



DEA 360 STRATEGY REACH AND IMPACT REPORT: SALT LAKE CITY

JUNE 2019







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Executive Summary

BACKGROUND

In response to the rising number of opioid-related deaths, DEA launched its 360 Strategy in 2015 with the purpose of helping tackle the deadly cycle of prescription opioid misuse and heroin use. In fall 2017, DEA selected Salt Lake City, Utah, as one of its next DEA 360 cities. Realizing the opioid crisis reached beyond the metropolitan area, the DEA 360 effort was expanded statewide. The goal of DEA 360 is to address the growing opioid epidemic from three perspectives: (1) law enforcement, (2) diversion control, and (3) community outreach. Four program facilitators were engaged to implement the DEA 360 community outreach strategy across all funded cities.

PURPOSE OF THIS REPORT

This report describes the methods and results of an assessment of the reach and impact of **community outreach activities** of the DEA 360 Strategy across Utah. Results are based

on a summary of metrics from each program facilitator, as well as from nine phone interviews with community partners from across the state.

DEA 360 IN UTAH

The DEA 360 community outreach strategy in Utah included the following key activities:

- Kickoff press conference
- DEA Youth Dance Program (YDP) in two elementary schools and one junior high school
- The Partnership for Drug-Free Kids (Partnership) community education train-the-trainer events for community stakeholders
- The Partnership parent coach training
- Television and radio media visits
- Five Community Anti-Drug Coalitions of America (CADCA) training events
- 13-week WakeUp Utah media campaign
- 4-week billboard campaign

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Key results of the assessment are divided into several sections related to partnerships and collaboration, public awareness and community outreach, and media outreach.

LESSONS LEARNED

1. **Humanize the crisis and overcome stigma**

To address the stigma of addiction, interviewees reinforced the human element of addiction and the impact it has on families.

2. **Provide resources in underserved, rural communities**

DEA 360 was expanded to reach communities across the state. Rural communities were underserved or lacked the resources or expertise to address the opioid crisis.

3. **View DEA as an ally in prevention**

The DEA local office was able to successfully build connections and overcome previously held perceptions or fears about its role in the community.

4. **Understand the role of law enforcement in tackling the crisis**

Given the high exposure to overdoses, local law enforcement and first responders require stigma reduction

training and trauma counseling to address their own vicarious trauma.

5. **Correct the misinformation**

Outreach efforts throughout the state were designed to correct misinformation and educate individuals on the risks associated with prescription pills. Outreach efforts were targeted broadly and included businesses and schools.

6. **Improve cross-sector collaboration**

DEA 360 was instrumental in bringing people together to more effectively communicate and share resources needed to address the opioid misuse problem. Through cross-sector collaboration, DEA 360 helped ensure that organizations also were able to share data more effectively.

7. **Educate and embrace the media**

The media became connected to DEA 360 initiatives in many ways, embracing storytelling related to the opioid problem and suggesting innovative content to reach new audiences.

8. **Consider alternative funding for sustainability**

Legislative support and financial commitments from the state are critical to sustaining DEA 360 activities.

INTRODUCTION

In response to the rising number of opioid-related deaths, DEA launched its 360 Strategy in 2015 with the purpose of helping tackle the deadly cycle of prescription opioid misuse and heroin use. In late 2017, DEA funded Salt Lake City, Utah, as a DEA 360 city and then extended the reach of the program to the entire state of Utah. DEA 360 addresses the opioid epidemic from three perspectives: (1) law enforcement, (2) diversion control, and (3) community outreach. This report describes the results of an assessment of the reach and impact of the community outreach strategy. Four program facilitators are engaged to implement the DEA 360 Strategy across all funded locations. These program facilitators are Community Anti-Drug Coalitions of America, Center on Addiction/Partnership for Drug-Free Kids,¹ A. Bright Idea, and the DEA Educational Foundation.

OVERVIEW OF THE REPORT

This report uses metrics compiled from the four program facilitators, eight interviews with key program partners in Utah, and an interview with the Assistant Special Agent in Charge (ASAC) and Community Outreach Specialist. The report provides context to the opioid crisis in the United States and specifically in Utah. Strategies implemented in Utah are related to (1) partnerships and collaboration, (2) community engagement activities, (3) media outreach, and (4) lessons learned.

In 2019, as part of the DEA 360 Strategy Performance Analysis Project, DEA contracted with ICF, a research and consulting firm, to evaluate the DEA 360 Strategy as implemented in Utah and to produce a Reach and Impact Report for the state.

OPIOIDS IN THE UNITED STATES

Drug overdose, including from opioids, continues to be a national public health problem. In 2017, more than 70,000 Americans died as a result of a drug overdose, with opioids contributing to more than two-thirds of these deaths.² Between 2013 and 2017, the rate of drug overdose deaths involving synthetic opioids such as fentanyl increased an average of 71 percent each year. The rate of drug overdose deaths involving heroin and natural or semisynthetic opioids has also dramatically increased within this timeframe.³ In response to the growing problem, President Trump declared the opioid crisis a public health emergency in 2017 and, with it, a call to action to address the problem through community education, addressing opioid supply chains, and evidence-based treatment and recovery support.⁴

¹ In January 2019, the Center on Addiction announced a merger with Partnership for Drug-Free Kids. (<https://www.centeronaddiction.org/the-buzz-blog/we%E2%80%99re-merging-partnership-drug-free-kids>)

² Centers for Disease Control and Prevention, National Center for Health Statistics. (2018, December). Multiple cause of death data 1999–2017. Compiled from data provided by the 57 jurisdictions through the Vital Statistics Cooperative Program. Retrieved April 2019 from <http://wonder.cdc.gov/mcd-icd10.html>

³ Hedegaard, H., Miniño, A.M., & Warner M. (2018, November). Drug overdose deaths in the United States, 1999–2017. *NCHS Data Brief No. 329*. Hyattsville, MD: National Center for Health Statistics. Retrieved from <https://www.cdc.gov/nchs/data/databriefs/db329-h.pdf>

⁴ Ending America's opioid crisis [webpage]. Retrieved April 2019 from <https://www.whitehouse.gov/opioid>

OPIOIDS IN UTAH: ADDRESSING THE “OPIDEMIC”

The national opioid crisis showed early effects in Utah, with the state ranked in the top 10 in the nation for opioid-related mortality rates between 2010 and 2014. In 2017, the opioid-related mortality rate in Utah remained above the national average. As a result of this early onset of the opioid crisis and sustained high mortality rates, the Utah Department of Health declared the opioid problem in Utah an “opidemic” in 2017.⁵ The Utah Department of Health identified several hot spots of the opidemic, including Carbon and Emery counties, downtown Ogden, and two neighborhoods in Salt Lake City.⁶

Opioid Prescription Patterns in Utah

Between 2010 and 2017, an average of 78 opioid prescriptions were filled for every 100 Utahns annually. That is, enough opioid prescriptions were filled in Utah for more than three-quarters of all Utahns to receive one prescription each year.⁷ However, because patients received multiple prescriptions, a relatively smaller proportion of Utahns actually received a prescription for opioid painkillers. In 2015, the average was almost five opioid prescriptions per patient.⁸



⁵ Utah Department of Health. (2017, January 25). 'Stop the opidemic,' Utahns share stories of loss, recovery from opioid addiction [News release]. Retrieved from <https://health.utah.gov/featured-news/stop-the-opidemic-utahns-share-stories-of-loss-recovery-from-opioid-addiction>

⁶ Utah Department of Health, Violence & Injury Prevention Program. (2019, March). *Utah Opioid Overdose Fatality Review Hot Spots Report*. Retrieved from <http://health.utah.gov/vipp/pdf/RxDrugs/OFRCHotSpots2019.pdf>

⁷ Centers for Disease Control and Prevention. (2010). U.S. state prescribing rates, 2010. Retrieved from <https://www.cdc.gov/drugoverdose/maps/rxstate2010.html>

⁸ Utah Department of Health. (2017, April 27). Talk to your pharmacist about the dangers of opioids. Retrieved from <https://health.utah.gov/featured-news/talk-to-your-pharmacist-about-the-dangers-of-opioids>

The strong religious culture and community emphasis on family values in Utah provided a unique and specific context for the epidemic response in Utah. The use of conventional street drugs is innately frowned upon within local Utah communities, conversely, however, because prescription drugs are sanctioned through the healthcare system and can be quietly abused in anonymity, the prevalence of prescription pill abuse by Utahans was observed as being more prolific. Community outreach for DEA 360 Utah emphasized that no one, not even an individual’s family members, was immune to becoming addicted to prescription or illicit drugs.

“Your common street drugs like cocaine, heroin, methamphetamine—those drugs obviously they’re illicit. Those are frowned upon predominantly within the culture because of the religious and moral convictions that many Utahns have. Conversely, though, the reason I believe this breeds and serves as an extra catalyst towards prescription pill abuse is because prescription pills can be abused in private. They’re drugs that come in a bottle. They’re sanctioned by a doctor and pharmacist and there’s no real social penalty or price to be paid for acquiring and abusing them.”

— Community respondent



THE DEA 360 STRATEGY

DEA implemented its 360 Strategy in response to the rising number of opioid-related deaths in the United States. The strategy aims to stop the deadly cycle of prescription opioid misuse and heroin and fentanyl use. The DEA 360 Strategy takes a three-pronged approach:

1. Coordinated law enforcement actions against drug cartels and heroin traffickers in specific communities.
2. Diversion control enforcement actions against DEA registrants operating outside the law and long-term engagement with pharmaceutical drug manufacturers, wholesalers, pharmacies, and practitioners.
3. Community outreach through local partnerships that empower communities to take back affected neighborhoods after enforcement actions and prevent the same problems from cropping up again.

DEA announced implementation of its 360 Strategy in November 2015 and launched DEA 360 in Utah in November 2017. The original intent was to implement DEA 360 in Salt Lake City, but because the opioid crisis

disproportionately affects areas outside of Salt Lake City, DEA 360 was extended to the entire state. ASAC Brian Besser, of the DEA's district office in Salt Lake City, oversaw the on-the-ground implementation of key activities in Utah.

The community outreach component of DEA 360 in Utah included several key activities:

- Kickoff press conference
- DEA YDP in two elementary schools and one junior high school
- The Partnership community education train-the-trainer events for community stakeholders
- The Partnership parent coach training
- Television and radio media visits
- Five CADCA training events
- 13-week WakeUp Utah media campaign
- 4-week billboard campaign



DEA 360 STRATEGY COLLABORATING PARTNERS

DEA 360 was implemented through a collaboration of program facilitators and various community- and state-level organizations. To implement its 360 Strategy in Utah, DEA relied on ASAC Besser to serve as the liaison between DEA Headquarters, program facilitators, and state and local community partners. During implementation in Utah, the local DEA office established partnerships with community organizations and representatives from various sectors, including the state government, media, prevention community, local law enforcement, and local task forces.

Drug Enforcement Administration

DEA 360 Strategy Program Facilitators

- CADCA
- The Partnership
- Youth Dance Program
- A. Bright Idea

State and Local Partners

- Attorney General's Office
- Speaker of the House
- Governor's Office
- Local Media
- Metro Narcotics Task Force
- Utah Substance Abuse Advisory Council
- Utah Medical Association
- Utah Opioid Task Force
- Utah Support Advocacy Recovery Awareness
- Utah State Extension Program
- Utah Coalition for Opioid Overdose Prevention

Community Members

- Parents
- Business Owners
- Faith-Based Community Leaders
- Schools
- Youth Coalitions
- Other stakeholders

DEA 360 STRATEGY PROGRAM FACILITATORS

Community Anti-Drug Coalitions of America



Since 1992, CADCA has been the premier membership organization representing those working to make their communities safe, healthy, and drug-free.⁹ CADCA brings its expertise in building effective community coalitions and facilitating valuable dialogues to the initiative to empower communities and support demand reduction. CADCA's mission is to strengthen the capacity of community coalitions to create and maintain safe, healthy, and drug-free communities by providing technical assistance and training, public policy advocacy, media strategies and marketing programs, conferences, and special events.

DEA 360 Utah responsibilities included communicating and coordinating with key coalition members and local stakeholders to prepare for community coalition trainings.

Center on Addiction/Partnership for Drug-Free Kids



Founded in 1987 as an anti-drug advertising campaign, and formerly known as the Partnership for a Drug-Free America, the Partnership is a nonprofit organization dedicated to reducing teen substance abuse and helping families affected by addiction. The Partnership translates the science of teen drug use and addiction for families, providing parents with direct support to prevent and cope with teen drug and alcohol abuse.¹⁰ In January 2019, The Partnership for Drug-Free Kids merged with Center on Addiction.¹¹

DEA 360 Utah responsibilities included community education train-the-trainer events, parent coach training, and media visits.

DEA Educational Foundation



Established in 2001, the DEA Educational Foundation educates the American public on the various costs and consequences of drugs on society through support of the educational programs and exhibits of the DEA Museum and the operation of the DEA Youth Dance Program in more than 30 cities around the country.¹² By reaching out to America's schools under the powerful name of DEA and the DEA Educational Foundation, the DEA Youth Dance Program inspires youth with healthy and drug-free messages and encourages them to exercise and express themselves artistically.

DEA 360 Utah responsibilities included facilitating dance classes at three schools to teach youth about healthy lifestyles.

A. Bright Idea



Established in 1996, A. Bright Idea is a multimedia organization with experience in public affairs, graphic design, and strategic communication for government, commercial, and nonprofit clients. They bring expertise in strategic communication, graphic and logo design, print collateral, and outreach materials.

DEA 360 Utah responsibilities included developing an identity in Utah. A. Bright Idea built a strategic communication plan and developed and ran the 13-week WakeUp Utah campaign, including the development of the name and execution of creative assets.

⁹ CADCA. (n.d.). Our mission. Retrieved April 2019 from <https://www.cadca.org/about-us>

¹⁰ Partnership for Drug-Free Kids. (n.d.). The Partnership's story. Retrieved April 2019 from <https://drugfree.org/article/our-story>

¹¹ CADCA. (2019, January 15). We're merging with Partnership for Drug-Free Kids [blog post]. Retrieved from <https://www.centeronaddiction.org/the-buzz-blog/we%E2%80%99re-merging-partnership-drug-free-kids>

¹² DEA Educational Foundation. About the Foundation. Retrieved from <https://www.deaeducationalfoundation.org/about>

METHODS AND DATA SOURCES

At DEA's direction, ICF used a mixed-method approach to assess the DEA 360 Strategy in Utah using quantitative and qualitative data. Specifically, the ICF research team collected, organized, and analyzed quantitative metrics received from DEA's program facilitators. ICF also conducted and analyzed qualitative data from phone interviews with local partners in Utah.

QUANTITATIVE DATA

DEA's four program facilitators and local partners who participated in phone interviews shared relevant quantitative metrics data related to their deliverables during and after the implementation year (November 2017–November 2018). Examples of data shared are news articles with mentions of DEA 360, summary documents of media metrics, counts of participants, and photos from the DEA 360 events.

QUALITATIVE DATA

ICF conducted nine qualitative interviews to gather information on DEA 360 program implementation in Utah, partners and collaboration, facilitators and barriers to implementation, and lessons learned. Respondents included ASAC Besser and eight local partners identified by the ASAC.

REACH AND IMPACT REPORT RESEARCH QUESTIONS

The report highlights key findings to respond to the following research questions.

- What strategies were used to encourage collaboration in Utah? What was the impact of these collaboration efforts on sustainability or scalability?
- What impact has the DEA 360 Strategy had on youth in Utah?
- What outreach strategies were used in Utah? What were the key messages/calls to action shared with the community? What were the numbers reached for the various outreach activities?
- What impact did the outreach efforts have on the community?
- Who was trained via the DEA 360 Strategy in Utah?
- How has the DEA 360 Strategy been sustained in Utah? What has been the lasting impact of the DEA 360 Strategy on Utah?
- What were the lessons learned based on DEA 360 in Utah?

DEA 360 STRATEGY IN UTAH

DEA implemented its 360 Strategy in Utah starting November 8, 2017. The following timeline highlights key events since implementation.

ACTIVITY TIMELINE



PARTNERSHIPS AND COLLABORATION

A key goal of the 360 Strategy in Utah was to encourage opportunities for networking and cross-sector collaboration to help raise awareness about prescription opioid misuse and heroin use, and to work collectively toward solutions. The following section is based on interviews with DEA representatives and eight community partners. The interviewees were with health care professionals, former and current elected officials, community advocates, treatment providers, and educators. This section includes information on how DEA 360 facilitated statewide partnerships and collaboration to support the 360 Strategy in Utah.

STATEWIDE EFFORTS

Prior to the 360 Strategy launch, multiple coalitions, policy officials, health care experts, and politicians across the state had been involved in various efforts to address prescription opioid misuse and heroin use. Similar in scope to other DEA 360 efforts, Salt Lake City was selected to receive funding; however, based on statewide need and support from federal and state leadership, including state senators, former Utah House Speaker, Greg Hughes and current Utah Attorney General Sean Reyes, and former U.S. Senator Orrin Hatch and current U.S. Senator Mike Lee, DEA chose to shift the focus from Salt Lake City to a collaborative effort across all the state's 29 counties. When the Utah 360 Strategy was launched in November 2017 at the Boys and Girls Club in Salt Lake City, it was announced that in response to the statewide needs related to prescription opioid misuse and heroin use, the 360 Strategy was going to be a holistic approach across the state.

Gaining Buy-in from Leadership

Prior to launching the 360 Strategy in Utah, DEA representatives worked over four months to introduce the Strategy's purpose and goals to key community leaders (local policymakers, legislators, mayors, police chiefs, state representatives, the governor, and the attorney general) with the goal of laying a foundation of support. Gaining support among such leaders was crucial to establishing community buy-in, building partnerships, and leveraging resources to strengthen prevention efforts, as well as to garner media attention to DEA 360 efforts and activities.



Utah Opioid Task Force

A major effort to achieving statewide support was the establishment of the Utah Opioid Task Force in 2017.¹³ The task force is made up of representatives from approximately 50 partner agencies and organizations across the state, with a mission to take action against opioid abuse through law enforcement, prosecution, proposed legislation, and innovation. The task force brought leadership together from across disciplines and political lines to create solutions. The initial task force was co-chaired by state Attorney General Sean Reyes and ASAC Besser. Several interviewees noted that there was a known concerted effort by DEA representatives to develop an inclusive, statewide network of key partners who were willing to work together and support the work outside of political, professional, or organizational inclinations.

The task force developed as a way to “bring together all of the key power brokers that can implement policy and make, not only criminal justice, but financial, and health care decisions, or know how to put the information in front of the people who can make that decision.”

– Community partner

Members from existing coalitions and workgroups that focused on issues related to opioid misuse and addiction in Utah were invited to join the opioid task force and be part of the statewide strategy and implementation. These organizations included the state Department of Health, Utah Coalition for Opioid Overdose Prevention,¹⁴ Opioid Community Collaborative,¹⁵ and Utah Substance Use and Mental Health Advisory Council.¹⁶

¹³ Utah Office of the Attorney General. (n.d.). Utah Opioid Task Force. Retrieved from <https://attorneygeneral.utah.gov/utah-opioid-task-force>

¹⁴ Utah Department of Health. (2019, July 18). Utah Coalition for Opioid Overdose Prevention. Retrieved from <https://le.utah.gov/interim/2018/pdf/00002980.pdf>

¹⁵ Intermountain Healthcare. (n.d.). Appropriate prescription opioid use. Retrieved from <https://intermountainhealthcare.org/about/transforming-healthcare/innovation/clinical-programs/behavioral-health/prescription-opioid-use>

¹⁶ Utah Substance Use and Mental Health Advisory Council. Retrieved from <https://boards.utah.gov/Board/Details/118>



Gaining Buy-in from the Community

Representatives from the DEA local office traveled around Utah, visiting various communities. The goal was to hear people's stories, learn from local leadership, identify key stakeholders, and take the time to understand the issues in rural, suburban, and urban communities. These efforts helped promote the DEA 360 Strategy and program efforts as well as to change perceptions of DEA's involvement. DEA was perceived as not only an enforcement entity, but also as a partner in prevention and intervention. During community outreach events, DEA 360 representatives reinforced that it was safe to talk about how prescription opioid misuse and heroin use were affecting communities. In addition, the statewide presence of DEA 360 brought needed expertise and support (medical, behavioral health, legal, and education) and resources to otherwise underserved, rural communities.

“There’s a change in perception that it is okay to talk about how tragic this is. And it is okay to be mad because people’s lives are being ruined and because people are suffering. Not just mad because somebody is breaking the law.”

– Community partner

MEDIA MESSAGING ON NEW TECHNOLOGY

DEA 360 stakeholders emphasized the benefits of sharing data from disparate sources to facilitate efforts in opioid misuse prevention, treatment, and response. Specifically, a Live-Time Intelligence platform provided by the technology company Banjo, a DEA 360 partner, is designed to give decision-makers the ability to understand critical data from various sources. For example, drug overdoses can be difficult to monitor and track. With partnerships across key sectors and better access to data, this technology can potentially track clusters of drug overdoses in real time, based on various data signals. The local health departments could then be notified about the trends observed and respond appropriately, deploying resources or alerting partners, such as Utah Naloxone, to provide outreach immediately to individuals in need. According to a partner, DEA 360 has helped promote “collaboration of all these different silos of industry and public entities that just don’t communicate well together and certainly don’t share data together.”

“From a technology standpoint, it was literally about unsiloing the data sources between all of these entities who normally don’t share data. So the biggest issue I see with the opioid crisis is that we don’t understand where the crisis is right now. What I mean by that is, you’ll get people to argue and say we understand where the crisis is, because here’s data statistics and heat maps. But those are often 1, 2, or 3 years old; they’re not where the problem is today. The problem of the opioid and heroin epidemic [is] ... it will truly be different tomorrow or next week. And without technology, you cannot bring together all the data fast enough to keep up with it. So, in essence, you’re on your heels instead of being on your toes—meaning, ahead of it.”

— Community partner

Engaging Businesses

DEA 360 specifically targeted businesses for outreach and awareness efforts.

- There were presentations with at least four workplaces (a management company, a grocery store chain, and two technology companies) and a chamber of commerce.
- By engaging professionals at businesses, DEA was able to reach adults, predominantly parents, who may not have attended a session related to opioids otherwise.
- Presentations at businesses included an overview of the economic impact of opioids in the workplace. Rather than firing individuals dealing with an opioid addiction, human resource departments were encouraged to consider employees dealing with a disease and identify ways to “retain and treat” their employees.

SUMMARY

The involvement by DEA local office staff was instrumental in implementing the 360 Strategy across Utah. DEA representatives were champions of the Strategy and served as liaisons to communities throughout the state, which contributed to the statewide success. Their ability to establish trusting relationships with leadership across disciplines and engage community members proved vital in bringing together multiple community leaders from education, law enforcement, the multiple health care sectors, and other disciplines.

After receiving feedback and a request to expand its 360 Strategy beyond Salt Lake City, DEA Headquarters agreed to expand the 360 Strategy to encompass all 29 Utah counties. Relationships and partnerships that were developed before the Strategy was implemented helped in developing a task force of key stakeholders and in providing information about the Strategy to the entire state.

Interview respondents mentioned few barriers to collaboration, but described some challenges.

- Prescription drug misuse and heroin use have stigmas that can be barriers to getting leadership and community members to discuss the issues and talk about solutions. Respondents shared that because of the continued statewide media coverage, public awareness campaign, and community events, people seemed more open to talk about the issues within their homes and communities. However, stigma is an ongoing challenge.
- Respondents shared challenges with coordinating efforts across disciplines. The concerted effort to bring people together and coordinate efforts was beneficial during the implementation year. There is a desire for that coordination to continue.

“Here in Utah, because of canyons, giant reservoirs, rivers, or mountain ranges, it’s not just ‘as the crow flies’ type proximity. In our state, if you’re driving from the north end to the south end, it’s about 5 hours. And knowing that DEA and these partners, state and elected officials and business leaders, and our office and the AG’s office and everybody in between—that we were allocating the time and energy and financial resources to get to those communities was very impressive. And so, truly, **I don’t think there’s been a corner of the state that hasn’t been directly engaged and touched.** Some of these harder-hit corridors and harder-hit communities have had regular attention and trainings and support in spite of their remoteness.”

— Community partner

PUBLIC AWARENESS AND COMMUNITY OUTREACH

The DEA local office focused public awareness efforts on youth, parents, caregivers, teachers, and other professionals in various sectors. DEA attempted to build complementary partnerships with faith-based institutions, businesses, medical institutions, schools and all of the major universities, as well as existing prevention coalitions. DEA focused on funneling data and resources into communities with the aim of preventing the problem before it starts. The DEA local office planned events through ongoing coordination with local coalitions, health care, substance misuse treatment, prevention providers, and others, to recruit attendees from struggling communities. The events were designed to be a “no holds barred” conversation and “an unvarnished dialogue about the problem,” according to a DEA representative.

DEA 360 APPROACH TO BUILDING AWARENESS ACROSS UTAH

The outreach and public awareness efforts resulted in hundreds of speaking engagements for DEA representatives at town halls, community meetings, and other events throughout the state, as well as many interviews on television and radio. DEA representatives described that while the core components of their presentations in community meetings and town halls did not vary, they tailored each presentation to the audience, to engage participants more effectively, and to ensure the relevance of their message for each community context and professional group.

Community meetings and town halls resulted in “very candid conversations. It has never failed that somebody will stay after and talk with us and explain to us a personal issue that’s happened in their home. They’re not sure what to do, and I think that ties into the stigma issue because they are afraid to talk about it, they are not seeking the help that they need. So ... community events across the state have been very impactful.”

— DEA representative

PUBLIC AWARENESS GOALS

Highlights of goals related to DEA 360 public awareness efforts in Utah are:

- Educate and inform the public about the dangers of prescription pill misuse and stop the spread of misinformation about the epidemic.
- Enhance public perception of DEA as a resource dedicated to supporting prevention and treatment, rather than focus narrowly on law enforcement only.
- Promote communication and collaboration across sectors of the community—e.g., health care, treatment and prevention, and law enforcement.
- Address stigma associated with prescription opioid misuse and addiction.
- Guide affected individuals and families to prevention and treatment resources.



Community Outreach/Public Awareness: Core Messages

Opioid Demand Reduction Through DEA 360 Education, Awareness, and Prevention Efforts

DEA representatives delivered an hour-long presentation on opioid misuse and prevention—including data and graphics specific to Utah and related to the national crisis—countless times across Utah.

Tailoring for Audiences

“So I have over ... 10 different slide shows, and I’m working on one for later this week on sustainable communities ... talking about opioids and relating it to that. So I think we do a good job of tailoring information for people to make it relevant to them.”

— DEA representative

Humanizing the Problem

“During town halls and community meetings, DEA representatives often use words such as ‘son,’ ‘daughter,’ ‘wife,’ ‘coworker,’ or ‘neighbor’—rather than ‘addict’—as a way of humanizing the problem. One way of engaging the public is to show them that no one is immune from this. Nobody. You are one prescription pill away from potentially getting addicted.”

— DEA representative



SLC Metro Narcotics @SLC_MNTF · ४२९. 16

#DEA360UT was invited by the Utah School Board of Education Conference to give a presentation on the dangers of drugs. We are very impressed by the turnout and the enthusiasm by the association to get more students aware! #bethechange #education



“With what [DEA leadership] has done to raise awareness ... We’ve never had that kind of full-court press, that kind of leadership or presence. So [the DEA local office] role is one that we have never seen before. ... I was shocked at how little people really did know. We would have these meetings and people’s jaws would drop. The groups that we would meet with, they were so surprised and were not aware of how dangerous and how pervasive these challenges were ... The biggest surprise for me was really how little people really knew. There was just not a clear understanding of what the state was facing. It’s like the water that gets to a boil slowly. You don’t know what’s going on around you.”

– Community partner

In advance of DEA 360’s official launch, there were

82

press conferences, interviews, liaison meetings, conference calls, statewide travel engagements, radio shows, presentations, and roundtable events

Following the official launch of DEA 360 (November 2017 through March 2019), there were

167

presentations; meetings with partners, coalitions, nonprofits, treatment providers, government representatives, and community organizations; school engagements; attendance at statewide summits and conferences; and media engagements (radio, TV, and Facebook live)



INSTEAD SOLUTIONS SUMMIT

In October 2018, the DEA local office, political leaders, community-based organizations, and partners organized a statewide summit on opioid misuse in Utah—the Instead Solutions Summit. While a Solutions Summit is held annually in Utah on various topics, the DEA local office and partners saw the 2018 event as an opportunity to focus attention on the opioid misuse problem. The DEA field office and partners collaborated to recruit attendees from around the state (e.g., principals in every school district, faith-based institutions, or individuals in recovery).

While the event was not without challenges (e.g., not enough buses to transport all of the attendees), meeting organizers worked together to address these challenges to ensure that the meeting attendance was over 10,000 people.

The DEA local office and partners overcame challenges through intensive collaboration, and the state Department of Health contributed resources needed to provide busing.



Why Instead?

The 2018 Utah Solutions Summit was branded ***Instead*** as an invitation for individuals affected by opioid misuse to learn alternatives to turning to opioids to address pain, loneliness, and depression, as well as to help identify options and opportunities for addressing the opioid crisis.

Instead Solutions Summit Agenda Friday, October 12

9:00–11:30 a.m.: Instead Youth Summit in partnership with DEA 360 and the Mark Wahlberg Youth Foundation

11:45 a.m.–12:45 p.m.: Break for lunch

1:00–3:00 p.m.: General session featuring compelling thought leaders and speakers

3:15–4:30 p.m.: Breakout sessions

- The morning was dedicated to building awareness, and educating and engaging youth about the risks of opioid misuse and addiction.
- The afternoon included breakout sessions for professionals, such as law enforcement, policymakers, practitioners, pharmacists, doctors, and business people.



The Instead Solutions Summit was held in partnership with the Mark Wahlberg Youth Foundation, which contributed ideas and resources to help ensure that the event would be entertaining, interesting, and engaging for youth. The mission of the foundation is to improve the quality of life for inner-city youth through a working partnership with other youth organizations. The Mark Wahlberg Youth Foundation and Millennium Health created *If Only*, a short film that raises awareness about the dangers of teen prescription drug misuse and abuse. <https://www.markwahlberg-youthfoundation.org>

Building on the success of this event, the DEA local office and partners are planning a follow-up event in October 2019: the Instead Summit, Version 2. Moreover, the DEA local office is working with additional partners, including multimedia companies, producers, and FEND (Full Energy No Drugs, a youth-led, community-based opioid education and prevention campaign) to develop the “Instead” concept as a national brand and to plan for a similar event on a national scale.

Instead Solutions Summit: Youth-Focused Features

- *If Only*—a short film to raise awareness about the dangers of youth prescription drug misuse
- Multiple music performances
- Presentations by YouTube stars
- Speakers such as U.S. Senator Lee, the Utah governor, and other public figures in government and entertainment, who gave rallying speeches to educate and engage youth
- Free gifts (e.g., water bottles, T-shirts, or baseball hats) all branded with the “Instead” concept to promote continued message sharing



One DEA 360 partner described the successes and outcomes of the summit: “One, we were able to create a narrative that is now being used in the state, so we focused on some themes of everybody has a role to play in solving this. There’s no shame involved with needing help. And then the thought that we are better together than [when] we are alone and this idea of connection. So focusing on these three things has allowed for the conversation to continue and here we are 8 to 9 months after the event and people are still talking about it in a **shared vocabulary** that was **not in place prior to the event**. Having this shared experience and this shared vocabulary that we, as a community, have to draw upon has made it far easier to immediately identify ways to engage. Rather than just relying on this growing acknowledgment that our country has a problem. Two, on the emotional side, I have heard directly from a number of students as well as secondhand from an additional number of parents and teachers who have heard from their students that this has **changed the course of their life**. So the engagement—not just the event, though that is maybe the pinnacle—but this DEA 360 engagement with communities and the summit that we put on has in all likelihood **saved lives**.”

— Community partner

The summit “was a massive hit. I hear people talk about it constantly. I’ve run into parents who don’t even know I’m involved, and they talk about how it deeply affected their child in high school in such a positive way. If I’m hearing that, then how many kids did they really affect with their program? It’s got to be pretty significant. If you’ve affected a child, you’ve affected their friend network, or their social network if you will. And so, how many lives have really been impacted? How many lives have actually been saved?”

— Community partner

SafeUT



At the Instead Solutions Summit, youth attendees were asked to download the SafeUT app, an anonymous crisis chat and tip line on their phone. This strategy was intended to ensure that young people have a reliable resource in their hands if they face a crisis and need counseling support.

There were more than 1,000 downloads of SafeUT at the Instead Summit. The app has a 4 to 5 percent engagement and usage rate, meaning a student is texting or calling for serious help.

The SafeUT app serves as a connection to a statewide service that provides real-time crisis intervention to youth through live chats and a confidential tip program. Licensed clinicians in the 24/7 Crisis Line call center respond to all incoming chats and calls by providing supportive or crisis counseling, suicide prevention, and referral services. The services are designed to help with emotional crises, bullying, relationship problems, mental health, or suicide-related issues.¹⁷ According to a DEA representative, the app has been responsible for tens of thousands of interventions for young people in need of counseling.

As part of community outreach efforts, the DEA field office has worked to build awareness of the SafeUT app among school officials and teachers and to encourage that they, in turn, build awareness of the app among students as a valuable resource that can provide immediate counseling assistance and support. The app helps address a concern expressed by school officials and teachers that students often avoid seeking help because of the stigma and shame surrounding addiction and depression.

“A teenager can go to the app store, download the SafeUT app, and then there’s resources that are immediately available to them. And here’s the cool part: You can hit a button and a live person 24/7 will talk to you about your problems. ... Maybe [youth] don’t want to talk to their mom or dad about it. They don’t want to talk to their pastor or their religious leader about it. But they are willing to talk to somebody that they’ve never met on the other end of the phone—in private, alone. And that’s had a huge bearing on what we’ve done.”

— DEA representative

COMMUNITY TRAININGS

Parent Coach Training

The Partnership, in collaboration with Utah Support Advocates for Recovery Awareness (USARA), provided parent coach training for parents affected by their child’s substance use. Parent coaching is a peer-to-peer program to provide parents struggling with their child’s substance use with compassionate support from someone who has been in a similar situation. Parent coaches are volunteers, and coaching takes place over the phone. The training uses evidence-based principles of Community Reinforcement and Family Training, Motivational Interviewing, and Acceptance and Commitment Therapy. The parent coach training in Utah took place June 22–25, 2018. USARA was able to recruit the Partnership’s largest group of parent coaches, 15 parents, to participate in the Utah training.

The parent coach training received positive feedback from participants, who were satisfied or very satisfied with the training. Nearly 90 percent of participants were satisfied or very satisfied with the practice guides and overall quality of the training experience. Additionally, nearly all participants found the various topics covered during the training to be helpful in increasing understanding of the issues associated with substance use disorders. While participants were satisfied with the training content, they recommended additional follow-up after the training, and felt that the national helpline was underused. Three of the 15 parents have helped families directly since the training.

¹⁷ <https://healthcare.utah.edu/uni/safe-ut/>



Community Education Train-the-Trainer

From May 13–15, 2018, the Partnership conducted two community education train-the-trainer sessions at the Pioneer precinct of the Salt Lake City Police Department. At each training, two presentations were delivered: the national version of “How to Talk With Your Kids About Anything (Including Alcohol and Other Drugs)” and the Utah-framed “Wake Up, Salt Lake City: for Parents.”

Approximately 20 individuals attended the trainings. The trainings were marketed to members of law enforcement, substance use treatment or prevention organizations, health care providers, civic leaders, and anyone committed to and concerned about their community. The trainings provided strategies for organizing and delivering presentations, including how to access the presentations and identify audiences for the presentations within the community. The goal of these train-the-trainer sessions is that attendees take these presentations and skills and then present the material within their communities. A follow-up survey is sent to participants, but results are not disaggregated by location.

Coalition Trainings

In the summer of 2017, prior to the launch of DEA 360 in Utah, CADCA held the National Coalition Academy in Utah: a 3-week classroom training for anti-drug coalition staff and volunteer leadership based on the Strategic Prevention Framework. Due to this intensive training, CADCA recognized the great progress in Utah and was flexible in its DEA 360 programming. To limit the training redundancies in Utah, **CADCA conducted four separate and more focused trainings through the DEA 360 Strategy in Utah.**

There was a critical need for outreach, education, and awareness-building in some of the rural counties in Utah that had long been among the most affected by the opioid crisis and epidemic compared with other counties nationwide. The DEA field office collaborated with CADCA to plan the agenda, organize the event, and invite participation, relying on contacts and connections from coalitions working in the targeted counties. The training was designed to provide education about substance abuse prevention, mental health promotion, suicide prevention, stigma, the opioid problem in Utah, and public health systems for professionals in health care, treatment and prevention, law enforcement, recovery, advocacy, and other fields.

“Three counties, rural counties within Utah—Beaver, Carbon, and Emery counties—are three of the harder-hit counties nationwide. So it goes to show that, here in Utah, while we are very hard-hit in most urban centers like Salt Lake City, we had these counties that did not have the resources, that did not have the expertise or the know-how on how to tackle this.”

— Community partner

A 2-day training, December 13–14, 2017, was held in Salt Lake City with 14 adult trainees. This training focused on the Strategic Prevention Framework and received positive feedback from attendees. Of the seven attendees who completed a post-training evaluation, most felt satisfied or somewhat satisfied with the training, while all indicated they were likely or somewhat likely to use the information received in the training. However, nearly half of the respondents indicated they did not learn much new information from the training, potentially due to the repeated subject matter from the National Coalition Academy. Several respondents highlighted the repeated information in the evaluation.

CADCA conducted a Youth Key Essentials training on July 11, 2018, in Ephraim, Utah, with 200 youth participants and 25 adult advisors. Over 90 percent of youth respondents agreed or strongly agreed that the training taught them how to:

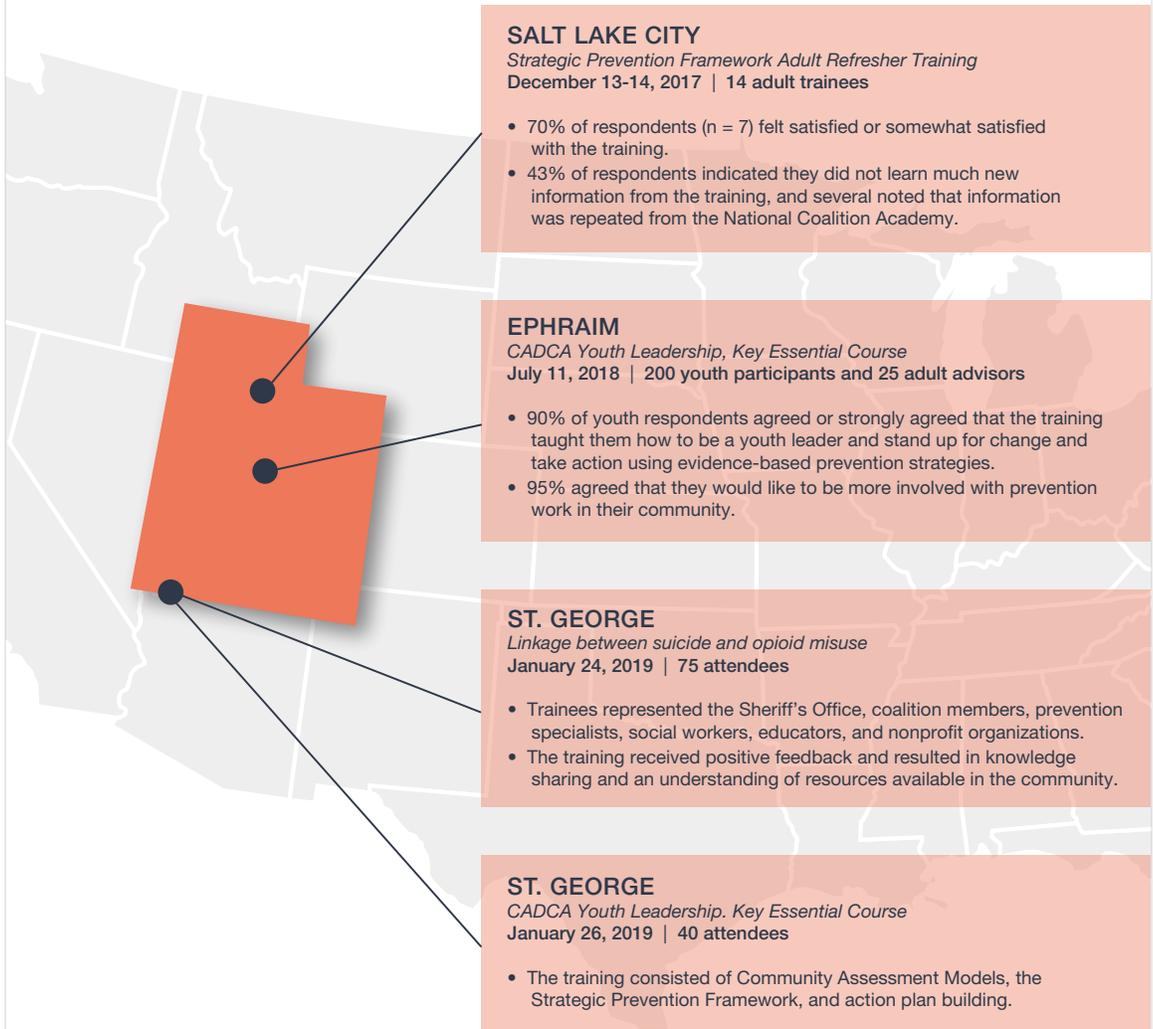
- Be a youth leader in their community and stand up for change.
- Use the Strategic Prevention Framework in community work.
- Break down the problem using the “But why?” and “But why here?” techniques.

- Determine what evidence-based prevention strategies can be used to affect local conditions in the community.
- Take action using those prevention strategies with action-planning.

In addition, 100 percent of respondents agreed or strongly agreed that they will be able to use the information they learned in their community work, and nearly 95 percent agreed or strongly agreed that they would like to be more involved with prevention work in their community than they are now.

In January 2019, CADCA conducted two trainings in southern Utah. On January 24, 2019, the training focused on the links between suicide and opioid misuse. Approximately 75 people attended the event in St. George, Utah, representing multiple counties. Trainees represented the Sheriff’s Office, coalition members, prevention specialists, social workers, educators, and nonprofit organizations. The training received positive feedback and resulted in knowledge-sharing and an understanding of resources available in the community. The second training was youth-focused and took place on January 26, 2019. Approximately 40 youth attended the training and represented multiple counties and schools. The training consisted of community assessment models, the Strategic Prevention Framework, and action plan-building. The youth were engaged and eager to apply these developed skills in their communities.

STATEWIDE TRAININGS IN UTAH





YOUTH ACTIVITIES

Youth Dance Program

- **Granite Park Junior High School:**
October 23, 2018–May 6, 2019;
10 total students
- **Roosevelt Elementary School:**
November 19, 2018–May 27, 2019;
12 total students
- **Woodrow Wilson Elementary School:**
November 1, 2018–May 16, 2019;
11 total students

The DEA YDP was established to empower kids by providing a free and positive afterschool activity. Three South Salt Lake City schools were chosen as YDP locations during the DEA 360 Strategy in Utah. YDP focuses on providing an alternative to drug use through dance, through three methods:

- Exciting and interactive professional performances, where students receive critical messages about the importance of staying drug free and healthy and about working as a team and taking a “positive” risk in trying something new.



- A free dance class series in a safe location, where students have the opportunity to work with mentors and focus on working in a positive environment with peers, resisting peer pressure, building self-confidence, and participating in a healthy activity.
- Giving the children their own performance opportunity at their schools.

YDP serves to empower kids, teach discipline, and provide an avenue for healthy emotional expression through dance. YDP begins with a launch assembly in each of the schools, continues with 20 weeks of afterschool dance classes with 10–12 students, and ends with a final assembly. In 2019, the final assemblies were scheduled for the end of April and beginning of May.

The DEA field office was active at each of the DEA YDP schools, giving students the added benefit of hearing about important drug information and messaging from DEA agents. The DEA field office also facilitated relationships between the DEA Educational Foundation, Promise South Salt Lake, and school staff.



Staff from the local DEA office were actively involved in the YDP activities, including providing a full display at YDP launch assemblies. The display included handouts such as pens, wristbands, and drug education materials. These items were very popular with the students. Representatives from DEA also addressed the launch assemblies and class attendees, providing drug-free, healthy lifestyle messaging.

“I am really glad this program is going into [this] school since I know they are in great need. The vice principal seemed receptive of the program and even discussing ways DEA 360 can go into the school and talk about drug education.”

— Promise South Salt Lake representative

Samba Fogo Dance Company

Samba Fogo, based in Salt Lake City, facilitated YDP in South Salt Lake schools. Samba Fogo is a nonprofit cultural arts organization inspired by the excitement and beauty of Afro-Brazilian music and dance. Since its founding in 2009, Samba Fogo’s mission has been to enrich the community and inspire others through live performances, arts education, and community classes and workshops.¹⁸

“Through our weekly classes, we have had the privilege to engage with these students as we explore the music and dance of Brazil, and tap into personal, creative movement and expression. The DEA YDP’s commitment to engaging, empowering, and inspiring the children it works with has made this a dream project for Samba Fogo to collaborate in. Our students have blown us away with the enthusiasm, commitment, and creative energy they explore and share so freely with us and their fellow dancers, and it has been our honor to take part in this process with them and witness this growth.”

— Indigo Cook, Samba Fogo administrative assistant

¹⁸ Samba Fogo website, <http://sambafogo.com>



SLC Metro Narcotics @SLC_MNTF · 26 Oct 2018

Today #DEA360UT is celebrating #RedRibbonWeek by hosting a soccer tournament in #SSLC. We are so proud of our youth who are choosing #sports #instead of drugs. #DEAUT pledging to be #drugfree @DEADENVERDiv



School Presentations

In addition to YDP, DEA partnered with schools to provide presentations to students and to faculty and staff. DEA’s 360 community outreach coordinator delivered presentations in various school settings such as health classrooms or afterschool programs, or at events such as Halloween “trunk-or-treat.”¹⁹ The presentations in each of these contexts emphasized the links between substance use and mental health and were designed to create a safe space for youth to speak openly or share questions anonymously via written notes. Topics included how to help addicted parents survive and recover, how to help a friend who suggests they use drugs as an alternative to suicide, and youth-focused resources that can provide immediate help in a crisis.

Other education-focused initiatives included:

- Red Ribbon Week presentations to students at various elementary schools and a focus group presentation to an afterschool program at a junior high school.
- Partnership with Woodrow Wilson Community School and Promise South Salt Lake for a 3-day service learning camp for 7th-grade students (July 25–27, 2018). Students confirmed drugs as a

problem they see in their community and chose drug awareness as an issue they would collectively like to address.

- Professional development for educators through presentations focused on core messages related to both opioid misuse and contextual issues. For example, DEA outreach raises awareness among educators about students’ use of Snapchat to discuss illicit substances. Since Snapchat conversations often disappear quickly, they sometimes are used to solicit illegal drug use. They also share resources on how to identify youth who may be engaging in substance abuse and other resources that can be helpful—e.g., the SafeUT app.

As part of outreach focused on youth, DEA representatives often partnered with coalitions working on youth substance abuse prevention and mental health promotion such as the Hope Squad—a school-based peer support program designed to help students and professionals identify students who may be in crisis.

Among challenges, DEA representatives reported that some school administrators were resistant to receiving an outreach visit from DEA 360, assuming that an opioid-related presentation would be irrelevant because the school did not have a drug problem.

¹⁹ This approach has been used in school settings and churches in rural areas where homes are far apart, and in places where trick-or-treating isn’t considered safe.

SUMMARY

Community outreach was a core aspect of the DEA 360 Strategy in Utah. DEA field staff have been present in all 29 counties of Utah to conduct community outreach activities and bring awareness to the problem of prescription opioid misuse and heroin use. This included hundreds of town halls, community meetings, and events planned by the DEA local office through coordination with local coalitions, health care, substance misuse treatment and prevention providers, and others to recruit attendees from struggling communities. While the DEA local office consisted of two staff, they traveled throughout Utah to build awareness of the opioid problem among youth, families, teachers, caregivers, and professionals in many sectors. They delivered their message in various settings and provided outreach to diverse schools, often visiting the same schools multiple times to create a sense of familiarity and trust with youth. Among other outreach efforts in schools, the DEA YDP was established to empower youth by providing a free and positive afterschool activity.

Community outreach also included a major statewide summit on opioid misuse and the opioid problem in Utah, the Instead Solutions Summit. The summit was attended by more than 10,000 people and considered a major success. Anecdotally, the summit was effective in changing the public narrative related to opioid addiction and recovery, providing the community with a shared vocabulary for tackling the problem. Many believed the powerful messaging provided through the summit saved lives. The summit served as a springboard for new projects to enhance outreach, education, and awareness—including an opioid summit planned for October 2019; partnerships with multimedia companies, producers, and youth-focused organizations; and the development of the “Instead” concept as a national brand.

Community outreach also included trainings for parents and professionals, such as the CADCA and DEA local office training designed to provide education about substance abuse prevention, mental health promotion, suicide prevention, stigma, the opioid problem in Utah, and public health systems for professionals in health care, substance misuse treatment and prevention, law enforcement, recovery, advocacy, and other fields. About 80 people representing seven counties attended the all-day event, according to a DEA representative. Among other trainings, the Partnership, in collaboration with USARA, provided parent coach training for parents affected by their child’s substance use. The peer-to-peer parent coach program provides parents struggling with their child’s substance use with compassionate support from someone who has been in a similar situation.

Finally, community outreach included the creative use of technology to accelerate messaging, including the smartphone app, SafeUT Crisis Chat and Tip Line, which provides real-time crisis intervention to youth through live chats and a confidential tip program. This outreach also included the use of social media such as Twitter, Facebook, and Facebook Live to reach key audiences in a broader way, particularly youth and the media.

Collectively, these community outreach efforts were considered an unquestionable success by the partners and others interviewed for this report. One DEA 360 partner called the effort “a tremendous and raving success.” Another describes that the community outreach “has been really, really effective, and that’s a huge strength.” In praising DEA’s accomplishments in Utah, another partner, a state lawmaker for 16 years, noted that the DEA local leadership role and DEA 360 effort was “one that we have never seen before.”

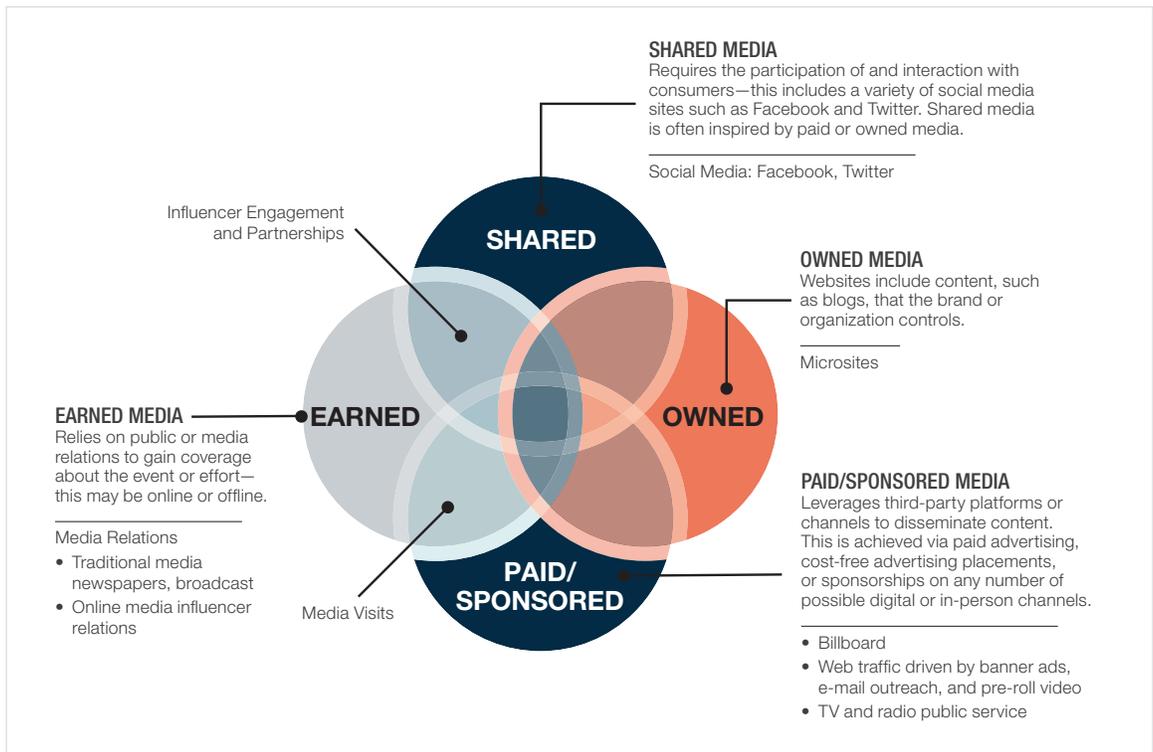
MEDIA OUTREACH

The DEA 360 Strategy in Utah involved various media outreach efforts—television and radio ads, digital marketing, social media, and a billboard placement to raise awareness about the opioid epidemic and resources to address the epidemic in the community. In this section, we present results using digital performance and monitoring metrics from paid/sponsored, earned, shared, and owned media efforts to describe community media outreach, including messages disseminated in the community and the effect of these activities.

Community messaging and media outreach is a central component of the DEA 360 Strategy. As noted in the A. Bright Idea DEA 360 Strategy Campaign Execution Guide, “The DEA 360 Strategy campaign utilizes a comprehensive communication approach, with aggressive public messaging through mass media, television, radio, and social media outlets.”

PAID/SPONSORED, EARNED, SHARED, AND OWNED MEDIA

The DEA 360 Strategy used a multimedia approach, incorporating paid, earned, shared, and owned media, resulting in a wide reach across the state of Utah.

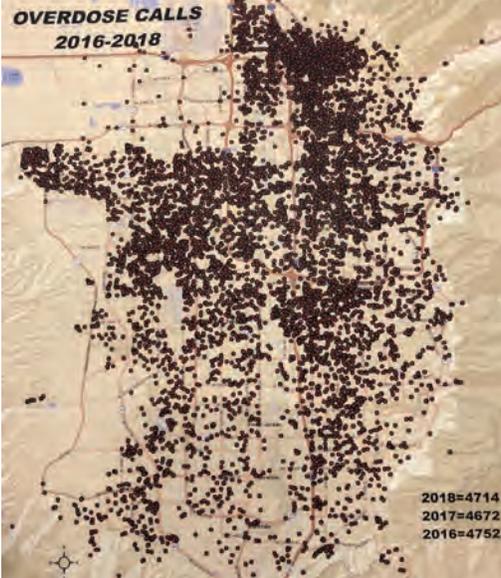




ADDICTED

UTAH

LEARN · HEAL · LIVE



ASAC Besser’s presentation on the opioid problem and DEA 360 for media executives with Sinclair Broadcasting led to the creation of *Addicted Utah*, an investigative journalism series. This series, based out of KUTV, Channel 2 (part of Sinclair Broadcasting), is anticipated to include biweekly segments presented over 8 to 12 months that focus on aspects of the epidemic. The title of the first segment, “Addicted Utah: Walking Wounded—More than 11,000 overdoses since 2016,” borrows from ASAC Besser’s description of individuals who are living and suffering in pain from substance abuse and addiction as the “walking wounded.” As the series develops, the DEA local office will continue to play a significant role in identifying topics and storylines.

Creating a Public Narrative

DEA representatives prioritized building relationships with the media. They appreciated that the media can amplify telling a story—in this case, the story of opioid misuse and heroin use and the DEA 360’s prevention efforts in Utah. They met with media representatives often and made an effort to be accessible and available for questions, updates, and ideas from reporters. As a result, the DEA local staff became trusted collaborators, and reporters reached out to them to propose ideas for media campaigns and other efforts, which substantially contributed to DEA 360 progress.

“I was shocked, quite honestly, at how the media companies here have built entire programs, and not just one-off segments but continuing periodic segments on the opioid crisis that’s been sponsored by DEA 360.”

— Community partner

MEDIA VISITS

Media visits, facilitated by the Partnership, were held September 11–12, 2018, with several media outlets, including Salt Lake City TV stations (KTVX, KSL TV, KUTV, and KSTU-TV) and NewsTalk radio stations (KSL Radio and iHeart Media). Meetings were attended by ASAC Besser, the Partnership’s deputy director for field operations, USARA Family Support Facilitator, Utah Assistant Attorney General, Ciara Gregovich from DEA, and a representative from Senator Lee’s office.

The media visits resulted in one 30-minute radio interview that aired on all iHeart radio stations in Salt Lake City, and two television interviews. As added value, DEA 360 received 751 donated public service announcement (PSA) airings across seven television stations in the Salt Lake City market. The estimated value of the added-value airings totaled \$139,295. See Appendix C, Table 1 for more information about the number of TV spots per network.



WAKEUP UTAH CAMPAIGN

(September 17–December 16, 2018)

DEA 360 used a number of paid media opportunities to disseminate information broadly to Utah during a 13-week WakeUp Utah campaign that included television and radio PSA spots, an outdoor billboard, and digital ad placements.

Target audience:

- Parents, youth, and individuals struggling with opioid addiction

Messaging:

- Custom language related to “protecting loved ones from death,” rather than simply avoiding misuse of prescription drugs, was included to reach the LDS population in the state.
- PSAs included statistics about opioid deaths in the state, including the 400 percent increase in overdose deaths over the last 4 years.

Call to action:

- Visit the WakeUp Utah landing page to find additional resources on the Get Smart About Drugs page or visit the Just Think Twice page.

Impact:

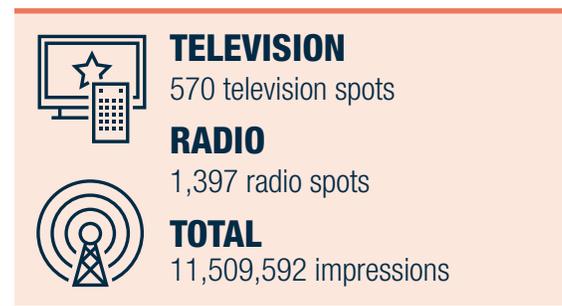
- 21.5 million total impressions
- Added-value placements delivered over 4.2 million impressions²⁰
- 21,000 clicks to the WakeUp Utah campaign landing page

²⁰ Added value means the placement was included at no additional cost to the campaign.

PAID MEDIA

Television and Radio Commercials

Television and radio airings of the DEA 360 WakeUp Utah commercials have a broad reach. Consumers are more likely to retain a message presented in audio or video format than from an image alone, so broadcast ads can create higher recall than other placements.



In addition to the purchased PSA campaign, the Total Traffic and Weather Network delivered 963,840 impressions as added value.

See Appendix C, Table 2 for more information about the TV and radio spot gross rating points, reach, frequency, and impressions.²¹

²¹ The TV placements for the WakeUp Utah PSA could be more widely spread across other channels to reach a larger variety of audiences. While the ad buy on a single TV station had a reach of over 97 percent with a frequency of 5.5, it would be recommended to include at least one additional station in the buy to target users who do not watch KSL-TV on a regular basis. With the inclusion of another station, the reach and frequency of the single station would remain high enough to maintain effectiveness.



STOP THE OPIDEMIC

The Utah Department of Health and the Utah Coalition for Opioid Overdose Prevention (U-COOP) launched “Stop the Opidemic, an aggressive community-based campaign designed to end the devastation opioid misuse and addiction has on individuals, families, and communities throughout the state. DEA 360 Utah fully supported and promoted this campaign and its complimentary message with the 360 Strategy, to include the display of messages on many billboards in Utah. The messages confronted the common misconception that because prescription drugs are sanctioned by doctors and pharmacists, they are more acceptable and less risky than street drugs like heroin. The billboards conveyed the message that heroin and synthetic opioids are equally capable of leading to addiction and death.

Outdoor Billboard

Outdoor billboards drive high impressions at a low cost. In general, outdoor advertising delivers the message on a large scale for maximum reach within a highly targeted area, or more specifically, a pinpointed location. An outdoor unit was included as added value via a single digital billboard on I-215 facing north in West Valley City to increase awareness of the opioid epidemic in Utah between September 17 and October 14. The messaging spoke to protecting loved ones from overdosing.



BILLBOARD
 1 location
 More than 1.3MM impressions

“They were very, very striking billboards because the purpose of the billboards was to show that there was no difference between being dead from prescription pills and being dead from heroin. It’s different drugs but it’s the same dead, if that makes sense.”
 — DEA representative

Digital Advertising²²

Digital advertising efforts for the WakeUp Utah campaign included display banners, online radio, search engine marketing (SEM), online video, and paid social ads. Digital advertising can be targeted to audiences that are relevant to the WakeUp Utah campaign. The ads link directly to the campaign landing page, helping to drive interested users to the site for information and resources. Digital units are also trackable, and buys may be optimized and adjusted for peak performance.



DIGITAL ADVERTISING

Over 29,000 clicks
8MM impressions with an
additional 1.9MM value
impressions

Combined Digital Advertising Metrics

| Medium | Impressions | Cost per Thousand Impressions |
|--------------|------------------|--------------------------------|
| DISPLAY | 5,684,710 | \$4.93 |
| ONLINE RADIO | 850,814 | \$0.00 (added value) |
| SEARCH | 102,464 | \$48.80 |
| ONLINE VIDEO | 138,401 | \$36.13 |
| PAID SOCIAL | 2,059,887 | \$25.49 |

²² Key Terms:

Digital impressions: When an advertisement or any other form of digital media renders on a user's screen. Impressions are not action-based and are merely defined by a user potentially seeing the advertisement. While media buys can guarantee impressions, they cannot guarantee action.

Click-throughs: Clicks refer to a user clicking on a link included in outreach materials to a specific digital asset, such as a website. In this case, click-throughs were links back to the microsite.

Click-through rate: The number of clicks on an ad divided by the number of impressions, expressed as a percentage.

Industry standard benchmark: Performance metrics that serve as a standard by which campaign performance can be measured. The industry benchmarks are the average metrics for ads by platform. The benchmarks for this report are sourced from WordStream.

Programmatic advertising: Automated bidding on advertising in real time for the opportunity to show an ad to a specific customer. Ads are shown to users that fit defined parameters across the web, rather than buying ad space directly from selected websites.

Desktop and Mobile Display Banners

Desktop and mobile display banners, purchased programmatically through a third-party vendor partner, drove a total of **5.6 million impressions and resulted in 16,000 clicks**. This included more than 700,000 added value impressions. The display ads were targeted to four separate target audience groups: young adults 18–24, adults 25–54, adults with teenage children (ages 12–17), and teens 12–17. There were also display retargeting ads used to reach users who had previously visited the website, encouraging them to come back to the site for more information.

Of the various audience groups, the adults with teen children garnered the highest click-through rate and resulted in the most website sessions, followed by teens 12–17. Display retargeting had the highest click-through rate overall, which is to be expected as these ads were served to users who had previously shown interest in the webpage.

Desktop and Mobile Display Banners Results by Audience

| Target Audience | Impressions | Clicks | Click-Through Rate |
|---------------------|-------------|--------|--------------------|
| Young Adults 18–24 | 1,528,434 | 3,685 | 0.24% |
| Adults 25–54 | 1,911,115 | 5,322 | 0.28% |
| Adults with Teens | 1,285,959 | 4,106 | 0.32% |
| Teens 12–17 | 897,727 | 2,815 | 0.31% |
| Display Retargeting | 61,475 | 202 | 0.33% |

Online Radio

An online radio campaign with iHeart radio was included as added value to the broadcast radio buy. The ads totaled 850,000 impressions (650,000 audio impressions and 200,000 display banner impressions). There were more than 1,000 total clicks to the website for an overall click-through rate of 0.12 percent.

Search Engine Marketing

Paid search ads delivered a strong click-through rate of 3.66 percent with an efficient cost per click of \$1.35. These metrics outperformed both

industry standard benchmarks of a 2 percent click-through rate and a \$2 cost per click.²³

There were several ad groups in the search campaign that covered various keyword themes.

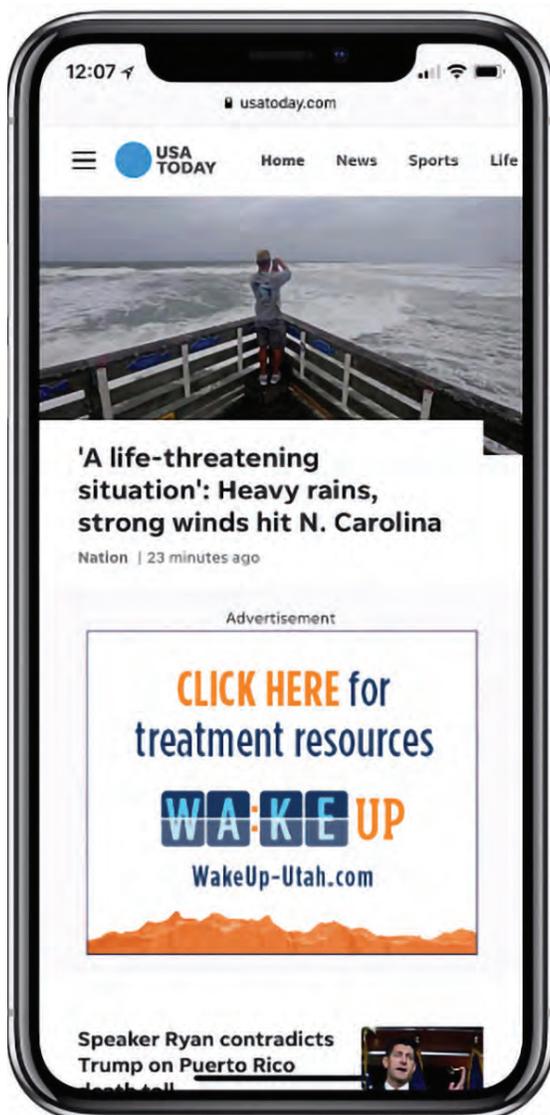
- The “Drug General” ad group delivered the highest number of impressions and clicks. However, the “Heroin” ad group delivered the highest click-through rate at 6.59 percent.
- The top three keywords that delivered the highest number of clicks were “heroin,” “prescription drugs,” and “drugs.”
- The more specific keywords of “signs of heroin use” and “effects of substance abuse” had an unusually high click-through rate at 23.81 percent and 13.93 percent respectively, but at a lower volume than the more general search terms.

Of the users who reached the website through a paid search ad ($n = 2,882$), 741 users clicked to one of the two linked sites (460 to Get Smart About Drugs, and 281 to Just Think Twice).

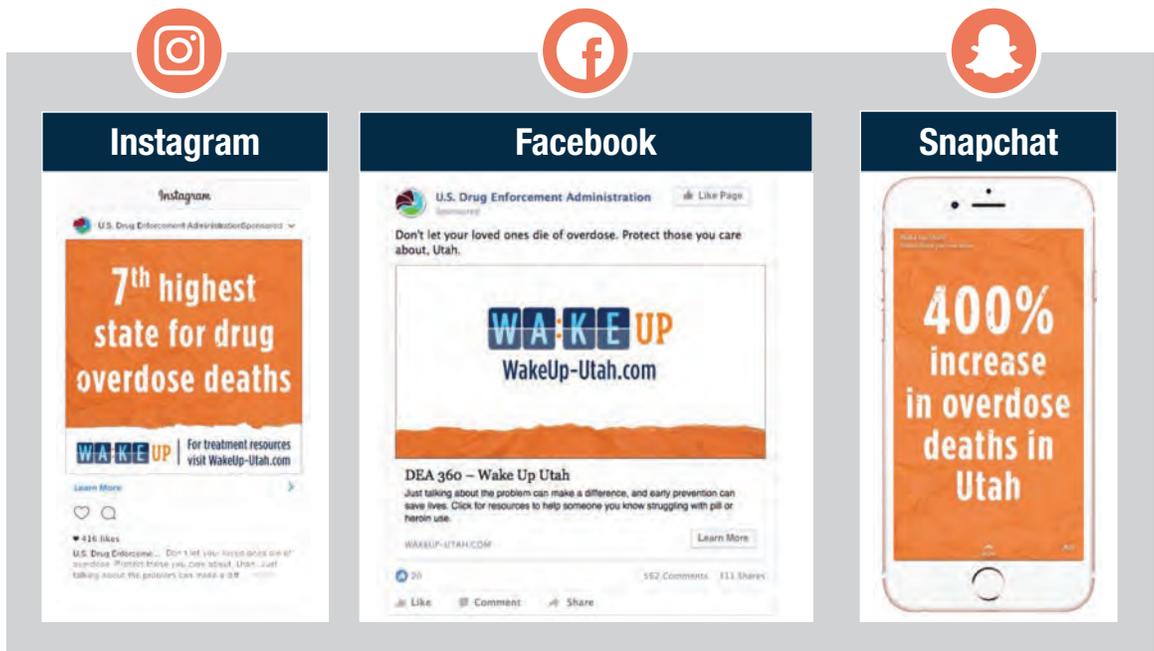
The campaign also tracked users who took action on the DEA Drug Take Back Day website after clicking through an ad. There were four of these conversions during the WakeUp Utah campaign, all coming from search ads.

Online Video

Online video ads on YouTube drove more than 138,000 impressions and 143 clicks. The video ads were viewed to completion 27.18 percent of the time, and had a click-through rate of 0.10 percent compared to an industry standard benchmark of 0.35 percent.



²³ This is on par with campaign expectations, as search ads generally have stronger click-through rates than display, video, and social placements because they reach users who are actively seeking information related to campaign topics.



Paid Social Media

The WakeUp Utah digital campaign included several paid social placements including Facebook, Instagram, and Snapchat ads, for **2 million impressions** and **792 clicks**.

Facebook ads delivered a stronger click-through rate than Instagram, but both were below the industry standard benchmark of 0.90 percent.

Snapchat garnered the strongest interaction rate of the three mediums with over 2,000 “swipe ups,” for a swipe rate of 0.52 percent. Snapchat video ads were included in the paid social strategy for the WakeUp Utah campaign to target younger audiences, ages 18–24, as that age group indexes well on this platform.

See Appendix C, Table 3 for more information about paid social advertising metrics.

OWNED MEDIA

Microsites

Three microsites²⁴ were created for Utah’s DEA 360 Strategy: WakeUp Utah, Just Think Twice Utah, and Get Smart About Drugs Utah. These sites, the primary destination for the WakeUp Utah outreach efforts, were intended to provide resources and information related to opioid addiction, as well as highlighting Utah’s awareness, enforcement, and legislative efforts.

The WakeUp Utah microsite served as a landing page for the other two microsites.

The **Just Think Twice Utah** microsite was built primarily for teen audiences. It includes facts about heroin use and prescription drug misuse, resources for users looking to get help, ways to get involved in community programs, true stories of people who previously abused drugs, and recent news items about heroin use and prescription drug misuse in Utah.

²⁴ A microsite is an individual webpage or a small cluster of pages meant to function as a discrete entity within an existing website or to complement an offline activity.

Microsite Visits and Engagement

| Microsites | Page Views | Visits Number of times the website is accessed | Visitors Number of unique individuals who visit the website | Pages per Visit Number of page views/total number of visits | Bounce Rate Number of visits divided by the number of visits that only have one page view | Average Visit Duration Total duration of all visits, divided by the total number of visits |
|----------------------------|------------|---|--|--|--|---|
| WakeUp Utah | 18,815 | 15,450 | 13,239 | 1.22 | 86.06% | 0:28 |
| Get Smart About Drugs Utah | 3,569 | 1,287 | 1,042 | 2.77 | 55.48% | 1:56 |
| Just Think Twice Utah | 1,742 | 723 | 610 | 2.41 | 58.64% | 1:47 |

The WakeUp Utah site saw the highest amount of traffic among the three sites, as it was the primary landing page for campaign efforts. Because the intent of this page was to direct users to one of two other microsites, the high bounce rate and low site engagement is expected.

The **Get Smart About Drugs Utah** microsite was built primarily for parents, educators, and caregivers. It includes a description of the heroin use and prescription drug misuse problem in Utah, resources for people seeking help, ways to identify people who may be abusing drugs, ways to get involved at the community level, and recent news on heroin use and prescription drug misuse in Utah.

Data for all microsites were collected using Google Analytics.

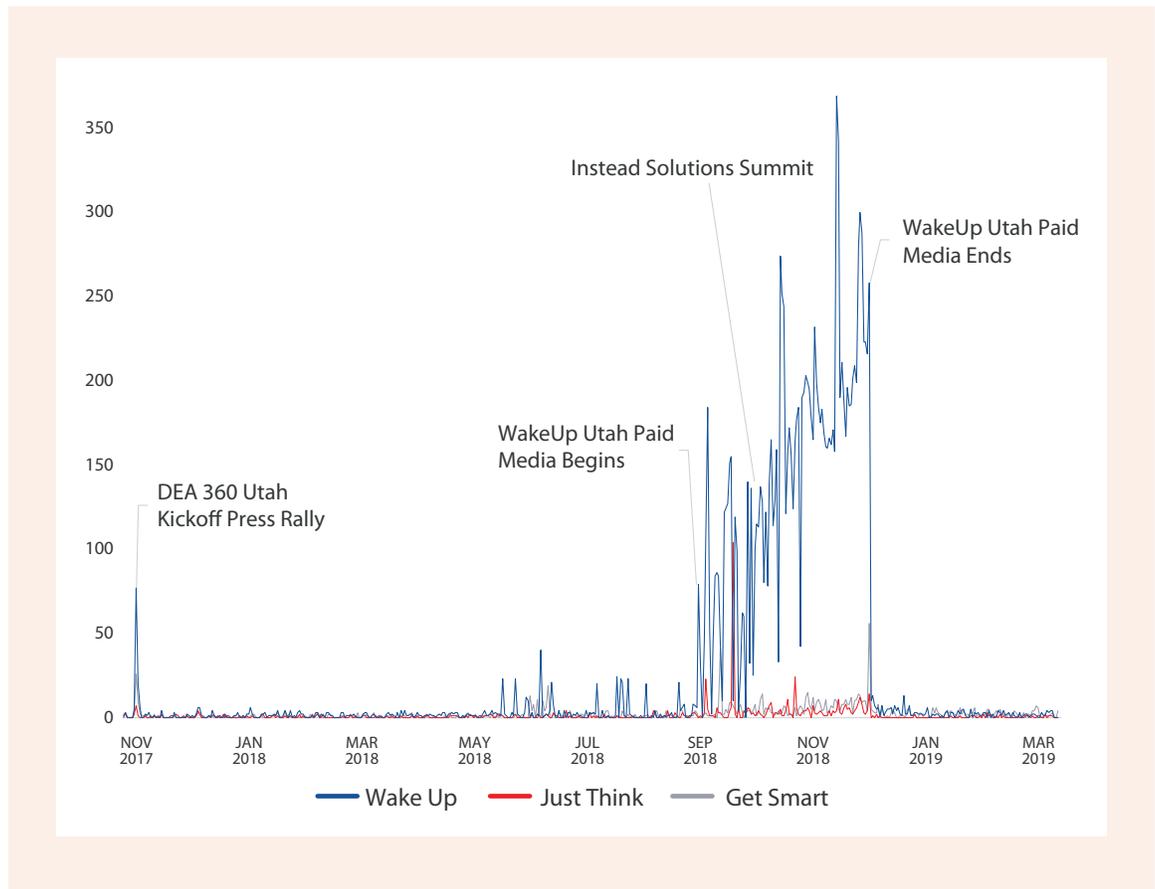
Microsite Overview

Looking at outbound link clicks (visits to other websites from a website), there were 976 clicks to Get Smart About Drugs Utah and 586 clicks to Just Think Twice Utah from WakeUp Utah. Users who came from the Google paid search ads had the most clicks from WakeUp Utah to the other websites, with 460 clicks to Get Smart About Drugs Utah and 281 clicks to Just Think Twice Utah.



Of the two audience-targeted microsites, the Get Smart About Drugs Utah website had more visits than Just Think Twice Utah, although engagement on both of these sites (e.g., bounce rate, pages per visit, average session duration) was about equal and fairly strong.

Microsite Visitors*



*Some visitors on the microsites came from the stage (test) and development versions of the websites. These sites, created so the developers of the website could make and test changes before pushing them live, should not be considered legitimate site visits. Future campaigns should remove this traffic via Google Analytics filters.

The vast majority of visits to the WakeUp Utah website occurred September 17–December 16, 2018, during the WakeUp Utah paid media campaign run by A. Bright Idea. The Instead Solutions Summit occurred during the paid media push, so it is difficult to tell if the effect on website traffic was due primarily to the summit or paid media activities.

How Are Users Getting to the DEA 360 Microsites?

Understanding how users arrive on the microsites can help refine or optimize outreach strategies, identify potential partners (websites linking to your site), and learn what sources are driving the best website engagement.

- Users coming from Google paid search were more likely than other users to click to visit Just Think Twice Utah or Get Smart About Drugs Utah. These users were actively searching for information about opioid use and support services, which seemed to translate to taking the extra steps needed to visit the other microsites.

- Google organic search was a top driver of traffic to all three microsites. Users from Google organic search generally also had stronger website engagement than users from other sources, as they likely had a stronger motivation to find out information about opioids than other user groups.²⁵
- Social media was not a significant driver of traffic for any of the microsites, despite the strong social media presence throughout this campaign. That is actually not uncommon, as organic social media is typically not a large driver of traffic to websites and the goal of social media could be to focus more on awareness or on-post engagement versus driving website visits.

See Appendix C, Table 4 for more information about microsite acquisition.

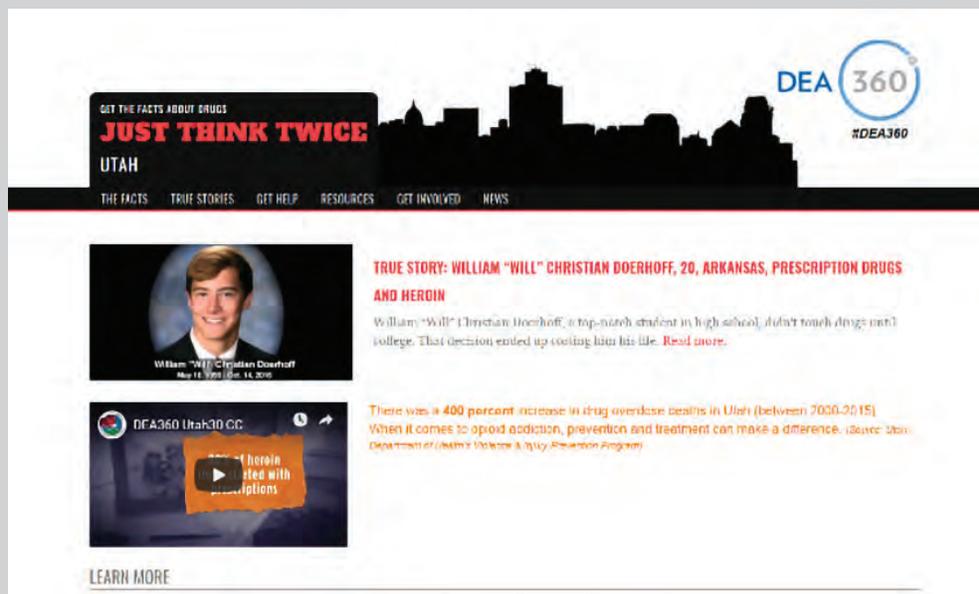
Eighty percent of U.S. website visits to the WakeUp site were from users in Utah. The other two microsites had a majority of traffic coming from within Utah, but a full 42 percent of U.S. visitors (as well as a smattering of international visitors) were not based in Utah or the location was unknown because they were direct traffic and without an identifiable geographic location.

See Appendix C, Table 7 for a breakdown of visits to WakeUp Utah organized by Utah cities.

Recommendations:

- Continue targeting paid advertising to people within Utah to maintain a majority of Utah visits to the microsites, but vary the landing pages (pages promoted in ads) to ensure that users are able to see all the relevant content for DEA 360 Utah.
- Take advantage of local targeting capabilities for organic (not paid) social media posts promoting the microsites. Both Facebook and Twitter have options for targeting posts to a specific location.
- Create a partner outreach toolkit for local partners that includes social media content, graphics, e-mail content, and newsletter content promoting the microsites. Many local partners may not have the capability or time to create this content on their own.
- Create a view in Google Analytics that filters out IP addresses of DEA offices in Washington, DC/Maryland/Virginia, and of any contractors working on the website, as well as any traffic from the stage (test) versions of the microsites. This will help weed out any visits that are not from the primary target audience of the campaign.

²⁵ "Direct visits" are traffic where Google Analytics cannot determine a specific source. These include visits where a user entered the website URL manually, had the URL bookmarked, visited from a mobile application, visited from certain advertisements that were not properly tagged with campaign source information, or a number of other reasons. Direct visits are hard to analyze, as they provide no context to the website visit and it is impossible to tell what outreach tactics did or did not drive microsite traffic (except for Google paid search, which Google Analytics automatically identifies). Because none of the paid media, social media, or e-mail links included UTM parameters, it is not possible to tell what outreach strategies did or did not drive website visits and engagement.



How Are Users Interacting With the Microsites?

Both websites—Get Smart About Drugs Utah and Just Think Twice Utah—featured a number of different downloadable PDF documents, YouTube embedded videos, and links to news articles or websites with additional opioid addiction support services.

- PDF downloads were not a popular user action on the sites, as they required users to go two to three pages deep into the site to find downloadable resources. Additionally, the Just Think Twice Utah website had a majority of visits coming from mobile devices (52 percent), which makes interacting with PDF files difficult.
- The YouTube videos seemed to have fairly low views, based on the prominent placement of video content on the home pages of both websites and number of users who could have interacted with the videos.

- Outbound link clicks were fairly high, as both websites featured a wide array of links to other websites or news articles. On Get Smart About Drugs Utah, users seemed more interested in clicking on links to local resources (such as dsamh.utah.gov or naloxone.utah.gov) versus news articles or other national organizations. On Just Think Twice Utah, links to other DEA websites (such as Get Smart About Drugs Utah) were more popular than links to local resources or local news articles.
- Links featured prominently on the homepages of both microsites. The link on Just Think Twice Utah to Will Christian Doerhoff’s story, or the link on Get Smart About Drugs to Community Resources ended up being the second or third most-visited pages on the website.

See Appendix C, Tables 5 and 6 for more information about user behaviors on the WakeUp websites and the top-visited pages.



EARNED MEDIA

Media Coverage

Earned media consisted of coverage from online media outlets, local newspapers, television/ radio stations, and broadcast television clips. Public officials distributed six news releases on DEA 360 efforts, including the campaign kickoff, the Opioid Solutions Summit, and National Prescription Drug Take Back Day activities. The results included high-level collaboration with local news across online, print, and broadcast outlets. Overall, **earned media coverage garnered 76 additional news clips, reaching a total estimated audience of 104,238,332.** Earned media coverage included:

- 44 online clips, reaching 102,767,471 Internet users
- 23 TV clips, reaching 337,799 viewers
- 9 print clips, reaching 1.1 million readers

Most stories ran in the Salt Lake City designated market area:

- Deseret News (Salt Lake City): 5 print stories and 6 online stories
- The Salt Lake Tribune (Salt Lake City): 3 print stories and 8 online stories
- KSTU (Salt Lake City): 11 broadcast clips and 1 online story

Recommendation:

- While overall coverage of the DEA 360 program was high, messaging around DEA 360 and its associated events were inconsistent. For example, several stories that covered the Utah Opioid Solutions Summit mentioned ASAC Besser and the DEA, but did not mention DEA 360. In late February 2019, ASAC Besser was mentioned in eight broadcast stories regarding a large-scale drug bust. While this activity falls under the law enforcement tactic of the DEA's 360 Strategy, none of the news clips explicitly mentioned DEA 360. There is an opportunity to increase awareness of DEA 360's three-pronged approach as this news breaks.

- KTVX (Salt Lake City): 5 broadcast clips and 2 online stories
- KSL (Salt Lake City): 3 broadcast clips and 2 online stories
- KUTV (Salt Lake City): 3 broadcast clips
- KUCW (Salt Lake City): 1 broadcast clip

Earned media outreach in Utah was very robust due to ASAC Besser's proactive media outreach strategy. DEA 360 Utah began garnering coverage from the kickoff event, held on November 8, 2017. From the beginning, DEA 360 Utah had support from public officials, including U.S. Senator Orrin Hatch, U.S. Senator Lee, state Attorney General Reyes, and state House Speaker Hughes. This support helped rally media attention around the DEA 360 campaign and events. Notable coverage around DEA 360 events included live coverage and streaming of the Opioid Solutions Summit (October 12, 2018); a contributed article by ASAC Besser, Attorney General Reyes, and Senator Lee; and National Prescription Drug Take Back Day. **The kickoff event, the summit, and the Facebook live event garnered significant coverage:**

Earned Media Driving Website Traffic

The DEA 360 Utah kickoff press event had one of the stronger organic impacts on website traffic across the entire campaign period. There was a spike in visitors across all three microsites during the November 8 event. This was driven by visitors arriving on the WakeUp Utah website from news websites such as KSL.com (30 visitors), kslnewsradio.wpengine.com (5 visitors), and deseretnews.com (4 visitors). DEA should consider the success of the press event in driving traffic, and ensure that any media meetings or relations emphasize the importance of putting the URL of one of the microsites within an article.

Overall, news media was a significant driver of organic traffic to the WakeUp Utah website, with websites such as KSL.com (170 users), KSLTV.com (55 users), and deseretnews.com (18 users) contributing.

1

Kickoff Event/Press Conference



The press conference/kickoff event was covered by local television stations, including KUTV (CBS 2), KTVX (ABC 4), KSTU (Fox 13), KSL (NBC 5), and KUCW (CW 30). Each of these TV stations aired the story about the launch of the DEA 360 Strategy in Utah multiple times throughout their daily programming—most of these stories also mentioned ASAC Besser. Additionally, ABC 4 and NBC 5 shared online versions of the broadcast clip, accompanied with an online story. The kickoff also garnered print and online coverage from local newspapers, including Deseret News and The Salt Lake Tribune. Senator Hatch's office also released an official statement on the unveiling of the DEA 360 program in Utah on November 8, 2017.

2 | Opioid Solutions Summit

The Opioid Solutions Summit (October 12, 2018) was another driver for press coverage around DEA 360 Utah. Media covering the summit included *The Salt Lake Tribune*, *Deseret News*, KUTV (CBS 2), KTVX (ABC 4), and KSTU (Fox 13). Press releases from DEA Headquarters, the Office of the Attorney General (Sean Reyes), and the Office of U.S. Senator Lee also helped drive media coverage of the summit. Overall, **26 news clips** mentioned the Instead Solutions Summit. Most stories also mentioned key public figures such as ASAC Besser, Attorney General Reyes, and Senator Lee.

Recommendation

- Coordinate and cross-pollinate messaging with other government agencies/offices to present a unified effort. This includes aligning key talking points, and driving audiences to the correct webpage for more information on events and resources. Additionally, if multiple government offices are distributing press releases around an event, ensure messaging aligns and, if possible, share resources across channels. If one office is distributing a press release or interviewing a spokesperson, another office may promote the resources already at hand across channels, such as on social media and in digital newsrooms.

3 | Local News Facebook Live Appearances

The local DEA office built a strong relationship with local news outlets, especially KSL-TV (NBC 5). Through this relationship, DEA 360 was able to reach new audiences via the KSL-TV Facebook page. Between October 2017 and December 2018, the KSL-TV Facebook page shared seven videos, including broadcasts and online “town hall” events relating to the Utah campaign. KSL helped by advertising Facebook Live town halls and did advance interviews with DEA local office staff to promote the event. In addition, after the 6 p.m. news, network anchors would announce to viewers that they were transitioning to Facebook for the Facebook Live town hall and encourage viewers to watch the event and type in their questions in real time. Sharing information about DEA 360 from a news outlet’s Facebook and YouTube pages helped tap into new audiences who may not be consuming news via traditional outlets.

Videos were shared on both YouTube and Facebook, garnering:

| | | |
|--|---------------|------------------|
| | 78,762 | views |
| | 296 | reactions |
| | 110 | shares |
| | 443 | comments |

“The questions that were coming in were just unbelievable. Some of them were very, very sad. They were all ... unvarnished because people feel at liberty to do it because you can’t see them. They can just type in, so it was live-streaming video with a panel of people. ... We would answer the public’s questions and provide them resources.” — DEA representative



The U.S. Department of Agriculture (USDA) also live-broadcasted a two-part roundtable discussion on rural opioid misuse in Salt Lake City. Attorney General Reyes participated in this panel discussion, which was moderated by USDA's Assistant to the Secretary for Rural Development, Anne Hazlett. According to a publication by the Utah Farm Bureau Federation (May 29, 2018), "The roundtable focused on far-reaching issues including law enforcement, recovery, partnerships, and addressing the varied and individual needs of rural Utahns."²⁶ This broadcast was shared on both YouTube and Facebook, garnering:

| | | |
|--|--------------|------------------|
| | 3,410 | views |
| | 69 | reactions |
| | 22 | shares |
| | 62 | comments |

²⁶ Parker, R., (2018, May 29). Utah Hosts Opioid Misuse Roundtable. Retrieved May 2019 from <https://www.utahfarmbureau.org/Article/Utah-hosts-opioid-misuse-roundtable>.



Social Media²⁷

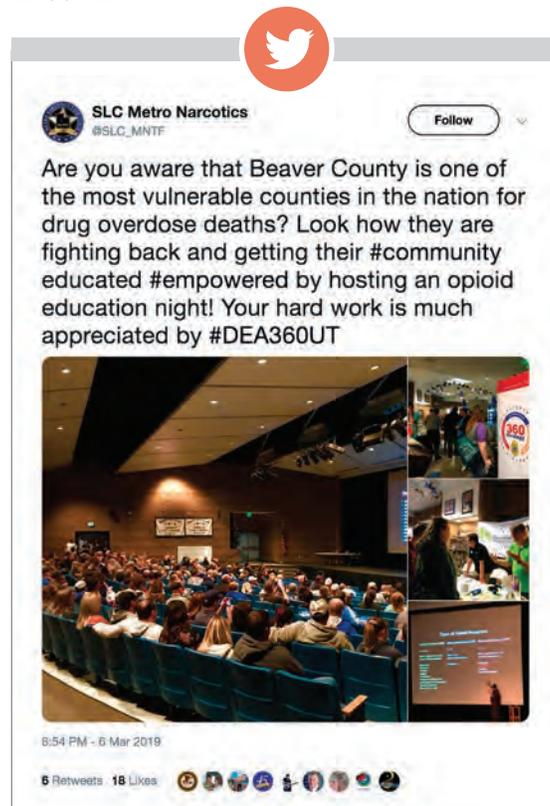
There were **55 tweets** using #DEA360UT or #DEA360UTAH found between November 2017 and March 2019, with the majority (39) occurring January–March 2019. The reach of the 55 posts was 101,052.

The common theme for the hashtags was about bringing a community together and that this crisis can only be solved when everyone is involved.

| |
|--------------------|
| #drugfree |
| #community |
| #communityoutreach |
| #empowered |
| #strongertogether |
| #demandreduction |
| #opioidcrisis |
| #redribbonweek |

There were two tweets from @SLC-MNTF (and their subsequent retweets) that provided almost half of the total reach for the entire time period.

Tweet 1:



This post (https://twitter.com/SLC_MNTF/status/1103489049241645057) was sent on March 6, 2019, with a reach of 20,635. Six accounts retweeted this post, and the tweet received 19 likes.

²⁷ ICF used Sprinklr to conduct a social listening scan on the terms #DEA360UT and #DEA360UTAH. The date range we searched was November 1, 2017–March 31, 2019. We chose to not include the #DEA360 hashtag as it pulled in data from other states or posts not relevant to the Salt Lake City efforts.

Tweet 2:



This post (https://twitter.com/SLC_MNTF/status/1075469689050951681) was sent on December 19, 2018, with a reach of 24,726. Three accounts retweeted, and the tweet received 4 likes.

Leveraging social media

The DEA local office leveraged social media to provide a venue for the public to learn about DEA 360 Strategy outreach initiatives. They created their own Twitter account in Salt Lake City, which is linked to the Salt Lake City Metro Narcotics Task Force. Within a short time, the DEA local office/narcotics task force leveraged a sizable following on its Twitter account. The DEA local office also shared information by using the handle of the Utah Attorney General’s office—a major partner and collaborator in the Utah Opioid Task Force.

The account @SLC_MNTF tweeted #DEA360UT or #DEA360UTAH 38 times during the date range.²⁸

²⁸ Tweets from this account have been incorporated throughout the report.

What Are People Tweeting About?

- Community meeting/forum dates and updates
- Updates about coalition activity
- Photos from various outreach events (e.g., community meetings, health fairs, school events, press conferences)
- Facts and articles related to the opioid epidemic
- Opioid Task Force updates and activities
- Maps of greater Salt Lake City area illustrating deaths and also “the walking wounded” — represented by drug-related overdose calls pinpointed on the map

SLC_MNTF for Salt Lake City— Metro Narcotics Task Force

| | | |
|---|-------------------------------|----------------------------------|
| # | Sample Hashtag | #DEA360UT |
| | Number of Tweets | 1,543 since November 2016 |
| | Number of Pictures and Videos | 195 |
| | Number of Followers | 561 |

The @SLC_MNTF account was a great example of a local narcotics task force that was especially active on social media. They used the region-specific hashtag and posted frequently about different partner and community events. For future efforts, it is recommended that DEA continue to partner with accounts that are already engaging in the conversation online and ask them to become a partner in sharing DEA 360 efforts. By creating example posts, graphics, and trackable links to DEA 360 webpages, partners would require minimal effort for disseminating this information.

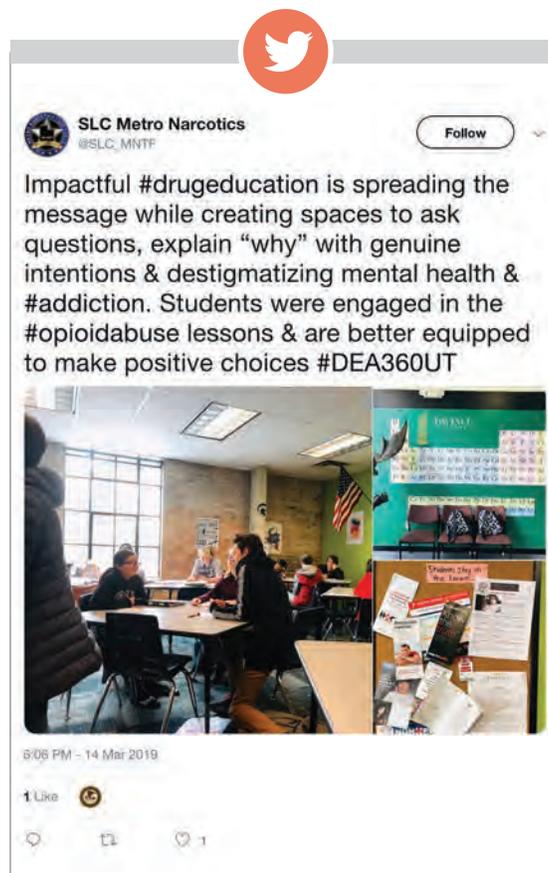
LESSONS LEARNED

Several key lessons were learned from assessing the DEA 360 Strategy implementation in Utah. Note that some of the lessons learned are stated by interview respondents, whereas others are observed through the data.

Humanize the crisis and overcome stigma

Interviewees repeatedly referenced stigma as among the greatest challenges to addressing the opioid crisis in the state. As the DEA local office and partners provided outreach in communities across the state, they found that community members of all types (e.g., parents, teachers, professionals, and youth) were unaware of the scale of the problem, unwilling to discuss the crisis/addiction, and unlikely to seek help when needed. The historical and cultural context within Utah forced DEA 360 stakeholders to overcome the “fundamental discomfort of having these conversations.” Respondents sought opportunities to reinforce the human element of addiction and the importance of creating a safe space to talk about related issues. They helped build awareness of the connection between opioid misuse and mental health issues, suicide, and homelessness. A person in recovery shared his thoughts on the role of “education, prevention, and redemption.” For him, his story, which is emblematic of human struggle and recovery, was a tool to carry forward the redemption message. In routinely speaking out about his experience before large audiences, he also served as a model for open communication on difficult topics—and an alternative approach to suffering in silence, shame, and fear of

stigma. He reminded others that, “Regardless of all the education or prevention that we do we’re still going to have people that will suffer the disease of addiction.”



Provide resources in underserved, rural communities

The expansion of DEA 360 beyond Salt Lake City was a direct response to the high needs in rural communities across the state—such as Beaver, Carbon, and Emery counties—that had long been among the most affected by the opioid crisis compared with other counties nationwide. A community partner described, within rural communities “the small ripple effects of drug addiction and abuse just devastates those communities at such a higher level.” These communities were typically underserved or lacked the resources or expertise to address the opioid crisis, and there was often a critical need for outreach and education to build awareness about the problem. As one interview respondent noted, just the presence of a prescription drug drop box in a community that had never had one before, was an important step. DEA local representatives were successful in having a real presence and making a personal connection with community members; this was perceived as having made a significant difference, particularly in building awareness, based on feedback from the interviews.

View DEA as an ally in prevention

The strong community presence of DEA 360 and messages focused on prevention, treatment, and support for community members were influential in addressing prior negative perceptions within the community of DEA and law enforcement generally. An interviewee reflected, “I think the stigma that comes with them being law enforcement ... a lot of community members maybe are hesitant of them. But I think it’s also a strength because they carry the weight of being a national agency. This is something that we can trust and law enforcement officers really identify with that.” The DEA local office was able to effectively “operate outside of law enforcement.” An interviewee suggested that the experienced DEA staff from Utah should be viewed as a resource for future DEA 360 cities—serving either as mentors or by directly having a presence in the other cities.

Interviewees observed that the DEA local office formed genuine connections with organizations and individuals. As an interview respondent described, “In meeting after meeting, or setting after setting, whether it was that we were audience members listening or panel members presenting or listening to each other’s presentations, I just came to see that [DEA representatives] were very much as concerned about what I was concerned about, and that was about stopping the deaths, about trying to change the dialogue surrounding this topic. And it was very refreshingly not talking about heavy-handed ‘lock’em up’ punishment strategies.” Interviewees described a “network effect”—as one individual or organization opened up to working with DEA, other organizations also became more willing to work with them.



“I absolutely think that Utah being selected for the DEA 360 program was probably the most cost-effective and efficient use of those resources that DEA could’ve ever found. And I think any future or continued support from DEA 360 to the state of Utah will be money well spent because of these partnerships.”

— Community partner

Understand the role of law enforcement in tackling the crisis

While DEA has made strides in establishing critical connections with law enforcement, an interviewee still had concerns about the relationship and response of local law enforcement. The interviewee reflected on the vicarious trauma for law enforcement and first responders in small communities who are constantly exposed to overdoses, and the impact this has on their perception of addiction. She recommended additional trauma training and stigma reduction initiatives to better support law enforcement.

Correct the misinformation

Outreach efforts through DEA 360 Utah were targeted broadly across the state to provide basic education, build awareness, and correct misinformation related to prescription pills and addiction. Interviewees were often surprised to learn how little community members actually knew about opioid misuse. There is a general perception that “pills from the doctor are okay,” but there is a lack of awareness about overconsumption, misuse, or addiction. As one respondent described: “If somebody offered you heroin, you’d say I’m not going to take that. That’s dangerous. But if the doctor gives me a Percocet then I don’t have those same concerns. I don’t have

red flags that come up like if somebody had offered me heroin. So it’s trying to help the general public understand the similarities there and that we should be equally concerned or inquisitive or ... cautious when it comes to synthetic opioids that are prescribed from our doctors.” Respondents advised that those involved in public outreach should continue to assess the baseline of their audiences to tailor presentations to address what people do or do not know (or equally dangerously, what people think they know but may be misinformed about). Outreach efforts should provide basic information and be focused on assessing and addressing misconceptions related to opioids and addiction.

In addition to the general public awareness and outreach efforts, DEA 360 had several targeted initiatives to reach new, or previously underserved, audiences. For those who were unlikely to seek out opioid resources, DEA 360 Utah presented to businesses and had a strong social media presence. They also focused on education efforts for youth. One interviewee noted that youth are being exposed to the epidemic at younger ages. While one interviewee had considered high school students as the target population for many years, she recommended that efforts include youth in middle school who may be exposed to drugs and who “might not even understand the crossroads that they’re facing at the time.”

Improve cross-sector collaboration

Compared to other states, interviewees in Utah thought the state was ahead of the game in many respects. For example, various stakeholders had identified challenges related to the opioid problem in Utah and had begun planning and implementing a response. While multiple efforts were already underway, DEA 360 was instrumental in bringing people together and creating opportunities to share resources to address the opioid misuse problem. DEA 360 helped connect key players with shared interests, and who had previously been unaware or hesitant to work together. Several respondents reflected on the high engagement and efficiency gained by unifying stakeholders across sectors in collaborative efforts.

One interviewee described his organization as “becoming a cog in the machine of the DEA 360.” The experience, he noted, “was not only beneficial to our citizens and our communities, but it was a rewarding outlet to find meaningful ways where we could join hands together instead of the all-too-often case of working against one another because you don’t know what somebody else is working on. Or you are just unaware of different opportunities—you know, no negative intention. ... You just end up being inefficient. [DEA 360] was able to help us break through that inefficiency barrier.”

In addition, collaboration helped diversify funding sources dedicated to opioid misuse and prevention. The state allocated funding through the state budget appropriations process to continue the DEA 360 program, in coordination with the state Department of Health.

Through cross-sector collaboration, DEA 360 helped ensure that organizations were able to share data more effectively. An interviewee described the potential that comes from “unsiloing the data sources” and embracing technological solutions to the opioid epidemic.

Educate and embrace the media

Interviewees routinely applauded the relationship that the DEA local office established with the media. Because the ASAC built strong relationships with the media, the media became connected in many ways to DEA 360 initiatives, embracing storytelling related to the opioid problem and suggesting innovative content to reach new audiences. As a result of the relationship with KUTV, which is accessible statewide, Sinclair Broadcasting created an investigative journalism series, *Addicted Utah*. The first segment in the series was about the “walking wounded,” who are individuals who survive a nonfatal overdose. DEA representatives were instrumental in supporting the development of the first session and will continue to be involved in an advisory capacity. Similarly, DEA 360 included several Facebook Live town hall events that were promoted during the 6 p.m. news. The goal of these events, and the Addicted Utah campaign, was to begin to educate about the opioid problem and address the spread of misinformation throughout the state.





DEA 360 Utah was also able to successfully leverage social media to provide another venue for the public to learn about the 360 Strategy outreach initiatives, information, and events. They used a region-specific hashtag and posted frequently about different partner and community events. DEA local representatives should continue to find accounts that are already engaging in the conversation online and ask them to become partners in the 360 Strategy efforts.

Consider alternative funding for sustainability

State legislative support and financial commitments are critical to sustaining DEA 360 activities. The Utah state government approved additional funding to help support the 360 Utah efforts and activities through the state Department of Health.

Several interview respondents indicated that a challenge they foresee in sustaining the 360 Strategy efforts and activities in the long term is finding dedicated funding. A few respondents acknowledged that the additional funding provided by the state of Utah for the implementation year was a benefit and that more dedicated funding could assist in continuing staffing and outreach efforts.

It is acknowledged that in addition to continued coalition work and a collaborative approach, additional funding is needed to help sustain the staffing and program efforts statewide.

“We appropriated state dollars in our state budget, additional dollars dedicated to the DEA 360 program. And we coordinated that through our state Department of Health. We know how those dollars should be invested or leveraged in different parts of the state and how they’re being done, the confidence that we were able to have in the program grew unbelievably. So I just can’t speak enough for it.”

– Community respondent

APPENDIX A.

METHODOLOGY



To evaluate and disseminate findings related to the community outreach portion of the DEA 360 Strategy in Utah, ICF implemented a mixed-methods approach for metrics compilation and analysis.

METRICS COMPILATION

The metrics compilation was conducted over two tasks:

1. Provision of metrics from program facilitators
2. Community interviews

Provision of Metrics from Program Facilitators

Individual discussions were held between the ICF team and four program facilitators implementing outreach activities in Utah. These discussions focused on metrics availability and format, as well as timelines for metrics delivery to ICF. The program facilitators and DEA Salt Lake City office collected metrics throughout implementation of the DEA 360 Strategy.

Following the individual discussions, designated representatives of the program facilitators provided the agreed-upon metrics to the metrics compilation lead via e-mail. The metrics compilation lead assessed the completeness of the metrics, organized the metrics according to content and analysis area, and provided the compiled metrics to the analysis team.

COMMUNITY INTERVIEWS

ASAC Besser provided recommendations for community interviewees. Interviewees were invited to participate in the community interviews via e-mail. During March and April 2019, nine community interviews, lasting 60 to 90 minutes, were conducted via telephone using an interview guide approved by ICF's Institutional Review Board, which assessed key domains related to implementation of the DEA 360 Strategy in Utah, including perceived reach and impact, partnerships and collaborations, facilitators and barriers to implementation, technical assistance and support needs, and lessons learned. Each community interview included a lead interviewer; interviews were recorded and transcribed.

METRICS ANALYSIS

The metrics analysis was conducted over three tasks:

1. Social media, traditional media, and digital metrics analysis
2. Outreach activities analysis
3. Community interview analysis

Social Media, Traditional Media, and Digital Metrics

Website data were collected using Google Analytics data from the DEA accounts. Traditional media data were provided by a number of sources, including the Utah DEA office and A. Bright Idea. ICF collected additional metrics on media placements, including reach, using the Cision media monitoring tool. Paid media data, including digital advertising, billboard, and PSAs, were provided by A. Bright Idea, and the Partnership. Social media data was collected via the monitoring tool Sprinklr, Cision, and from the Utah DEA office.

Outreach Activities

Outreach activities included in this analysis were YDP attendance, youth retention, and performance dates; presentations given by DEA staff; training of trainers events conducted by DEA staff; summit attendance; and meetings with local partners, stakeholders, and coalitions. An analysis of the types of organizations involved in DEA 360 events and trainings was performed to determine completeness and appropriateness to the DEA 360 objectives. A qualitative synthesis of community presentation themes, training topics, and meeting agendas was conducted and mapped to DEA 360 outreach objectives.

Community Interviews

A series of nine semistructured, one- to two-hour, phone-based interviews were conducted during March and April 2019. Interview respondents provided verbal consent to participate in the interview and to be recorded. Domains in the interview included background and role in the DEA 360 Strategy; program approach and implementation; involvement in and exposure to program activities; and lessons learned, sustainability, and recommendations. Following each interview, the interview recording was transcribed. Following individual analysis, the qualitative team met to discuss relevant themes and resolve any discrepancies. Data and conclusions from each analysis were synthesized toward final findings and recommendations. All quotes in the report come from interview transcripts.

APPENDIX B.

GLOSSARY OF TERMS

Added-value: Includes free air time or spots.

Average session duration: The total duration of all visits divided by the total number of visits.

Bounce rate: The percentage of visitors to a particular website who navigate away from the site after viewing only one page.

Call to action: Aims to persuade a viewer to perform a certain act immediately.¹ In the case of the billboard campaigns, the call to action was to visit a website or call 211 for help.

Click-through: Clicks on a link included in an outreach material to a specific digital asset, such as a website. In the case of this effort, click-throughs were links back to the microsite.

Digital impression: When an advertisement or any other form of digital media renders on a user's screen. Impressions are not action-based and are merely defined by a user potentially seeing the advertisement, making cost per thousand impressions campaigns ideal for businesses intent on spreading brand awareness.²

Earned media: Media relies on public or media relations to gain coverage about the event or effort—this may be online or offline.³

Frequency: The average number of times a person was exposed to the media asset.

Impact: Short-term and long-term changes on the community as a result of DEA 360—this may be related to sustainability of the DEA 360 activities.

Impressions: The number of times a person passed and potentially saw a media asset.

Owned media: Content, such as websites or blogs, that the brand or organization controls.

Pages per visit: The total number of page views divided by the total number of visits.

Page views: The number of times a specific webpage is accessed. A page may be viewed multiple times in a single visit.

Paid media: Paid or sponsored media is when a third-party channel is leveraged through sponsorship or advertising.⁴

Potential impressions: Calculated by summing the total followers of each Twitter author for a specified topic and time period.

Reach: Number of people exposed to the various components of DEA 360 (e.g., number of people trained, number of youth participants at the Youth Dance Program, and the reach/frequency of the PSAs).

Shared media: Requires the participation and interaction with consumers—this includes a variety of social media sites, such as Facebook and Twitter. Shared media is often inspired by paid or owned media.

Train the trainer: A learning technique that teaches students to be teachers themselves.⁵

Video pre-roll: Brief advertisement that appears before online video.

Visitors: The number of unique individuals who visit the website. Visitors are determined by IP address.

Visits: The number of times the website is accessed.

¹ Marketing Terms. (n.d.). Call to action. Retrieved from https://www.marketingterms.com/dictionary/call_to_action/

² Big Commerce. (n.d.). *Understanding impressions in digital marketing*. Retrieved from <https://www.bigcommerce.com/e-commerce-answers/impressions-digital-marketing/>

³ Odden, L. (n.d.). *Paid, earned, owned & shared media—What's your online marketing media mix?* Retrieved from <http://www.toprankblog.com/2011/07/online-marketing-media-mix/>

⁴ Campbell, A. (2013). *What is "owned, earned and paid media"? small business trends*. Retrieved from <https://smallbiztrends.com/2013/08/what-is-owned-earned-paid-media.html>

⁵ Simplicable. (2012). *What train the trainer really means*. Retrieved from <https://business.simplicable.com/business/new/what-train-the-trainer-means>

APPENDIX C.

MEDIA TABLES

Table 1. Number of Television Spots per Network

| Station | Network | FY 2018 Spots | FY 2019 Spots | Total Spots |
|---------|---------|---------------|---------------|-------------|
| KTVX-TV | ABC | 168 | | 168 |
| KUTV-TV | CBS | 8 | 1 | 9 |
| KSTU-TV | FOX | 154 | | 154 |
| KUCW-TV | CW | 169 | | 169 |
| KUPX-TV | KUPX | 8 | | 8 |
| KMYU | My Net | 44 | 4 | 48 |
| KJZZ-TV | IND | 195 | | 195 |

Table 2. TV and Radio Spots (September 17–December 16)

| Medium | Station | Total Spots | Gross Rating Points (GRPs) Industry standard measure of broadcast advertising's impact, calculated by reach multiplied by frequency, for a target demographic audience | Reach Percentage of people in the market who were exposed to the ad | Frequency Number of times a person, on average, saw the ad on that channel | Impressions |
|--------|-----------------------------------|-------------|---|--|---|-------------|
| TV | KSL | 570 | 920.3 | 97.10% | 5.5 | 5,966,000 |
| Radio | KSL | 13 | 7.8 | 3.40% | 2.2 | 72,800 |
| Radio | KSFI | 13 | 7.8 | 4.00% | 1.9 | 72,800 |
| Radio | KRSP | 13 | 9.1 | 4.70% | 2 | 91,000 |
| Radio | Total Traffic and Weather Network | 1,358 | 269.2 | 61.20% | 4.8 | 5,306,992 |

Table 3. Paid Social Advertising Metrics

| Platform | Impressions | Clicks or Swipe-Ups | Click-Through or Swipe-Up Rate | Video Views |
|-----------|-------------|---------------------|--------------------------------|-------------|
| Facebook | 1,277,280 | 612 | 0.05% | N/A |
| Instagram | 210,208 | 37 | 0.02% | N/A |
| Snapchat | 433,998 | 2,257 | 0.52% | 29,279 |

Table 4. How Users Got to the Microsites

| Microsites | Top Referrers | Visitors | Visits | Bounce Rate | Pages per Visit | Average Visit Duration |
|----------------------------|-----------------------|----------|--------|-------------|-----------------|------------------------|
| WakeUp Utah | Direct | 8,480 | 10,158 | 86.97% | 1.21 | 0:00:30 |
| | Google Paid Search | 2,882 | 3,123 | 86.42% | 1.16 | 0:00:15 |
| | s.yimg.com | 272 | 273 | 100.00% | 1 | 0:00:00 |
| | Google Organic Search | 261 | 306 | 76.47% | 1.39 | 0:01:23 |
| | KSL.com | 170 | 182 | 72.53% | 1.32 | 0:00:40 |
| Get Smart About Drugs Utah | Direct | 718 | 840 | 51.19% | 3.03 | 0:02:15 |
| | Google Organic Search | 209 | 234 | 70.94% | 1.79 | 0:00:41 |
| | wakeup-utah.com | 95 | 126 | 53.17% | 3.19 | 0:01:47 |
| | DEA.gov | 18 | 19 | 73.68% | 1.32 | 0:00:15 |
| | Google Paid Search | 6 | 7 | 85.71% | 1.29 | 0:00:13 |
| Just Think Twice Utah | Direct | 428 | 502 | 56.97% | 2.73 | 0:02:09 |
| | Google Organic Search | 92 | 100 | 57.00% | 1.62 | 0:01:09 |
| | wakeup-utah.com | 47 | 48 | 58.33% | 1.94 | 0:00:30 |
| | Google Paid Search | 22 | 22 | 95.45% | 1.05 | 0:00:01 |
| | DEA.gov | 6 | 7 | 42.86% | 1.86 | 0:00:46 |

Table 5. Site Behavior

| Microsites | PDF Downloads | Outbound Link Clicks | YouTube |
|----------------------------|--|---|--|
| WakeUp Utah* | N/A | Overall: 1,986 Top-Clicked Link: https://www.getsmartaboutdrugs.gov/utah (976 clicks) | N/A |
| Get Smart About Drugs Utah | Overall: 65 Top Material: Instead Solutions Summit Flyer (11 downloads) | Overall: 333 Top-Clicked Link: https://dsamh.utah.gov/contact/location-map (15 clicks) | Videos Views: 81 100% of Video Viewed: 48 |
| Just Think Twice Utah | Overall: 17 Top Material: What Heroes Do Comic (3 downloads) | Overall: 204 Top-Clicked Link: http://www.wakeup-stlouis.com/ (27 clicks) | Videos Views: 33 100% of Video Viewed: 16 |

*The only intended user behavior on the WakeUp Utah website was to visit one of the two other microsites, as discussed in the previous sections.

Table 6. Top-Visited Pages

| Microsites | Top Pages | Pageviews |
|----------------------------|--|-----------|
| WakeUp Utah | N/A (Only one page on website) | N/A |
| Get Smart About Drugs Utah | Get Smart About Drugs Utah | 1,026 |
| | Resources Get Smart About Drugs Utah | 199 |
| | The Problem Get Smart About Drugs Utah | 185 |
| | Find Treatment Get Smart About Drugs Utah | 181 |
| | Local, State, and National Resources Get Smart About Drugs Utah | 139 |
| Just Think Twice Utah | Just Think Twice Utah | 505 |
| | The Facts Just Think Twice Utah | 140 |
| | True Story: William "Will" Christian Doerhoff, 20, Arkansas, Prescription Drugs and Heroin Just Think Twice Utah | 138 |
| | Get Involved Just Think Twice Utah | 92 |
| | Resources Just Think Twice Utah | 92 |

Table 7. WakeUp Utah Website Visits, by Cities in Utah

| City | Sessions | City | Sessions |
|--------------------|----------|------------------|----------|
| Salt Lake City | 3,986 | Pleasant Grove | 59 |
| West Jordan | 725 | Logan | 53 |
| West Valley City | 566 | American Fork | 49 |
| Ogden | 542 | Magna | 56 |
| St. George | 445 | Riverdale | 60 |
| Sandy | 439 | Tooele | 44 |
| South Jordan | 383 | Springville | 36 |
| Layton | 347 | Bluffdale | 37 |
| Bountiful | 290 | Saratoga Springs | 37 |
| Draper | 237 | Syracuse | 37 |
| Murray | 254 | Farmington | 32 |
| Taylorsville | 243 | Spanish Fork | 29 |
| Orem | 190 | Lindon | 26 |
| Lehi | 179 | Snyderville | 26 |
| Roy | 184 | Plain City | 25 |
| Holladay | 172 | Centerville | 21 |
| Midvale | 165 | Clinton | 28 |
| Cedar City | 161 | Brigham City | 21 |
| Herriman | 123 | Ivins | 22 |
| Kearns | 157 | Kanab | 21 |
| West Haven | 115 | Park City | 18 |
| Kaysville | 107 | Eagle Mountain | 18 |
| Provo | 108 | South Weber | 18 |
| South Salt Lake | 103 | Stansbury Park | 15 |
| Riverton | 103 | Eden | 17 |
| Clearfield | 93 | Woods Cross | 14 |
| Price | 112 | Heber City | 15 |
| Cottonwood Heights | 76 | Salem | 12 |
| Millcreek | 79 | Farr West | 12 |
| Hurricane | 82 | Highland | 14 |
| North Salt Lake | 64 | North Ogden | 14 |
| East Millcreek | 65 | Pleasant View | 16 |

| City | Sessions |
|-----------------|----------|
| Washington | 14 |
| Hooper | 11 |
| Huntington | 10 |
| Tremonton | 9 |
| Vernal | 8 |
| Enterprise | 8 |
| Cedar Hills | 7 |
| Castle Dale | 6 |
| Coalville | 16 |
| Payson | 6 |
| Delta | 6 |
| Santa Clara | 7 |
| Springdale | 5 |
| Alpine | 4 |
| Ephraim | 4 |
| La Verkin | 4 |
| Richfield | 4 |
| Santaquin | 4 |
| Mapleton | 4 |
| West Bountiful | 4 |
| Grantsville | 4 |
| Midway | 3 |
| Nephi | 3 |
| Panguitch | 3 |
| Tropic | 7 |
| Manti | 2 |
| Parowan | 3 |
| Pine Valley | 2 |
| Providence | 2 |
| Smithfield | 2 |
| Beaver | 1 |
| Dammeron Valley | 1 |

| City | Sessions |
|----------------|----------|
| Emery | 1 |
| Fairview | 1 |
| Hyrum | 1 |
| Kamas | 1 |
| Leeds | 1 |
| Moab | 1 |
| Morgan | 1 |
| Mount Pleasant | 1 |
| Newcastle | 1 |
| Roosevelt | 1 |
| Toquerville | 1 |
| Veyo | 1 |
| Gunnison | 3 |
| Torrey | 1 |

In most cases for radio and TV buys, reach and frequency oppose one another. There may be a small targeted reach with a higher frequency, meaning a message is delivered to a particular group many times or more individuals are reached a fewer number of times. Because the GRP equation involves both of these factors, comparison is allowed across media buys.

Drug Enforcement Administration
Office of Congressional and Public Affairs
Community Outreach and Prevention Support Section
360.dea.gov

