

Senator Chuck Grassley
Questions for the Record
Major General Marilyn A. Quagliotti
Deputy Director for Supply Reduction, Office of National Drug Control Policy

1. What do you believe is the role of the Deputy Director of Supply Reduction within the Office of National Drug Control Policy (ONDCP)?

ANSWER: The Office of Supply Reduction oversees activities to reduce the availability, production, distribution and use of illicit drugs in the United States and abroad. Those activities include developing, coordinating and implementing supply reduction policies, and coordinating international interdiction, law enforcement, and intelligence. ONDCP is committed to a balanced strategic approach to drug control by combining the impact of both supply and demand reduction activities into an integrated whole.

2. What kind of leadership will you provide in Supply Reduction at ONDCP?

ANSWER: I will provide a fresh perspective to the Supply Reduction office. However, ONDCP has a team of professionals with a vast amount of experience and if confirmed I will seek their views and expertise when making policy decisions. I will not hesitate to ask tough questions and make changes where necessary.

3. What qualifications do you have to effectively lead Supply Reduction?

ANSWER: As a military officer, I was a Commander five times and a Deputy Commander or Vice Director twice. A commander is responsible for everything their organization does or fails to do. My first command as a lieutenant in South Korea was a company of 70 people that was responsible for approximately \$5 million dollars in assets and a budget of approximately \$1 million dollars. The last unit I commanded spanned across Europe (U.K., Luxemburg, Belgium, the Netherlands, Germany, Italy, Switzerland, Kosovo and Bosnia), and I was responsible for 10,000 soldiers, international government civilians and contractors. I also managed a budget of 300 million dollars. In this position, I not only interacted with my European Military counterparts but also with local law enforcement professionals and elected officials regarding their government policies affecting the US military and their families. My final assignment as Vice Director of the Defense Information Systems Agency was as the Deputy for an organization with a global mission, responsible for 16,000 people including military, government civilians and contractors, and I managed a budget of 6.8 billion dollars.

4. What do you see as the biggest challenge for the new Deputy Director of Supply Reduction?

ANSWER: The biggest challenge I will face, if confirmed as the new Deputy Director of Supply Reduction will be to accurately diagnose the nature of the international drug threat and how it affects the United States. I will need to identify the strengths and weaknesses in

our strategy and ensure that we are effectively using both our coordinating and budgetary authority in setting policy priorities.

5. What do you see as your most significant accomplishment?

ANSWER: My most significant accomplishment occurred upon my retirement. I left behind a cadre of officers and senior Non Commissioned Officers that I helped to develop for the future. Their professionalism and continued desire to serve is my most significant accomplishment.

6. If confirmed, what is your plan for Supply Reduction to reduce the demand for narcotics in the United States?

ANSWER: If confirmed, I will work to implement the *National Drug Control Strategy*, which provides for a comprehensive, balanced and integrated approach to the drug threat. Reducing the demand for drugs in the United States is the result of effective programs combining prevention, treatment and recovery support, and reduced availability and access to drugs.

7. Congress established the Office of National Drug Control Policy to oversee our federal anti-drug efforts and to guarantee coordination and cooperation between other agencies with a stake in our counternarcotics programs.

What recommendations would you make to ensure better coordination and cooperation among the counternarcotics programs administered between the State Department, the DOD, the DEA, Homeland Security, and USAID?

ANSWER: To ensure better coordination and cooperation among the counternarcotics programs among our Federal partners is to provide clear, cogent, and comprehensive strategy in policy decisions, with distinct guidance on necessary steps, responsibilities, and priorities for the implementation of that strategy. ONDCP must also implement its budgetary authorities in a manner that ensures the realization of that strategic vision.

8. You have a long, distinguished career as a military officer. However, your direct experience with drug supply reduction is unclear. Would you please explain what direct experience you will bring to this position, if confirmed?

ANSWER: I have spent 9 years overseas working with other countries on many issues. I spent two years in Panama (1995-1997) where my unit deployed over 50 times into Central and South America. We supported medical readiness exercises, school and road building projects, and well digging projects. We also participated in peacekeeping/disaster relief exercises with our military counterparts and often involved members of our State Department as well as foreign government participants. At the time we were there, many of these countries had ongoing insurgencies. I am familiar and understand the difficult challenges that countries face in developing their own strategies to fight drug production

and trafficking. I was also responsible for developing the command and control architecture to support Joint Task Force Bravo in Honduras which played a direct role in interdiction efforts, at that time. In addition, I spent time with the Colombian Army as an advisor to assist them in developing a more effective command and control structure for conducting their operations. From this experience, I gained valuable insights into the challenges faced by countries under threat of drug trafficking organizations. In addition, I was personally responsible for executing drug testing programs in all 5 of my military commands and maintaining a drug free work environment. Along with this responsibility, I was responsible for either recommending treatment for soldiers with drug addiction problems or the application of non-judicial punishment under the Uniform Code of Military Justice. Later, as the civilian workforce entered the drug testing program I was responsible for the successful implementation of that program.

9. What performance measures do you consider most important for measuring the success and failure of interdiction and eradication programs in the international arena?

ANSWER: The most direct and obvious measures of success are the metrics of drug production in countries subject to eradication and interdiction pressure. An example would be Colombia, where eradication pressure and interdiction, sustained over time and carried out in the context of alternative economic development, citizen security, and robust government presence, yielded reductions in the production and movement of both cocaine and heroin. It is also important to look at the weakening or defeat of criminal or terrorist organizations that control and benefit from drug production and distribution, and measures showing the economic and political stability and viability of democratic governments that can prosper once the drug threat is diminished. Eradication and interdiction are necessary tools in the total package of counter-drug efforts, and their success can be seen along the entire spectrum of strategic goals for U.S. policy regarding partner nations.

10. You are associated with the Durango Group. There has been criticism of the firm, raising conflict of interest concerns. As I understand it, Durango associates are often on the military's payroll as mentors while also consulting with defense contractors.

- a. What is your status with the Durango Group?
- b. Have you personally acted in a capacity as I describe – being a paid military mentor while serving as a paid consultant to a defense contractor? Do you see any problem with this arrangement that permits Durango associates to draw income from multiple sources?
- c. Has the Durango Group had any association with the ONDCP?

ANSWER:

- a. I am listed as an associate for Durango Group but currently do not have any clients. Upon confirmation, I will dissolve my agreement with Durango Group.
- b. I have never been a paid military mentor. I think each individual must follow the advice of their own government assigned ethics counselor, regarding conflicts of interest.
- c. Not to my knowledge.

11. The United States has provided billions to Mexico through the Merida Initiative for equipment, training, and technical assistance to help address cross-border drug trafficking, violence and organized crime. However, the violence has continued to escalate along the Southwest Border.

- a. What additional steps would you recommend to address the violence along the Southwest Border being promulgated by drug trafficking organizations?

ANSWER: If confirmed, I would recommend additional emphasis on reducing weapons and revenue flow to drug trafficking organizations (DTOs); helping to reform and strengthen judicial and prosecutorial institutions in Mexico; promoting more effective integration of military and law enforcement interaction in Mexico; developing greater intelligence sharing; developing more vetted and well-trained law enforcement and military forces in Mexico (including insistence on human rights standards); helping to counter institutional corruption; and reducing drug demand in the United States to curtail revenue and incentives for drug traffickers.

- b. ONDCP is one of the primary coordinators of the new Southwest Border Counternarcotics Strategy currently being developed. What are your goals for the Merida Initiative and how will you work with the other agencies to improve coordination of our limited resources?

ANSWER: If confirmed, one of my long term goals for the Merida Initiative is a more peaceful and stable Mexico, free from the excessive corruptive influence of transnational drug trafficking organizations, and the successful transition of a national security threat to a law enforcement problem. I will also use the ONDCP chairmanship of the Southwest Border Counternarcotics Strategy Executive Steering Group to oversee implementation of the Strategy across 20 different drug control agencies. Through this venue, I hope to ensure a congruent and complementary balance between the Southwest Border strategy and the Merida Initiative action items. In addition, if confirmed, I will work to link the numerous strategies (Northern Border Counternarcotics Strategy, Southwest Border Counternarcotics Strategy) and the several State Department initiatives (Merida Initiative, Central American Regional Security Initiative and Caribbean Basin Security Initiative)

together by using the *National Drug Control Strategy* as the overarching umbrella document.

12. The situation in Colombia has improved dramatically since Plan Colombia was first proposed. However significant amounts of coca are still being grown and narco-terrorist groups, such as the FARC, continue to use the proceeds to cause violence and instability. I am also concerned that other countries in the Andean Region are complicit in narcotics trafficking in the region by limiting their counternarcotics programs and providing safe havens to narcos.
- a. The president of Bolivia, Evo Morales, has always supported increased production of what he considers “licit” coca while significantly reducing eradication efforts. What recommendations would you give to address the increase in coca cultivation in Bolivia?

ANSWER: Coca cultivation has remained somewhat static in Bolivia over the last three years; however, the potential production of cocaine in Bolivia has increased substantially due to technology transfer from Colombian producers. But the threat of greater expansion is real. Clearly, the Bolivian government has suffered from its decision to dismiss major U.S. counternarcotics effort in that country through expulsion of the US Ambassador and the DEA contingent. Bolivian cocaine is rarely directed towards the United States, and instead is routed to markets in the South American region and in Europe. We need to involve South American partners (such as Brazil, Chile, and Argentina) in more effective counterdrug controls on Bolivian production, just as we need more serious contributions from our European partners in exerting pressure on the government of Bolivia to contain and defeat cocaine production.

- b. It is reported that half of the cocaine produced in Colombia each year is transited through Venezuela. The Chavez Government does very little to halt cocaine movement and has significantly reduced the number of DEA agents allowed into the country. What steps would you take to address the drug trafficking and narco-terrorism problems in Venezuela?

ANSWER: Though the Venezuelan situation is complicated and presents us with few tools to affect their behavior, the seriousness of the cocaine penetration of the government of Venezuela is inescapable. If I am confirmed, I will investigate the issue you have raised and collaboratively determine the best course of action and work to implement that course of action.

13. As the pressure on Drug Trafficking Organizations has increased in Mexico, they have shifted transiting routes farther south into Central America. I am also concerned about the threat of further shifts to Caribbean and elsewhere in the Transit Zone.

In confirmed, what steps would you take to ensure that adequate air and marine assets are available for drug interdiction activities in the Transit Zone?

ANSWER: It is my understanding that ONDCP is conducting assessments of the optimum lay-down of interdiction forces and assets in this region in order to provide strategic guidance for budgetary and policy development in the Transit Zone. ONDCP has also developed an ambitious goal for interdiction rates in the Transit Zone, building the capacity to arrive at a 40 percent interdiction rate. If confirmed, I will continue this effort.

14. Terrorists use the billions of dollars generated by the drug production in Afghanistan to fund terrorist activities and to destabilize the Afghan society and government. A main tenant of President Obama's Counternarcotics Strategy for Afghanistan is to end eradication efforts and focus on interdiction and alternative development. I agree that interdiction and alternative development are vital, but enforcement and punishment must also play an important role.

- a. What do you see as ONDCP's role in helping to reduce the proliferation of drugs in Afghanistan?

ANSWER: If confirmed, I will coordinate all efforts with the Department of State, Department of Defense and the Department of Justice to reduce the proliferation of drugs from Afghanistan. This will include all aspects of Afghanistan counterdrug policy— interdiction, alternative development, and institutional reform especially in the judicial sector. In addition, if confirmed, I will facilitate international engagement in the U.S. efforts to stem the flow of Afghan drugs, and specifically leverage Director Kerlikowske's important relationship with his Russian counterpart, Victor Ivanov, in their roles as co-chairs of the US-Russia Bi-National Presidential Commission Drug Trafficking Workgroup.

- b. What are your goals for the counternarcotics program in Afghanistan and how will you work with the other agencies to improve coordination of our limited resources?

ANSWER: ONDCP's primary goal is to ensure that the counterdrug mission remains integrated with our overall economic development and military security operations in Afghanistan. Further, ONDCP must coordinate efforts with the new Senior Representative for Afghanistan-Pakistan, Ambassador Marc Grossman, and work with his team in re-assessing options and priorities. If confirmed, I would work to ensure stronger efforts are made to develop a more comprehensive financial attack plan and to make arrest, prosecution, and potential extradition of drug traffickers a more effective feature of our plan.

15. A rapidly emerging drug trend among youth is the use of synthetic stimulants. These drugs are often disguised as legitimate products and are sold in increasing numbers at local shopping malls and online. However this growing use is leading to serious and deadly consequences, including the death of an 18 year old recent high school graduate in Indianola, Iowa.

- a. If confirmed, will you work to combat this growing trend?

ANSWER: Yes, I believe this is an emerging issue of concern - with international implications - and if confirmed I will work with Director Kerlikowske to combat this trend.

b. What actions do you believe you could take to halt the spread of this abuse?

ANSWER: The actions taken to stop the abuse must be comprehensive in nature. Prevention and treatment is essential. Drug free coalitions are well-placed to work toward attracting local and community attention to this issue and implementing successful environmental regulations. I understand the Office of Supply Reduction is working with the DEA on drug scheduling issues so that the enforcement community has the tools they need to prosecute manufacturers and sellers. If confirmed, I will continue this effort. I will also work with relevant international bodies to make it harder to obtain the chemicals necessary to produce these drugs.

16. The fastest growing drug abuse trend is the abuse of prescription and over-the-counter drugs. According to the most recent National Survey of Drug Use and Health, nearly 7 million people have admitted to using controlled substances without a doctor's prescription. If confirmed, what actions will you take to fight this epidemic?

ANSWER: Prescription drug abuse is the fastest growing drug problem in the United States and has been characterized as a public health epidemic by the Centers for Disease Control and Prevention. If confirmed, in my capacity as Deputy Director for Supply Reduction, my role will be to fully support the Administration's national prescription drug plan. Specifically, my office will support DEA efforts against illegal Internet providers of controlled substances, domestic and international, as well as operations they are mounting to constrain the supply of diverted controlled substance medication by focusing on wholesale distributors with anomalously large quantities provided well above medical need. In addition, I understand ONDCP coordinates with our international partners in forums such as the United Nations Office of Drugs and Crime Commission on Narcotic Drugs to maintain global controlled substance treaties and standards for opiate distribution, in conjunction with the World Health Organization. ONDCP also works with the International Narcotics Control Board of the UNODC to monitor pharmaceutical controlled substance global flow and the rising threat of counterfeit controlled substance production and distribution. If confirmed, I will utilize all of these platforms to aid in current efforts to fight this troubling new trend in drug abuse.

17. I often hear from state and local law enforcement that the Federal government is not the most helpful partner when it comes to sharing information. What is your plan for improving relations and information sharing between Federal, State, and local law enforcement entities in your capacity as Deputy Director of Supply Reduction, if confirmed?

ANSWER: I believe that constant consultation, communication and information sharing are essential in understanding the needs of state, local and tribal authorities. If confirmed,

I will work closely with the Deputy Director for State, Local and Tribal Affairs Ben Tucker to establish close relationships with law enforcement entities, especially those law enforcement personnel that play a key role in Mexican and Canadian partnerships located along the Southwest and Northern borders.