that the time-consuming and resource-intensive extradition process is brought to bear against the most significant cartel leaders.

6. Continued Pursuit of Corrupt Public Officials Who Facilitate the Drug Trade

NDIC's *2009 National Drug Threat Assessment* estimates that Mexican and Colombian cartels generate, remove, and launder between \$18 billion and \$39 billion in wholesale drug proceeds annually. With access to such vast sums of money, it is not surprising that the cartels are able to facilitate their illegal objectives through intimidation, extortion, and corruption of public officials and law enforcement officers on both sides of the border. The FBI's expertise in complex, sensitive public corruption investigations is a key component of the Department's overall anti-cartel Strategy. Using intelligence from the OFC, the SWIG, and FBI's own comprehensive intelligence networks, its agents work with experienced U.S. prosecutors, as well as their foreign counterparts, to root out public corruption that undermines our nation's defenses and the rule of law along the Southwest Border. It is imperative that the Department's Strategy support these efforts to vigorously investigate and prosecute corruption, and to seek substantial prison terms for persons convicted of these crimes. Aggressive and effective prosecutions, followed by long sentences, send a clear message that these crimes will not be tolerated and that those engaging in them do so at their peril.

7. Merida

It is crucial to this Strategy that the Department continue its role under the Merida Initiative in working with our Mexican counterparts to enhance and strengthen Mexico's operational capacities to effectively combat the power of the cartels. This involves a broad range of capacity building and rule of law issues, including such topics as prosecutorial capacity building, evidence collection, fugitive apprehension, extradition, asset forfeiture, police professionalization, judicial security, witness protection, prison management, and corrections strategies. These efforts are crucial as a means of putting Mexico in the position to handle investigation and prosecution of these organizations as a domestic criminal matter.

This last pillar of the Strategy seeks to take full advantage of the substantial Department assets stationed in Mexico, including the Department's Prosecutorial and Rule of Law Attaches, and each law enforcement component's resources stationed throughout Mexico. These vital positions will help facilitate the Department's Mexican Cartel Strategy by delivering crucial training to our law enforcement counterparts, lending investigative expertise and intelligence support to Mexican operations, helping bolster civil institution building in Mexico, training Mexican prosecutors on best practices and trial techniques, and assisting the Mexican judicial system in promoting the rule of law. Additionally, the Department will actively participate in Embassy initiatives such as the GC Armas Policy Committee.