



DEA 360 STRATEGY REACH AND IMPACT REPORT: MANCHESTER

DECEMBER 2017





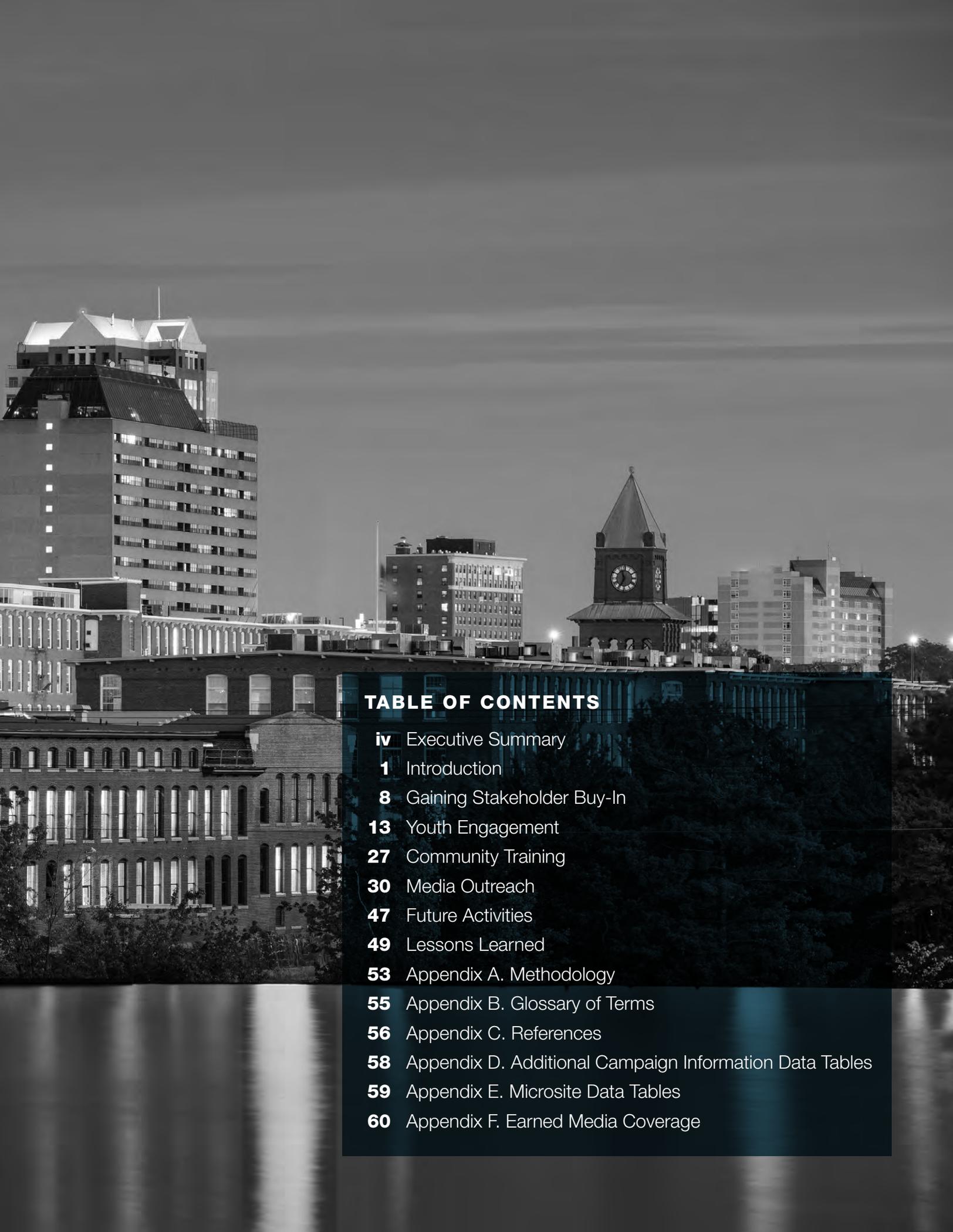
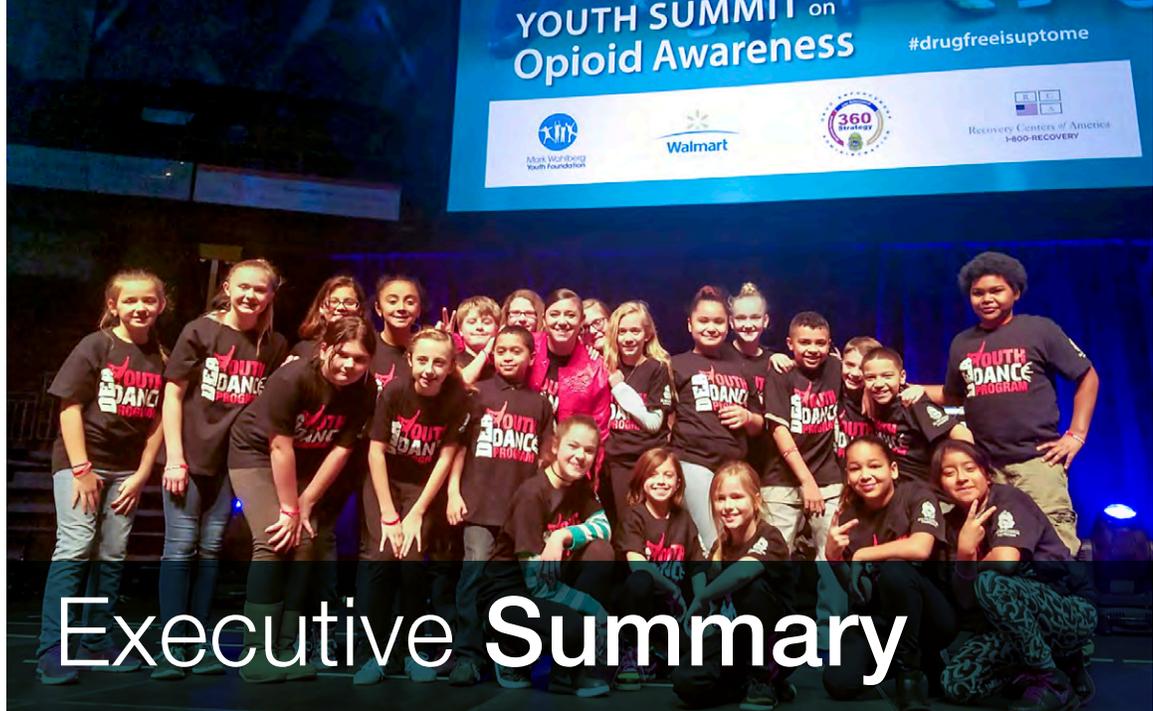


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Executive Summary

BACKGROUND

In 2015, in response to the rising number of opioid-related deaths, the Drug Enforcement Administration (DEA) launched its 360 Strategy with the purpose of ending the deadly cycle of prescription opioid misuse and heroin use. In spring 2016, DEA funded Manchester, New Hampshire, as a DEA 360 city to combat the growing opioid epidemic from three perspectives: (1) law enforcement, (2) diversion control, and (3) community outreach. Four program facilitators were engaged to implement DEA's 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 in Manchester. Results are based on a summary of metrics from each program facilitator, as well as nine phone interviews with Manchester community partners.

DEA 360 IN MANCHESTER

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

- Kickoff meeting
- Press release
- DEA Youth Dance Program aimed at promoting healthy lifestyles and avoidance of drugs
- Partnership for Drug-Free Kids training-of-trainers awareness-building sessions for community stakeholders
- Television and radio media visits
- New Hampshire Youth Summit on Opioid Awareness
- Community Anti-Drug Coalitions of America's (CADCA) New Hampshire Youth Leadership Training
- Formation of the Empower Youth coalition
- 13-week WakeUp-Manchester media campaign

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Key results of the assessment were divided into several sections related to gaining stakeholder buy-in, youth engagement activities, community trainings, and media outreach.

Highlights of the assessment are included below:

- Approximately 8,500 youth and adults attended the New Hampshire Youth Summit on Opioid Awareness.
- A three-day youth leadership training was attended by 26 youth—they participated in a televised town hall and had the opportunity to attend an additional CADCA training in Atlanta.
- A total of 113 adults were present at the three training-of-trainer events in Manchester; 11 parents were trained as parent coaches to provide helpline support to other parents in need.
- During the 13-week WakeUp-Manchester campaign, there were 1,244 television spots and 5,156 radio spots.
- Overall, there were 75 media hits identified—this includes 42 from online news sources and 33 from broadcast sources.

LESSONS LEARNED

These lessons learned may have broad applicability for entities embarking on a multisector approach to a communitywide issue.

- (1) **Making Manchester the focus:** DEA 360 cities should ensure the effort feels locally driven to increase buy-in and sustainability. This may include addressing city-specific issues and needs; relying extensively on community-based organizations; and sharing city specific resources.
- (2) **Creating transparency among partners:** All partners should be clear about their roles and the overarching vision for the 360 Strategy—this is best achieved by reaching out early and maintaining open lines of communication.
- (3) **Tailoring communication for youth:** Because youth are more likely to be engaged with less traditional forms of media (Snapchat and Netflix rather than television and newspapers), they are often missing the important messages being shared about the opioid epidemic. DEA 360 cities should continue to find alternative strategies to share information with youth.



(4) **Providing peer-to-peer learning**

opportunities: DEA 360 provided an important opportunity for youth to become motivated and active in the process of prevention—these youth were energized to be leaders in their school communities and ultimately, serve as ambassadors to their peers and sustain the work moving forward.

(5) **Get creative with additional funding:**

While the DEA Assistant Special Agent in Charge (ASAC) is unable to solicit additional funds, partners involved in the DEA 360 Strategy in Manchester were able to seek alternative funding which provided opportunities to enhance existing DEA 360 activities.

(6) **Find a passionate leader:** The DEA ASAC is an important factor in gaining buy-in and keeping strong momentum in the city. Several community respondents noted that ASAC Jon DeLena's passion for the work was a critical factor in the success of the DEA 360 Strategy.

(7) **Ongoing community outreach support:**

Given the extensive outreach campaign, it has become increasingly important to bring in

additional support both during and after the formal funding period—a community outreach specialist in each city will allow for a more comprehensive outreach strategy and follow-up for training participants.

(8) **Secure buy-in from the schools to create momentum:**

To facilitate working with young people in the community and create momentum, it is critical to form trusting relationships with the schools. By embedding the DEA 360 Strategy directly in the school, these activities have the support of adult advisors and can reach other students.

(9) **Key Influencers on Twitter:** Despite the limitations placed on DEA related to the use of social media, DEA 360 Manchester was able to capitalize on the low-cost, wide reach of social media by encouraging tweets from key influencers, such as actor Mark Wahlberg, and the youth involved in the Empower Youth coalition.

INTRODUCTION

In 2015, in response to the rising number of opioid-related deaths, DEA launched its 360 Strategy with the purpose of ending the deadly cycle of prescription opioid misuse and heroin use. In spring 2016, DEA funded Manchester, New Hampshire, as a DEA 360 city to combat the growing 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 cities. These include the Community Anti-Drug Coalitions of America (CADCA), Partnership for Drug-Free Kids (PDFK), A. Bright Idea, and DEA Educational Foundation.

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

- Kickoff meeting
- Press release
- DEA Youth Dance Program (YDP) aimed at promoting healthy lifestyles and avoidance of drugs
- PDFK training-of-trainers (TOT) awareness building sessions for community stakeholders
- Television and radio media visits
- New Hampshire Youth Summit on Opioid Awareness
- CADCA's New Hampshire Youth Leadership Training
- Formation of the Empower Youth coalition
- 13-week WakeUp-Manchester media campaign

The DEA's Assistant Special Agent in Charge (ASAC) Jon DeLena oversaw the on-the-ground implementation of key activities in Manchester.

OVERVIEW OF THE REPORT

The following report is based on a summary of metrics compiled by each program facilitator, as well as nine interviews with the ASAC, community partners, and youth participants.

The report briefly describes the opioid problem in the United States and in Manchester; strategies developed and implemented in Manchester related to 1) gaining stakeholder buy-in, 2) youth engagement, 3) community training and education, 4) media outreach; 5) future activities, and 6) lessons learned and recommendations for improvements for future implementation using this Strategy in additional DEA 360 cities.

In 2017, as part of the DEA 360 Strategy Performance Analysis Project, DEA contracted with ICF, a research and evaluation firm, to conduct an assessment of the DEA 360 Strategy as implemented in Manchester and produce a Reach and Impact Report for the city.

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 public service announcements [PSAs]).

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

OPIOIDS IN THE UNITED STATES

Misuse and addiction to opioids, such as prescription pain relievers, heroin, and synthetic opioids including fentanyl, is a national epidemic. In 2016, more than 64,000 Americans died as a result of a drug overdose. Drug overdoses are now the leading cause of death among Americans under 50 years of age. The epidemic reached such extremes across the United States that as of October 26, 2017, the president declared the opioid epidemic a national public health emergency (Hirschfeld Davis, 2017).

OPIOID USE IN MANCHESTER

In 2016, New Hampshire had the second highest number of opioid-related deaths and highest number of fentanyl-related deaths per capita with 34.3 deaths per 100,000 residents (Centers for Disease Control and Prevention [CDC], 2016). The state gained notable recognition for its opioid crisis leading up to the 2016 presidential election, as candidates visited the state and spoke about the issue to the media. As the largest city in the state, Manchester was the hardest hit by the crisis. With the community operating in triage mode—

dealing with emergency calls for overdoses and deaths—prevention efforts took a back seat to treatment and recovery. According to one community partner, **“We were really focused on triaging a high volume of people seeking treatment and overdosing, but the volume didn’t match the services in place. Prevention had to change what we were doing.”**



Fentanyl in New Hampshire

Fentanyl, a synthetic opioid, has become popular among drug cartels due to its lower cost, higher potency, and easier means of transport than heroin. Dealers often mix illicitly synthesized fentanyl with other ingredients, such as whey protein or boric acid, to reduce its potency prior to selling. However, because fentanyl is difficult to dilute properly, the resulting mixture may be deadly.

Based on the National Institute on Drug Abuse New Hampshire Fentanyl Hot Spot Study, fentanyl is 50 to 100 times more potent than heroin; the study found that while fentanyl is less expensive and quicker to take effect than heroin, the high does not last as long, requiring more frequent consumption and increasing the chances of overdose. The study points to Manchester as having multiple factors contributing to the high rates of opioid addiction and deaths—New Hampshire has the second lowest per-capita spending on treatment, it is the only state in the Northeast with no needle exchange program, and high rates of prescribing (Plantz, 2017).

“When the pill form of opioids started to get more expensive and tamper proof, people went to the alternative, which was heroin. In 2014 into 2015, the overdose fatalities that we had were down in the 30s ... it was mostly all heroin. Then in 2015, it bloomed up to about 100 fatalities and it was fentanyl and heroin, and then in 2016, we went over 100, and it was almost pure fentanyl. For a city of 115,000 people, losing 115 citizens is pretty amazing.”

—Community partner



On the left, a lethal dose of heroin; on the right, a lethal dose of fentanyl. Photo by the New Hampshire State Police Forensic Lab, source: <https://www.statnews.com/2016/09/29/fentanyl-heroin-photo-fatal-doses/>

- The 2016 state medical examiner report showed that out of 439 overdose deaths in 2015, 283 were from fentanyl and 88 were from heroin (New Hampshire Information and Analysis Center, 2016).
- Between January 2015 and October 2016 in Manchester, there were 1,340 cases of nonfatal and 168 cases of fatal overdoses from opioid use (NDEWS Coordinating Center, 2016).
- The Manchester Fire Department responds to more overdose calls than fires. Since the initiation of the Safe Station program in 2016, Manchester fire stations have had over 2,500 visits from individuals struggling with substance abuse. Safe Station is a 24-hour program located in Manchester fire stations, where people struggling with substance abuse may seek help without fear of arrest (Nedlman, 2017).
- From February to June 2016, New Hampshire's opioid-related emergency department visits increased by 70 percent (Leins, 2017).

THE DEA 360 STRATEGY

In response to the rising number of opioid-related deaths, DEA implemented its 360 Strategy aimed at stopping the deadly cycle of prescription opioid misuse and heroin and fentanyl use by eliminating the drug trafficking organizations and gangs fueling violence on the streets and addiction in communities. The 360 Strategy includes partnering with health care professionals and engaging and strengthening community and social service organizations that are best positioned to provide long-term help and support for building drug-free communities.

The following is an organizational chart of the DEA 360 Strategy national and community partners.



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; and
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 the DEA 360 Strategy in November 2015 and launched DEA 360 in Manchester in September 2016. Manchester is one of eight cities implementing the DEA 360 Strategy; four additional cities are currently funded to implement DEA 360 in 2018.

DEA 360 STRATEGY COLLABORATING AGENCIES

DEA 360 was implemented through a collaboration with program facilitators and various community- and state-level organizations. To implement the DEA 360 Strategy at the local level in Manchester, DEA relied on ASAC DeLena to serve as the liaison between DEA headquarters (DEA HQ), the program facilitators, and the local community partners. During implementation in Manchester, the local DEA office established partnerships with community organizations and representatives from various sectors, including the media, prevention community, local law enforcement, and youth.

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 (CADCA, n.d.). 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 by providing technical assistance and training, public policy advocacy, media strategies and marketing programs, conferences, and special events.

DEA 360 Strategy responsibilities included communicating and coordinating with key coalition members to prepare for the youth training and town hall event.

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 (Partnership for Drug-Free Kids, 2017). The PDFK 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.

DEA 360 Strategy responsibilities included the launch of several public service announcements and TOT presentations.

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 (Get Smart About Drugs, n.d.). By reaching out to America's schools under the powerful name of DEA and the DEA Educational Foundation, the DEA Youth Dance Program will inspire youth with healthy and drug-free messages and will encourage them to exercise and express themselves artistically.

DEA 360 Strategy responsibilities included facilitating four dance classes intended 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 (A. Bright Idea, n.d.). They bring expertise in strategic communication, graphic and logo design, print collateral, and outreach materials.

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

METHODS AND DATA SOURCES

At DEA's direction, ICF used a mixed-method approach to assess the 360 Strategy in Manchester 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 community partners and youth from the YDP in Manchester (see detailed description of Methods in Appendix A).

QUANTITATIVE DATA (METRICS COMPILATION)

DEA's four program facilitators and community partners who participated in phone interviews shared relevant quantitative metrics data related to their deliverables during and after the implementation year (October 2016–2017). Examples of data shared included sign-in sheets from trainings, news articles including mentions of DEA 360, summary documents of media metrics, dance program attendance records, training slides, and photos from the DEA 360 events.

QUALITATIVE DATA (COMMUNITY PARTNER AND YOUTH INTERVIEWS)

ICF conducted nine qualitative interviews to gather information on DEA 360 program implementation in Manchester, partners and collaboration, facilitators and barriers to implementation, and lessons learned. Respondents included ASAC DeLena, six community partners identified by the ASAC as being central to the community outreach component, and two youth engaged in DEA 360 activities in Manchester.

REACH AND IMPACT REPORT RESEARCH QUESTIONS

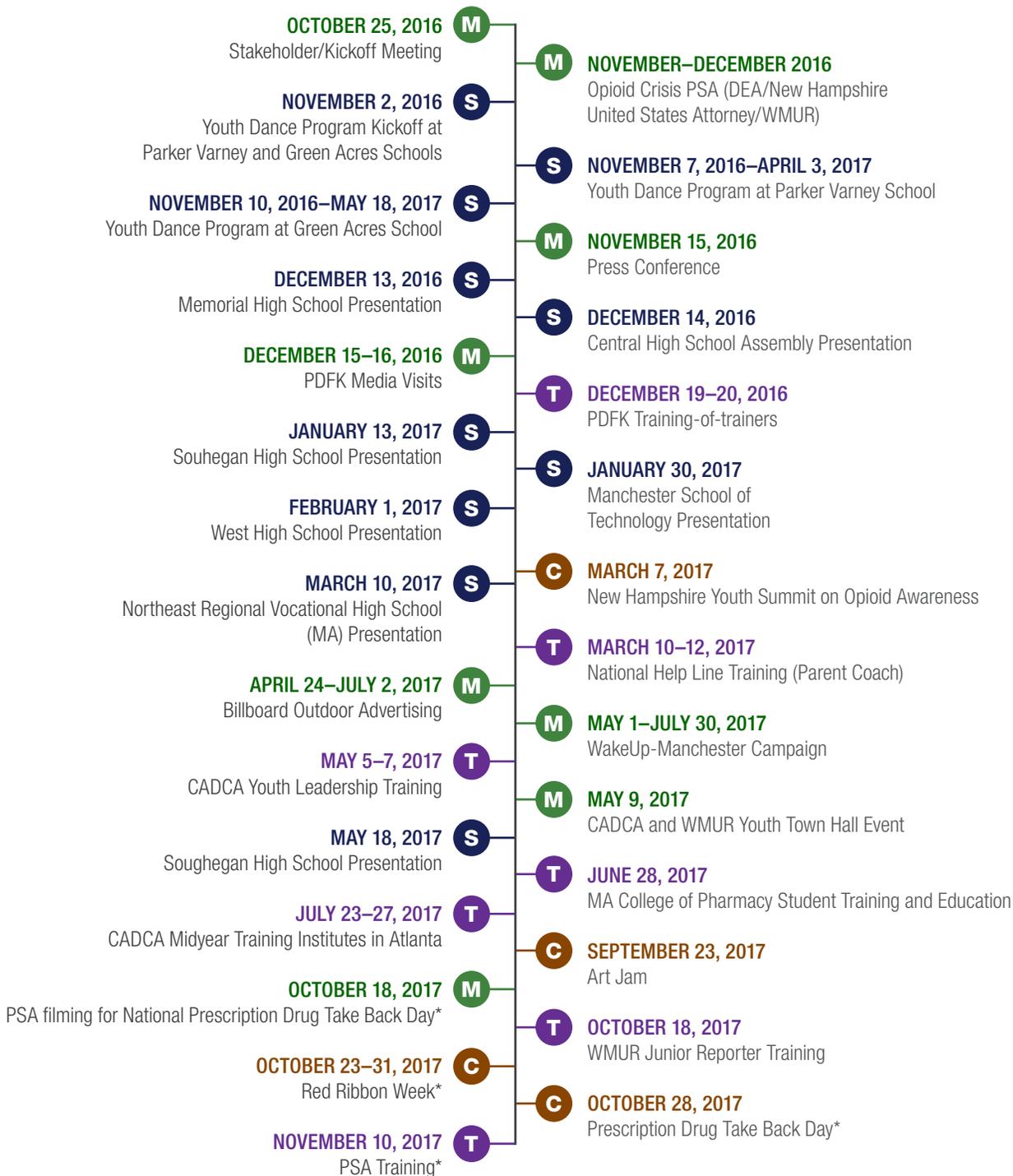
The report highlights key findings to respond to the research questions included below.

- What strategies were used to encourage collaboration in Manchester? What was the impact of these collaboration efforts on sustainability or scalability?
- What impact has the DEA 360 Strategy had on youth in Manchester?
- What outreach strategies were used in Manchester? 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 Manchester?
- How has the DEA 360 Strategy been sustained in Manchester? What has been the lasting impact of the DEA 360 Strategy on Manchester?
- What were the lessons learned based on DEA 360 in Manchester?

DEA 360 STRATEGY IN MANCHESTER

DEA implemented its 360 Strategy in Manchester from October 25, 2016 to September 30, 2017, with a predominant focus on youth engagement. The following timeline highlights key events and activities.

ACTIVITY TIMELINE



COLOR KEY



M MEDIA EVENTS



S SCHOOL EVENTS



T TRAINING EVENTS



C COMMUNITY EVENTS

*Denotes activities that occurred beyond the formal 360 Strategy end date of 9/30/2017.

GAINING STAKEHOLDER BUY-IN

A key goal of DEA 360 is to encourage opportunities for cross-sector collaboration. During community partner interviews, respondents were asked to describe the vision for DEA 360 in Manchester, key players and their roles, efforts to collaborate across partners and program facilitators, and other stakeholders who supported the program. This section presents a summary of DEA 360 community and state partners, the core leadership group, efforts to obtain stakeholder buy-in, and the development of a collaborative vision for DEA 360 in Manchester.

In Manchester, ASAC DeLena led the DEA 360 Strategy effort, serving as the liaison to DEA HQ, program facilitators, and community and state partners. From the beginning, it was clear that for the community outreach component to be successful in Manchester, it had to energize the community and be sustainable beyond the implementation year.

The local DEA office was committed to ensuring the community outreach component not only met these goals, but also reached beyond greater Manchester. To achieve this, ASAC DeLena called upon colleagues, community leaders, local and state law enforcement and politicians, community-based organizations (CBOs), nonprofits, schools, individuals in recovery, and the media to support and become involved in the effort.

When the DEA 360 kickoff was held October 25, 2016, the effort was initially met with skepticism from many community stakeholders. At the time, the community was already implementing

the Safe Station program and working with the health department to educate the public about needle exchange programs. Some community stakeholders felt they were too busy to become involved with the 360 Strategy. Others questioned whether DEA—as a federal agency—could understand what was happening in Manchester and what the community needed. Rather than implementing DEA’s community outreach component, some community stakeholders instead wanted DEA to simply fund local prevention efforts.

Undeterred by the initial reception to the program, DEA moved forward with the DEA 360 press conference on November 15, 2016, at the Manchester Boys and Girls Club. Together, representatives of the DEA Manchester District Office, U.S. Attorney’s Office, Manchester Police Department, and New Hampshire Attorney General’s Office announced that the 360 Strategy would be implemented in Manchester.



While some community stakeholders were unconvinced of DEA’s ability to successfully implement community outreach, the director of the Makin’ It Happen coalition, a community-based coalition with a 21-year history in Manchester, saw potential for the program to reach youth and expressed interest in partnering on the effort. With the director of Makin’ It Happen showing support for the program, attitudes within the community began to change, and the 360 Strategy garnered support from a diverse range of community- and state-level partners and stakeholders.

MAKIN’ IT HAPPEN COALITION



Mission

To create a coordinated community response among individuals, organizations, businesses, and communities to promote behaviors that measurably improve overall drug prevention, health, and well-being of our youth, with a focus on alcohol, tobacco, and other drug prevention.

Vision

To create an environment where all youth receive family, social, and community support in order to achieve their maximum potential (Makin’ It Happen, n.d.).

Ultimately, the DEA 360 Strategy garnered support from a diverse range of community- and state-level partners and stakeholders.

Community- and state-level partners and stakeholders



DEA 360 CORE LEADERSHIP GROUP IN MANCHESTER



DEA 360 STRATEGY LEADERSHIP

A core group of leaders was assembled—the Manchester Police Department police chief; the New Hampshire U.S. Attorney's Office Assistant U.S. Attorney (AUSA); and the director of the Makin' It Happen coalition—to provide direction to the DEA 360 Strategy in Manchester. Together, this group developed a youth-focused vision for the program, researched and planned program activities, collaborated with program facilitators and partners, coordinated logistics, engaged the media, and participated in the youth engagement events.

A Collaborative Vision

Developing a vision for DEA 360 in Manchester was a collaborative effort. After engaging with youth in the community, it became evident that while many were unaware of and untouched by the opioid epidemic, others were experiencing secondary trauma as a result of losing loved ones.

According to ASAC DeLena,

“The tipping point for me was career day at fifth grade in rural New Hampshire. Groups of 10 students came through. I opened with: What’s the biggest problem in New Hampshire? Eventually a kid would speak up and say heroin or fentanyl and then three to four kids would say they knew someone that overdosed.”

Combined with insights into prevention from Makin' It Happen, it became obvious that Manchester lacked a well-defined opioid and heroin prevention strategy for youth. As a result, the core leadership group determined that the DEA 360 Strategy in Manchester would focus on youth engagement.

SUMMARY

The local DEA office recognized that the community outreach component needed to energize the community and be sustainable beyond the implementation year to be successful. ASAC DeLena reached out to a wide range of community and state stakeholders to partner on the effort.

DEA 360 garnered support from approximately 25 community, state, and program facilitators. These partners included law enforcement, CBOs, the public school system, nonprofit organizations, politicians, Department of Justice staff, and local media.

A small group of key partners were identified to lead the DEA 360 effort in Manchester. After realizing Manchester lacked a well-defined strategy for opioid awareness and prevention among youth, the core leadership group determined that youth engagement should be the focus of the program.

Initially, community stakeholders questioned whether DEA was the right entity to implement a community outreach component in Manchester. However, after gaining the support of a key partner, the director of a long-time coalition in Manchester, other community stakeholders began to show their support.

To facilitate these ongoing relationships, it was critical that the partners were clear about the goals of the 360 Strategy and remained transparent about expectations.

Initially, efforts to collaborate with program facilitators and community partners proved to be challenging for local DEA given that the law enforcement and prevention worlds “speak different languages.” Despite this, community partners credited the success of the program to the ASAC’s personality and diligence.

The involvement of community partners was central to secure additional funding; this enabled DEA 360 to expand beyond greater Manchester. As a government agency, the DEA local office was unable to solicit funds for programming. However, several DEA 360 partners stepped up to sponsor events, like the youth summit.

YOUTH ENGAGEMENT

The core leadership group identified youth engagement as the overarching focus of the DEA 360 Strategy in Manchester. During the partner interviews, respondents were asked to describe the youth-centered activities in which they participated, the purpose/goals of the activities, and the facilitators and barriers to implementation. In addition, youth interview respondents were asked to describe the activities in which they participated, what they learned, and how their participation affected them. Program facilitators also provided rich context and information related to the youth strategies such as the CADCA Youth Leadership Training and the DEA Youth Dance Program.

During the DEA 360 implementation year in Manchester, youth were exposed to a wide range of community, state, and national stakeholders. Youth received training and mentoring in community-based problem-solving and had the opportunity to present their concerns to community and state leaders.

The DEA 360 core leadership group in Manchester collaborated with program facilitators, partners, and others to implement a variety of youth-centered activities. These included outreach and awareness efforts, a youth dance program, youth leadership trainings, a youth-led town hall, and the formation of a youth coalition—Empower Youth.

OUTREACH AND AWARENESS EFFORTS

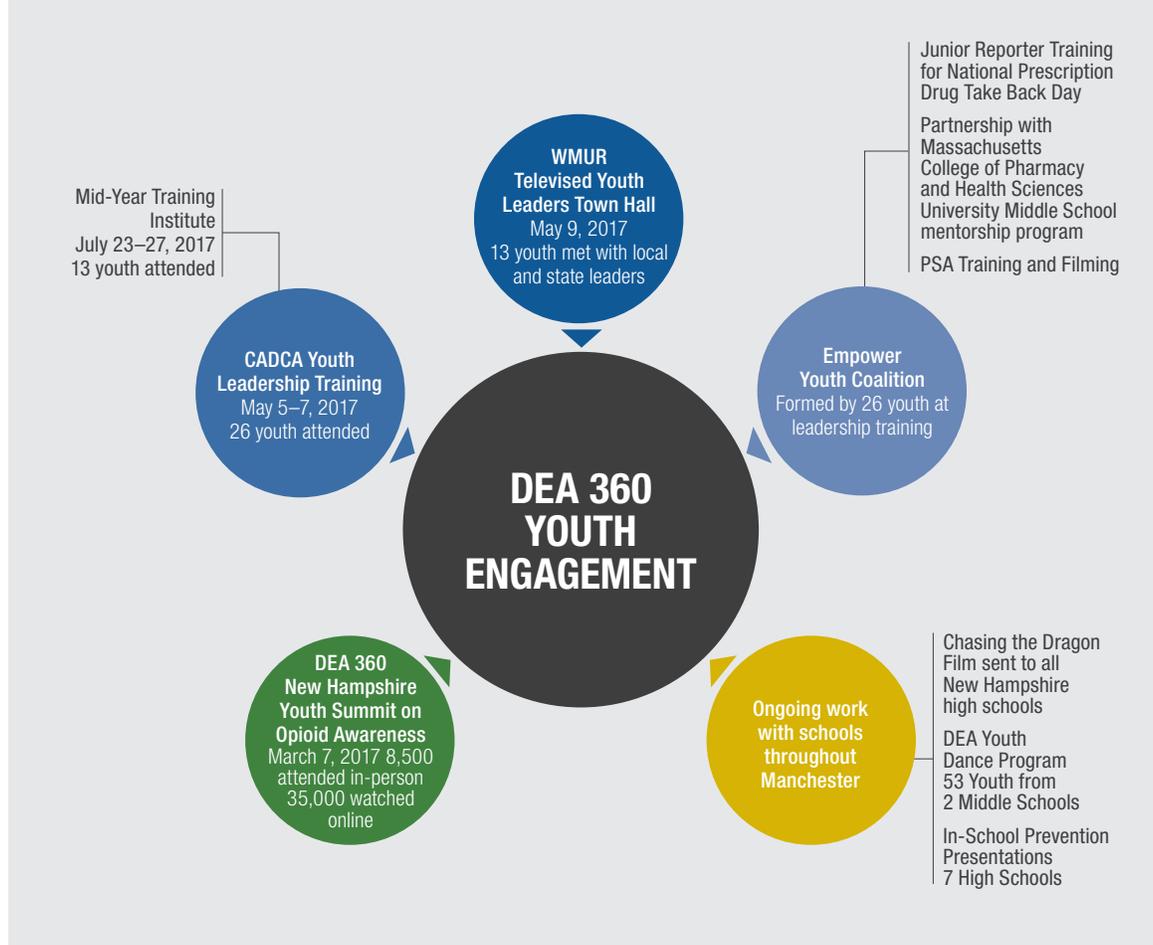
The DEA Manchester District Office wanted to bring opioid awareness and prevention to youth in the Manchester School District's high schools and across the state. Multiple interview

respondents commented that prior to DEA 360, youth varied in their level of awareness about the opioid epidemic.

Some know more than others. Kids at bigger schools where that happens more likely know more, but in general they only know some information. They might hear about it on the news or parents talking about it, but they don't know enough about it.

— Individual in recovery

While some youth had been personally affected by the overdose or loss of a loved one, most were not widely exposed to outreach efforts related to the issue because they were not watching cable television or using the same types of social media (e.g., Facebook) as their parents. Rather, youth were communicating over Snapchat and watching streaming services, such as Netflix, rather than television.



Thus, many youth were not aware of the dangers of prescription opioid misuse and heroin use.

To educate youth about the opioid epidemic and the dangers of addiction, the DEA 360 Strategy comprised multiple youth engagement efforts. These efforts included giving educational presentations in local high schools; distributing an educational documentary to high schools throughout the state; holding a statewide youth summit on opioid awareness; and hosting an informational booth at a local festival.

Prevention Presentations and Personal Stories of Addiction and Recovery

ASAC DeLena began visiting high schools to speak to students about opioid awareness and prevention in November 2016. During the presentations, the ASAC shared an overview of local prevention efforts—he often attended these sessions with the police chief or a young adult in recovery. During a Teen Challenge treatment program graduation ceremony in January 2017, the ASAC was moved while listening to the personal stories of young

adults in recovery. Believing these stories would resonate with high school students, he developed a partnership with Teen Challenge in an effort to bring stories of addiction and recovery to high school students.

Over the course of the DEA 360 implementation year, ASAC DeLena visited seven high schools to speak to students about opioid misuse prevention to youth. At four of these events, young men and women in recovery joined the ASAC and shared their personal stories of addiction and recovery with students as part of the presentation.

We're finding that kids are going through struggles themselves or their family members are. Youth come up and say, 'My friend is using pills. My dad is a drug dealer.' And they ask for advice and can relate because we (Teen Challenge speakers) aren't that much older than them.

—Individual in recovery



TEEN CHALLENGE NEW HAMPSHIRE



Teen Challenge New Hampshire provides adults, teens, and families with an effective and comprehensive Christian faith-based solution, clinical counseling, and life-coaching for drugs, alcohol, and other life-controlling problems in order to become productive members of society.

Confronted by Hope – Walking in Freedom – Living With Purpose

<http://tcnewhampshire.org/about-us/history-and-mission/>

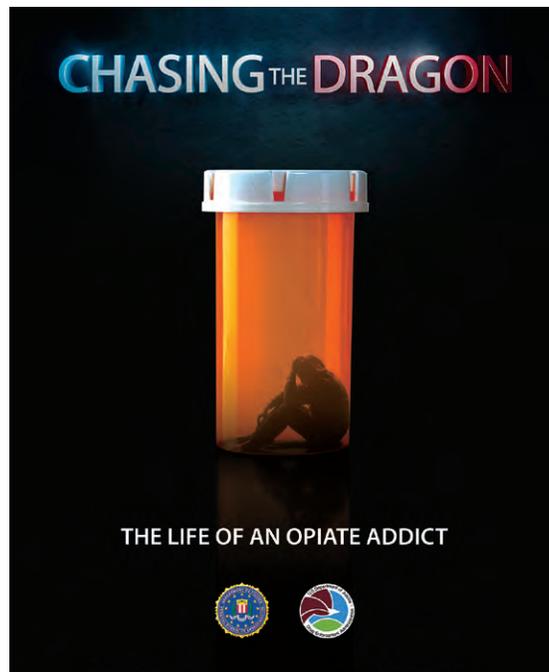
Chasing the Dragon Documentary

The local DEA office believed that youth throughout New Hampshire needed to understand the dangers of prescription opioid misuse and heroin use. To achieve this goal, the core leadership group purchased and sent copies of the short documentary, *Chasing the Dragon: The Life of An Opiate Addict*, to every high school and middle school in New Hampshire. The film featured real people from various walks of life who had been addicted to opioids or whose children had been addicted and the tragic consequence of the abuse. The group included a letter with each copy asking principals/guidance counselors to show the film to their students.

New Hampshire Youth Summit on Opioid Awareness

After attending a Massachusetts youth summit on opioid awareness sponsored by the Mark Wahlberg Youth Foundation, the DEA 360 core leadership group was inspired to hold a similar event in New Hampshire. In early November 2016, the core leadership group began meeting with community and state partners to determine how to bring the summit to New Hampshire.

On March 7, 2017, the New Hampshire Youth Summit on Opioid Awareness was held at the Southern New Hampshire University (SNHU) arena. The overarching aim of the summit was to demonstrate the benefits of a healthy lifestyle and promote healthy choices among youth.



"It was a pretty amazing event. I wasn't sure it would all be possible, but when DEA 360 folks call, people answer the phone. Because New Hampshire is pretty small and everyone is pretty connected there were right people at the table, with the right connections, and they all stepped up."

—Community Respondent



The professionally-produced, half-day event was designed to educate students, parents, and teachers about the warning signs and dangers of opioid misuse, while at the same time maintaining an uplifting tone. Students in grades 7 to 12 throughout the state were invited to attend. In addition, some youth from Massachusetts attended. The arena also had an exhibition area where approximately 20 treatment programs and youth organizations offering positive and constructive extracurricular activities shared information.

It was amazing to see that many high schoolers in one place, giving them the power of their voice and challenging them to use their voice.

—Community Respondent

The summit featured an array of entertainers and speakers. Youth entered the arena to the energizing music of a popular deejay and were treated to a live performance by the YDP dance teams and a rap artist. The summit also featured pre-recorded videos from Mark Wahlberg, Matt Bonner, Julian Edelman, Ben LoveJoy, Mike O'Malley, Isiah Thomas, Senator Shaheen, and Senator Hassan. ASAC DeLena recollected,

“I will never forget the AG [Jefferson Sessions] calling the night before he flew in and it was huge. I'll never forget introducing him to the kids. He said, ‘I think you started a national movement.’”

During the summit, the audience watched the film, *If Only*. The film, which was produced by the Mark Wahlberg Youth Foundation and Millennium Health, was designed to raise awareness among teens, parents, and other adults about the dangers of prescription drug misuse and to start a conversation about

The mission of the **MARK WAHLBERG YOUTH 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 provides financial and community support to assist various youth-based efforts. 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.markwahlbergyouthfoundation.org/>

<http://dropthemoff.com/ifonly/>



Notable Youth Summit Entertainers and Speakers

- Actress Eliza Dushku
- ASAC DeLena
- DJ Pupdog
- Former Miami Marlins pitcher, Jeff Allison
- James Wahlberg
- Manchester City Mayor, Ted Gatsas
- New England Patriots player, Patrick Chung
- New Hampshire Governor Chris Sununu
- Rapper Token
- Shavia Savul, MD
- YDP dance teams and teaching artists
- U.S. Attorney General Jefferson Sessions

medication safety. After the film, a group of 100 parents took the stage holding pictures of the children they had lost to the opioid epidemic. ASAC DeLena said, **“I’ve talked to a lot of kids at the event. All kids talk about is seeing the parents after. There were parents selected to speak. The messages were heartwarming, even more so than famous people.”**



In total, 8,500 people attended the summit. The event also was livestreamed by WMUR-TV and reached another 35,000 students and teachers online.

Art Jam Bridge Fest

On September 23, 2017, WGIR radio along with other community partners sponsored a local music, dance, and art festival—Art Jam Bridge Fest. Proceeds from the festival went to local organizations to help fight the opioid and heroin epidemic in Manchester. Members of the core 360 leadership group, along with several Empower Youth coalition members, hosted a booth at the event where they interacted with community members and shared information on the opioid epidemic in Manchester.

DEA YOUTH DANCE PROGRAM

November 7, 2016–April 3, 2017

Parker-Varney Elementary School

28 fifth-grade

**STUDENTS
PARTICIPATED**

November 10, 2016–May 18, 2017

Green Acres Elementary School

25 fifth-grade

**STUDENTS
PARTICIPATED**

YOUTH DANCE PROGRAM

The DEA YDP was established to empower kids by providing a free and positive afterschool alternative to drugs through the fun, healthy, and expressive art form of dance. The YDP curriculum incorporated the DEA Educational Foundation's anti-drug messages and themes. These included teamwork, building self-esteem, resisting negative peer pressure, focusing on positive health and attitude, and participating in positive alternatives to gang violence and drugs. The aim of the program was to help students grow in self-confidence, develop team-building skills, and learn the power of dance as a positive alternative to drugs and violence.

As part of DEA 360, the YDP was implemented in two of Manchester's public elementary schools. DEA was initially reticent about implementing a dance program in Manchester.

When DEA said, 'Let's get your dance program started,' I said, 'I'll take a basketball team or wrestling. I don't want dance.' The DEA dance people said, 'Pay attention. We're providing a healthy afterschool activity that's co-ed for all kids ... if they don't have shoes or baseball gloves.' When I heard that, I said, 'Let's have the best dance program.'

—ASAC DeLena

Though not a typical drug education class on the science and statistics of drug abuse, the YDP served as a vehicle to empower kids and teach them focus and discipline. It gave kids the opportunity to express their emotions in a healthy way through dance. The YDP offered participating youth the following:

1. Exciting and interactive professional performances where students received important messages about the importance of staying drug-free and healthy. Students learned about working as a team, taking positive risks in trying something new, and the power of dance to bring joy through physical movement.
2. Free dance class series offered in a safe location. Students had 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.

3. Performance opportunities for children both at their schools and on a large scale through the Youth Summit giving them an exciting outlet to showcase their accomplishments.

On November 2, 2016, the local DEA office hosted the introduction of the YDP at Green Acres and Parker-Varney Elementary Schools. At each of the events, students and faculty watched performances by professional dancers from Rainbow Tribe, a dance company whose vision is “to be an established and recognized organization that spreads the joy of dance and promotes the understanding and acceptance of diversity” (Rainbow Tribe, 2012). The performers demonstrated different styles of dance for the students. Approximately 200 youth and faculty attended the performance at Green Acres and about 150 students and faculty attended the performance at Parker-Varney. Afterward, interested students registered to participate in the program.

Weekly classes were held at each elementary school over the 20-week program.

Participation and interest remained high—one school retained 100 percent of the students (n = 25) and the other retained 96 percent of the students (n = 28).

When asked to reflect on their child’s participation in the YDP, a parent reported, “They promote all things our young people need to grow in a positive way. Confidence, activity, and healthy habits. Most of all, a super incentive to stay off drugs and an overall desire for living a decent lifestyle!”

The YDP was a success in the Manchester schools, with principals and teachers becoming involved and dancing with the kids. Fifty-two students, along with the teaching artists from the Rainbow Tribe dance company, performed at the New Hampshire Youth Summit on Opioid Awareness. According to interview respondents, the local media embraced the positivity of the YDP as an alternative to the opioid epidemic and highlighted the schools’ dance team practices and graduations on the news.

YOUTH LEADERSHIP TRAININGS AND TOWN HALL FORUM

Knowing that CADCA specialized in training, the core leadership group worked with the organization to conduct a youth leadership training and town hall in Manchester instead of a traditional summit. Further, several youth attended CADCA's national training in Atlanta through DEA 360.

DEA 360 New Hampshire Youth Leadership Training

On May 5–7, 2017, CADCA held the DEA 360 New Hampshire Youth Leadership Training with 26 youth and 8 adult advisors. The DEA Manchester District Office reached out to school principals in the Manchester School District with a request to identify a diverse mix of youth to participate, such as youth who had experienced issues at home, in a three-day training to provide youth with the skills needed for coalition work. The students came from four Manchester high schools and one middle school. Adult advisors included ASAC DeLena, coalition leaders, school student assistance counselors, and parents.

The training centered on CADCA's Key Essentials course—an educational and systems change model—aimed at teaching youth and their adult advisors how to use teamwork to dismantle community problems. The course incorporated youth and adult team teaching, where adult advisors functioned as mentors to the youth, as well as applied and experiential learning. According to CADCA, the goal of the training was “to build and strengthen youth leaders within coalitions so they could become more meaningfully involved in creating safe, healthy, and drug-free communities.”

During the training, youth and adult advisors learned how to apply the Substance Abuse and Mental Health Services Administration's Strategic Prevention Framework (SPF) to community problem-solving. The SPF is a



five-step planning process for preventing substance use and misuse that incorporates the guiding principles of cultural competence and sustainability.

Youth-in-action projects are a capstone product in the Key Essentials Course. These projects serve as strategic action plans for youth to develop and implement youth-led, community-based projects. Using seven evidence-based behavioral change strategies, with an emphasis on environmental change, the youth created plans to make a measurable impact on substance abuse in their communities. **A youth participant described, “we were able to do a community assessment to identify what areas in our community were a problem, where different drugs are being used... and now we are focusing on how do we stop this or prevent this.”**

Teams of youth and adults developed problem statements for their communities, completed community assessments, conducted problem analyses, and developed logic models. Finally, the teams created youth-in-action project plans, which incorporated CADCA's seven evidence-based behavioral change strategies, aimed at creating community change in the area of substance abuse prevention.

When asked to reflect on the leadership component of the training during a follow-up discussion, a young person said the leader attribute that stood out to her the most was having a vision.

“A vision is seeing something in the future and making a change to make that happen; I feel I can have a part of a greater vision—maybe not my own vision, but maybe the nation’s vision to get rid of this drug problem.”

DEA 360 Youth Leaders Town Hall Forum

During the youth leadership training, 13 youth signed up to take part in a televised town hall forum a few days later. CADCA led the televised town hall effort, which was intended to provide a format for youth to meet with community and state leaders about their concerns.

At the end of the training, youth participants completed evaluations, including a question that asked them to describe one thing they would walk away with from the training. Several youth described how the training affected their interest in and ability to become leaders.

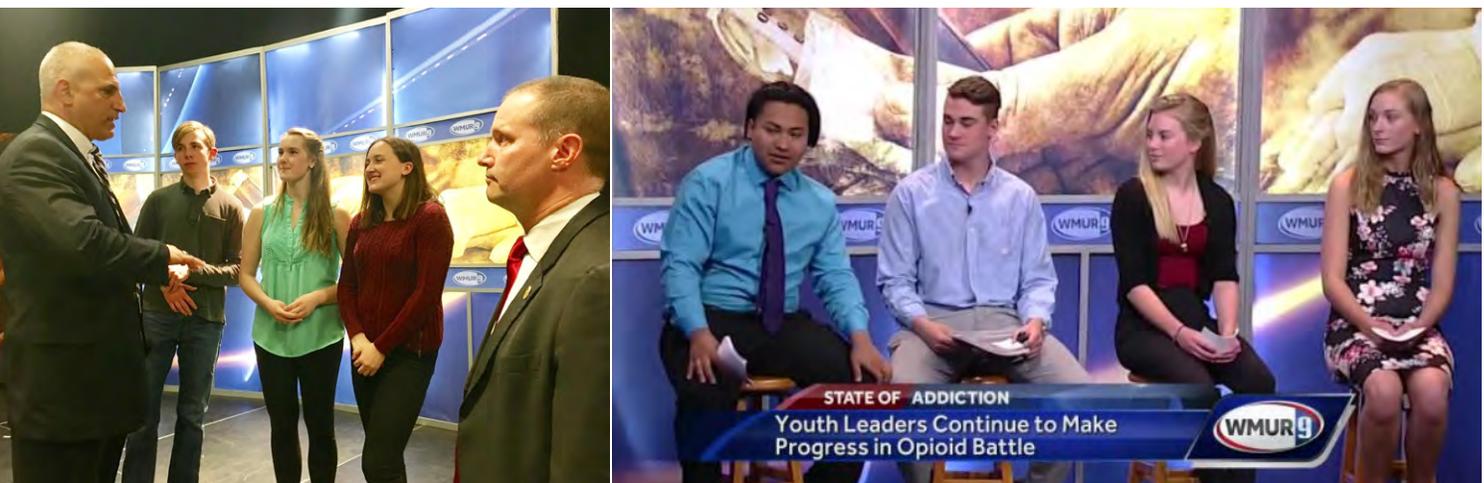
I will walk away with:

- A new interest in making a difference in my community.
- A mindfulness for how to be a great leader in my community.
- A grasp of how to make a difference in my community with my new knowledge and leadership skills.
- A sense that I can help my community in bigger ways than I expected.

On May 9, 2017, youth met with five community and state leaders—the governor, a representative from the Mark Wahlberg Youth Foundation, a representative from CADCA, a school assistance program counselor, and ASAC DeLena. There were 100 invited guests in the audience, including the mayor of Manchester, the Manchester police chief, the Chief U.S. Probation Officer from the District of New Hampshire, the New Hampshire Attorney General, and the director of the New Hampshire Liquor Commission Division of Enforcement. WMUR recorded the town hall forum and shared the event on its website on May 11, 2017.

The youth opened the town hall with a presentation on prevention. They also gave an overview of the logic models they developed during the youth leadership training. The youth emphasized employing strategies to really engage with youth, as opposed to simply handing out information. They provided several recommendations and suggestions related to the issue; for example, adults should provide support in order to address the “why” of the problem, rather than relying on punishment.

According to interview respondents, the town hall was completely youth-driven. CADCA did not issue the youth a script to follow, but rather allowed the youth to determine what they wanted to discuss and helped them to prepare



for the event. One youth town hall forum participant related, **“It was nerve wracking to speak in front of the governor and an audience of 50 people, but we realized everyone was there to support us. I would love to do something like this again.”**

After the town hall event, the youth had a follow-up meeting with the police chief to discuss implementing some of the strategies discussed during the town hall. According to a youth participant,

“We did an interview with the police chief about things that are bothering us in our schools. He is currently working on this. He went to the governor and worked out what we want to get done. For example, right outside the school there were shops that sold tobacco. A town ordinance was passed so that the shops had to give up those products. Another thing was more compliance checks with the stores. We met with the head of the drug and alcohol police in New Hampshire and set up days to do compliance checks. We got the chief of police to do more drug checks in the schools with dogs. We have already had two in the first semester where we usually have maybe once a year.”

CADCA 16th Annual Mid-Year Training Institute

Thirteen youth from the leadership training and six adult advisors attended CADCA’s 16th Annual Mid-Year Training Institute: Engineer Healthy Communities in Atlanta on July 23–27, 2017. Participation in this event was intended to augment skills the youth had developed as part of the DEA 360 Youth Leadership Training. Youth attendance at this national training was sponsored in part by Dartmouth-Hitchcock Health System. During the training, youth attended CADCA’s Advanced Course, for which the Key Essentials Course is a prerequisite. One youth participant recalled,

“The Atlanta training was similar to the training in May, but in Atlanta it was youth from schools all over the country. [We] came together to address one huge problem in the country and [learn] how to get across to adults. [We] made posters showing where hot spots are. [We] took back the feeling that [we] aren’t alone and learned from other youth about what they are doing. [We] learned about how [we] can help make [our] cities drug free through policy and trainings, etc.”

During the training, the youth also took part in a medicine safety training developed by Johnson & Johnson Consumer, Inc. The youth who attended the Mid-Year Training



Institute will work with students from the Massachusetts College of Pharmacy and Health Sciences University to conduct the medicine safety training with middle and elementary school students.

A youth training participant described the following:

“In Atlanta, we did the Johnson & Johnson and medication safety training and learned to teach younger kids about what are opioids, what kinds of pill bottles to look out for. ... We worked on logic models again, but now we are planning on going into elementary schools and teaching this training to younger students. We haven’t done it yet, but are trying to get permission to enter the schools.”

The adult portion of the program focused on sharing ideas with coalitions and community members on a variety of topics, including sustainability, youth engagement, and funding. The training also equipped adults with resources to respond to alcohol or drug use questions from youth.

An adult advisor/training attendee said, **“It’s re-energized me ... and it has given me some information that I can use in talking with kids and has given me new ideas of getting the information out.”**

EMPOWER YOUTH COALITION

Prior to becoming involved with DEA 360, the director of Makin’ It Happen planned to develop an affiliate youth coalition, Empower Youth. After learning about DEA 360, the director was convinced that the youth coalition would dovetail nicely with the goals of DEA 360 and help to establish a youth focus for the program.

Empower Youth is an umbrella initiative that includes focused trainings to youth, along with identifying opportunities for youth to use their voice and be part of prevention development conversations and activities at their school and within their communities in greater Manchester.

“There is nothing more powerful than youth helping youth. It’s all about education. We have to educate youth from a young age to not do drugs. ... Peer-to-peer is so powerful because kids don’t want to hear from adults. They need it from people their age.”

During the DEA 360 Youth Leadership Training, Makin’ It Happen recruited all 26 youth participants to form Empower Youth. The coalition employed a peer-to-peer model where coalition members took their ideas, skills, and lessons learned back to their schools and engaged their peers and where some older youth eventually will mentor younger youth. A community partner stated,

“Makin’ It Happen worked with Empower Youth members and their advisors to integrate efforts into existing youth groups at the high schools. The goal was to develop “satellite” youth groups at each school that combine prevention and environmental strategies to foster a positive environment at school. Empower Youth members and their advisors aimed to meet with Makin’ It Happen four times a year at regional meetings to share their progress and lessons learned across schools.”

Since DEA 360 ended in September 2017, several youth participated in the filming of a PSA and a Junior Reporter training for National Prescription Drug Take-Back Day. In addition, these youth will be participating in an upcoming PSA training and partnering with

pharmacy students from the Massachusetts College of Pharmacy and Health Sciences University to mentor middle school students on medication safety.





SUMMARY

DEA 360 in Manchester included a range of activities targeting youth. These included outreach and awareness efforts, a dance program, leadership trainings, a youth-led town hall, and the formation of a youth coalition.

To educate youth about the opioid epidemic and the dangers of addiction, DEA 360 included opioid awareness and prevention presentations in seven Manchester high schools. At four of these events, young adults in recovery shared their personal stories of addiction and recovery.

The New Hampshire Youth Summit on Opioid Awareness was held at the SNHU arena on March 7, 2017. The summit was made possible through a partnership with the Mark Wahlberg Youth Foundation and other sponsors. Students from across the state were invited to attend the half-day event, which featured entertainers, athletes, and a range of speakers, including U.S. Attorney General Jefferson Sessions. In total, 8,500 youth and adults attended the event and another 35,000 watched it via livestream.

While the youth engagement activities went well, the local DEA office recommended having a youth coalition in place prior to holding a communitywide event, such as a youth summit. While the lack of a youth coalition did not impede the stakeholder's ability to execute a successful summit, having a youth perspective would have guided coordination efforts and ensured that a youth voice was represented. As ASAC DeLena described, "Now I have a youth group and know what they are capable of, I would have tapped into them and shaped what March 7 looked like. It was great, but I was winging it. I wanted kids more involved, so that's a change I would make." To continue the momentum built during this summit, the continued involvement of key influencers—musicians, athletes, politicians—should be maximized by (1) having them post on their social media accounts with the relevant hashtag, and (2) keeping them engaged throughout the course of the 360 Strategy. This is a low-cost way to have a wide reach on the community and change the public conversation about the opioid epidemic.

Two elementary schools participated in DEA's Youth Dance Program. A total of 28 fifth-grade students from Parker-Varney Elementary School and 25 fifth-grade students from Green Acres Elementary School participated. The students performed their dance routines at the New Hampshire Youth Summit on Opioid Awareness.

In total, 26 youth participated in a youth leadership training aimed at providing them with the skills needed for coalition work. Teams of youth and adults developed problem statements for their communities, completed community assessments, conducted a problem analysis, developed logic models, and created strategic action plans. These adults—school staff, coalition members, DEA staff, and law enforcement—served as mentors to the youth. According to CADCA, the youth leadership training could be well executed with a larger group of youth (100+); to maximize recruitment of students, DEA should support a recruitment strategy across middle and high schools. This will require an early reach out to the schools, and potential adult advisors, to allow enough time to recruit and coordinate with the appropriate students.

During the youth leadership training, 13 youth signed up to participate in the town hall forum. Using what they learned through the training, youth prepared a presentation on prevention and prepared questions for a panel of five community and state leaders.

The ability to secure outside funding for activities allowed for participation in other events—such as the CADCA Mid-Year Training Institute. On July 23–27, 2017 13 youth and six adults attended CADCA's 16th Annual Mid-Year Training Institute in Atlanta. At the national training, youth interacted with youth from other areas of the country and learned advanced skills for coalition work and policy change. The adult training focused on sustaining the program, engaging youth, locating funding, and equipping adults with resources to respond to alcohol or drug use questions from youth.

During CADCA's youth leadership training, youth in attendance were recruited to form the youth coalition, Empower Youth. The coalition employed a peer-to-peer model where coalition members took their ideas, skills, and lessons learned back to their schools and engaged their peers and where some older youth eventually will mentor younger youth.

COMMUNITY TRAINING

The DEA 360 Strategy in Manchester involved community training to educate community members about the opioid epidemic and resources available. In the following section, we present results from interviews and metrics compilation to describe community trainings and education, including three TOTs and Parent Coaching.

COMMUNITY TRAINING AND EDUCATION

The DEA 360 Strategy relied on several strategies to educate the Manchester community and parents. This included three TOT events, and one Parent Coach Training event with related helpline access.

PDFK TRAINING OF TRAINERS

PDFK facilitated three TOTs in Manchester on December 19–20, 2016. The TOTs titled, How to Talk to Your Kids about Anything (Including Alcohol and Other Drugs), were held at the Manchester Police Department Headquarters.

How to talk with your teen
about anything ...

(including alcohol and other drugs)

DEA 360 STRATEGY

Partnership™
for Drug-Free Kids
Where families find answers

113 INDIVIDUALS ATTENDED
THE TRAINING

ATTENDEES WERE FROM VARIOUS SECTORS
OF THE COMMUNITY INCLUDING:

**BUSINESS, EDUCATION, GOVERNMENT,
LAW ENFORCEMENT, MEDIA,
AND NONPROFIT ORGANIZATIONS**

The goals of the presentation were to:

- Highlight to parents why they are key in preventing substance use and that prevention can affect change even in the middle of the epidemic
- Provide an understanding of youth behaviors
- Outline processes to encourage change, including talking to youth, being informed from vetted and reliable sources, and managing medications safely
- Identify and respond to youth at risk

Today's Presentation

- Why YOU matter
- Why do kids (and other people) do what they do?
- How can we encourage change?
- How you say it matters
- Identify and respond to risks
- What next, what now?



DEA 360 STRATEGY 3 Partnership for Drug-Free Kids

PDFK provided the presentation slide deck to the participants and also made it available on its website.

PDFK PARENT COACH TRAINING

PDFK, in collaboration with the Makin' It Happen coalition, provided Parent Coach Training for parents affected by their child's substance use. The purpose of Parent Coaching is to provide parents struggling with their child's substance use with compassionate support from someone who has been in their shoes. The training employed evidence-based principles of Community Reinforcement and Family Training and Motivational Interviewing. The Parent Coach Training in Manchester took place on March 10–12, 2017.

PDFK worked with Makin' It Happen to identify parents who would be appropriate candidates to become Parent Coaches. FASTER, a local family support group, and current Parent Coaches also referred candidates from New Hampshire to the Parent Coach Training.

11 PARENTS WERE TRAINED TO BECOME PARENT COACHES

8 COACHES HAVE EACH WORKED WITH AT LEAST 1 PARENT CASE

34 PARENTS HAVE EACH WORKED WITH A MANCHESTER TRAINED COACH

HELPLINE

Following the training, Parent Coaches commit to volunteer their time to provide one-on-one support over the phone to other parents currently struggling with their child's substance use. Parents of children struggling with their child's substance use can contact the helpline where trained counselors are available to help. The helpline is available nationally and can be accessed Monday through Friday during regular business hours via phone, online chat, or e-mail. Depending on a parent's particular needs, the parent calling the helpline may be referred to a Parent Coach. Coaching takes place over five phone calls.



Call 1-855-378-4373

Parent Coaches also participate in an every other week conference call to discuss current cases and challenges and review key points from the training program.



SUMMARY

PDFK trained a total of 113 participants during the course of three TOTs—the focus of these trainings was providing resources for parents to talk with their children about the opioid epidemic. Community representatives viewed portions of the TOT event as a challenge to the community and training education component—particularly the national-level view of the prescription opioid misuse and heroin use problem. Providing local context would have provided greater power to the TOT event. Additionally, the lack of follow-up by PDFK created a barrier for building upon the lessons learned in the training. Providing follow-up and streamlined communication will be instrumental to sustaining community outreach activities in the 360 cities.

A total of 11 parents of youth who have died or are in recovery from opioids were trained over the course of three days. The goal of the training is to provide support to a national helpline. In total, eight parents have coached at least one parent. The Parent Coach Training is an important strategy to connect parents in need of additional support—this training equips parents with the tools and strategies to help other parents in need.

There is minimal feedback from training participants related to the course, or how they use the material—without this follow-up data, it is difficult to assess the usefulness of the training. DEA is working with PDFK to bolster follow-up data, in an effort to obtain valuable feedback data to enhance future trainings.

MEDIA OUTREACH

The DEA 360 Strategy in Manchester involved media outreach efforts (including television and radio ads, digital marketing, social media, and a billboard placement) to raise awareness about the opioid epidemic and resources to combat the epidemic in the community. In the following section, we present results from interviews and metrics compilation to describe community media outreach, including messages disseminated in the community and the impact of these activities on the Manchester community. Results are based on four types of media used in Manchester—paid/sponsored, earned, shared, and owned.

Community messaging and media outreach is a central component of the DEA 360 Strategy. As noted in the DEA 360 Strategy Campaign Execution Guide created by A. Bright Idea, “The DEA 360 Strategy campaign utilizes a comprehensive communication approach with aggressive public messaging through mass media, television, radio, and social media outlets.” DEA 360 in Manchester employed radio appearances, social media, microsites, television, and a billboard to spread its message. Prior to the implementation of DEA 360 in Manchester, ASAC DeLena established strong relationships with local television and radio stations, including WMUR-TV, WGIR, 95.7 FM, WZID, and Z-100. Throughout the DEA 360 implementation, these relationships were relied upon to support the media strategies and highlight aspects of the campaign, such as the youth summit, town hall, DEA YDP, and other events.

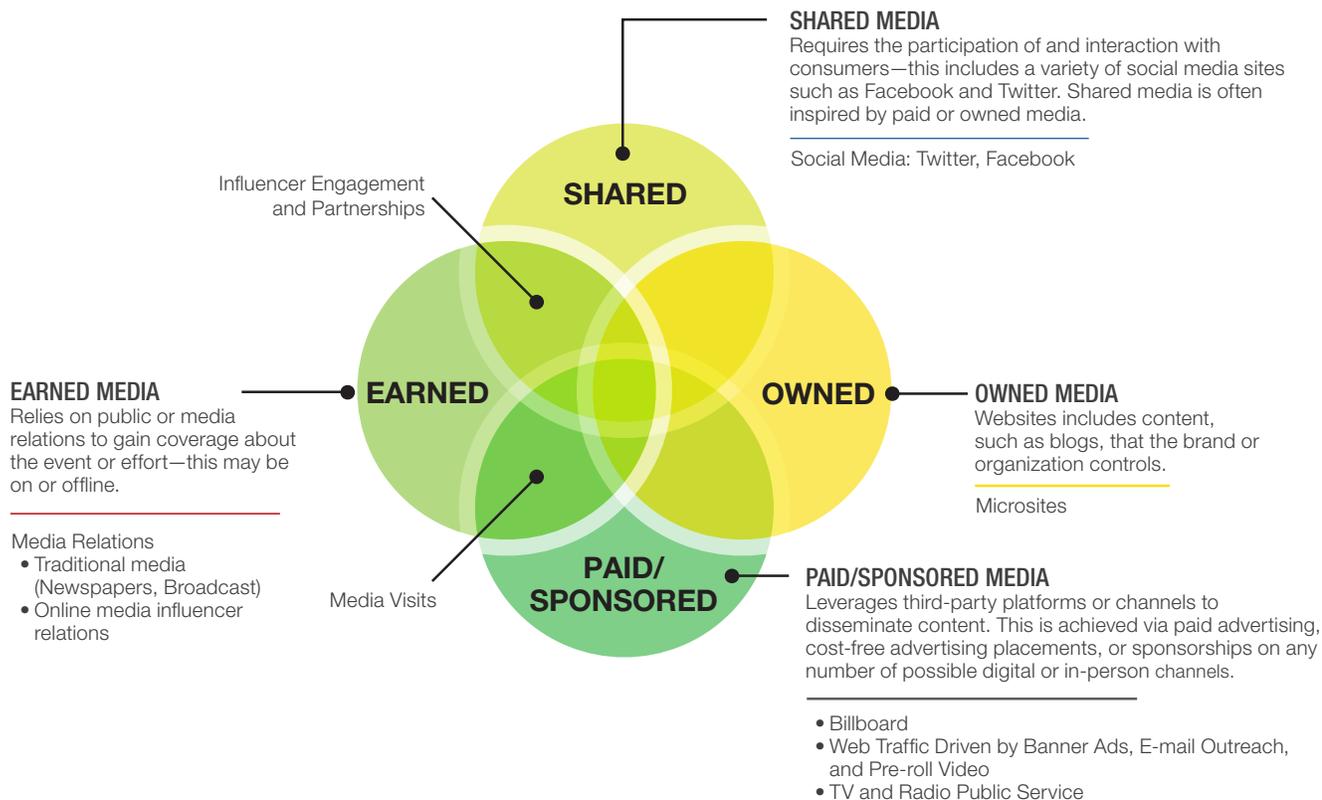
PAID/SPONSORED, EARNED, SHARED, AND OWNED MEDIA

The DEA 360 Strategy had a multimedia approach, incorporating paid, earned, shared, and owned media. These strategies allowed the DEA 360 Strategy to have a wide reach in the Manchester community.

PAID/SPONSORED MEDIA

DEA's 360 Strategy employed numerous paid/sponsored media opportunities to disseminate information broadly to the greater Manchester area, including the following:

- A series of PDFK public service announcements via radio and television
- A 13-week WakeUp-Manchester campaign, which included television and radio PSAs, digital advertising, and a billboard



These strategies were intended to reach a broad community audience, including opportunities specific to youth, parents and caregivers, and individuals struggling with opioid addiction.

Media Visits

Media visits, facilitated by PDFK, were held December 15–16, 2016, with major news stations throughout the greater Manchester area and Boston Designated Market Area. Media visits were led by ASAC DeLena and the Deputy Director of Field Operations from PDFK. Where possible, the Assistant United States Attorney and Public Information Officer for the DEA’s New England Field Division also attended the media visits.

The media visits were targeted at news directors, general managers, and public/community affairs directors with goals of:

- Providing more detailed information about the DEA 360 Strategy in Manchester than time allowed in the November press event
- Encouraging continuing coverage of the opioid issue

- Offering assistance to station news staffs whenever possible
- Increasing local support of on-air messages

The media visits were with WMUR-TV, WBIN-TV, WCVB-TV, WFXT-TV, and iHeartRadio.¹

66%	Television support for the Boston market through August of this year (the latest information available) showed an increase in PSAs aired versus the same period in 2016.
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Radio support from the iHeart stations in New Hampshire in 2017 consistently totals more than 600 PSAs per month according to information provided by iHeartRadio. Similar information was not available for iHeartRadio for 2016.

¹As the media visits occurred in mid-December, the impact of the DEA 360 media outreach was not seen until 2017.



Public Service Announcements

PDFK secured a number of public service announcements on television and radio in 2016 and 2017. These ran in the Boston Designated Market Area (BDMA), which includes Manchester, New Hampshire. In total, 21 different announcements across 5 campaigns aired a total of 1,919 times from January through August 2017. These included the Above the Influence initiative targeting teens, Families Can Heal initiative targeting parents and highlighting lived experience, and the Medicine Abuse Project providing general awareness to the prescription medicine misuse problem.

The majority of radio spots ran from September through December 2016, with December being the heaviest month in terms of estimated dollar support. WBZ ran the majority of the radio PSAs—41 total—in December 2016.

WakeUp Campaign (May 1–July 30, 2017)

Each DEA 360 Strategy city included a 13-week WakeUp advertising campaign, comprised of television, radio, and digital components.

In Manchester, A. Bright Idea tracked 1,244 TV spots and 5,156 radio spots, plus 1,278,479 streaming radio impressions, across its 13-week campaign. Additionally, it garnered 4,334,017 digital impressions with 10,015 clicks, driving a strong overall click-through rate (CTR) of 0.24 percent. Typically, a CTR above 0.10 percent indicates a strong performance.

Included in the above metrics are 58 added value television spots (ads that are incurred at no additional cost), 2,501 added value radio spots, and 181,083 digital banner impressions.

Click-throughs: Clicks 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.

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.

Television Commercials (Lasting 15- and 30-seconds)

The call to action of these commercials was to visit the WakeUp-Manchester website for additional information and resources. The PSAs included statistics on how drugs affect the Manchester area, including the number of drug-related deaths in New Hampshire, how heroin overdoses have increased in the area, and the ease by which family members can find opiates in the house.



WMUR, channel 9, is an ABC-affiliated television station in Manchester, New Hampshire. The station is owned by the Hearst Corporation and is the only New Hampshire-based news television station. WMUR played a key role in the DEA 360 Strategy by promoting relevant content including news stories, Facebook live sessions, and awareness events throughout the DEA 360 Strategy. WMUR provided 1,628 television spots for the PDFK PSAs and 328 spots for the WakeUp-Manchester campaign (see Figure 1 below).



Figure 1. DEA 360 Manchester Television and Radio Spots (May–July 2017)

Channel	Total Number of Spots	GRPs	Reach	Frequency	Impressions
WBTS	124 (19 Added Value spots included)	102.5	39.4 percent	2.6	N/A
WHDH	619	127.8	56.2 percent	2.3	N/A
NECN	173 (1 Added Value spot included)	37.9	3.8 percent	10	N/A
WMUR	328 (38 as additional PSA spots; \$7,700 value)	469.8	94 percent	5.0	N/A
iHeartRadio Cluster Stations: WFEA AM, WFNQ FM, WGIR AM, WGIR FM, WOKQ FM, WZID FM	698	666.2	57 percent	11.9	1,247,000
Radio Streaming	N/A	N/A	N/A	N/A	1,278,479
Total Traffic and Weather Network (TTWN): WFEA AM, WFNQ FM, WGIR AM, WGIR FM, WOKQ FM, WZID FM	1,957	669.5	45.6 percent	14.8	624,000
Added Value	2,501	N/A	N/A	N/A	N/A

For radio, placements at various stations were purchased in clusters through iHeartRadio and Total Traffic & Weather Network. Both placements achieved a sizable number of gross rating points (GRPs) at 666.2 and 669.5.

GRPs: Industry standard measure of advertising impact, calculated by reach times frequency for a target demographic. In most cases for radio and TV buys, reach and frequency oppose each other—you may have a small targeted reach with higher frequency meaning you are sending your message to a particular group a lot, or you reach a lot of people, but they don't hear the message as often. Because the GRP equation involves both of those factors, it allows for comparison across media buys.

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.

Red Ribbon Week (October 23–31)

In addition to the previously described media placements during the 13-week WakeUp campaign, **117 30-second broadcast radio spots plus 180,000 impressions of online streaming radio were broadcast from October 9–23, leading up to Red Ribbon Week** (see Appendix D). Web resources for this initiative are available at <https://www.getsmartaboutdrugs.gov/get-involved/red-ribbon-week>.

Digital Advertising

Digital advertising included display advertising intended for desktop computers and mobile devices and video pre-roll (30-seconds).²

1. **Display Advertising:** Desktop and mobile banners drove 2,346,347 impressions and 1,507 clicks. This includes 181,083 added value impressions, which drove 118 clicks (see Figure 2).
 - The ads generated a CTR of 0.06 percent. This is slightly below the benchmarks of 0.08 percent for desktop banners and 0.10 percent for mobile.

- Digital banners are a great vehicle for driving awareness through low-cost impressions. In this campaign, 1,000 impressions were obtained at \$4.82 CPM.³
 - These ads generally have a low click through rate—while banners help build awareness, users are unlikely to click them. This is common for all digital banners.
2. **Pre-Roll Video:** Pre-roll video, or video messages that play before the content the user has selected, drove 1,987,670 impressions and 8,509 clicks. This resulted in a CTR of 0.43 percent. This CTR hits benchmarks for this medium.
 - 1,000 impressions were obtained at \$12.58 CPM. While the cost per impression is higher than a digital banner, these pre-roll videos are more likely to cause the user to engage with the ad.

Figure 2. Digital Advertising Metrics

Medium	Impressions	Clicks	CTR	Cost per Thousand Impressions (CPM)	Spend
Display banners	2,165,264	1,389	0.06 percent	\$5.22	\$11,300
Added value display banners	181,083	118	0.07 percent	\$0.00	\$0.00
Pre-roll video	1,987,670	8,509	0.43 percent	\$12.58	\$25,000
Total	4,334,017	10,016	0.23 percent	\$8.38	\$36,300

²Placements were purchased through Xaxis, which is a programmatic advertising platform.

³CPM (cost per mile) is the industry standard of considering impressions in units of one thousand.



Billboard Campaign

A. Bright Idea placed a community billboard at a central location in Manchester to increase the public's awareness of the risks inherent in the use and misuse of prescription opioid painkillers. It ran for 10 weeks, from April 24 through July 2, 2017.

The billboard was mentioned in an article by *The Daily Telegraph*, "Wake Up! Fentanyl Is a Potent Killer." The article states, "In Manchester, a giant billboard says that 73 percent of the state's overdoses were due to fentanyl and urges users to 'Wake Up.' The billboard produced an estimated 715,000 impressions."

Additionally, the Department of Transportation (DOT) ran 190 roadside signs with "STOP OPIOID ABUSE" messaging. These ran for one day on November 15, 2016, which corresponded with the DEA 360 press conference at the Boys and Girls Club.



The media coverage breaks out as follows:

- **DEA 360 press conference at Boys and Girls Club (November 15, 2016)**
 - Total stories: 13 online, 2 broadcast
 - Total potential online reach (UVPM): 17,747,128
 - Total potential audience reach (broadcast): 57,512
- **Train the Trainer (December 20, 2016)**
 - Total stories: 4 online, 1 broadcast
 - Total potential online reach (UVPM): 4,183,672
 - Total potential audience reach (broadcast): 8,921
- **DEA 360 Youth Summit sponsored by the Mark Wahlberg Youth Foundation (March 7, 2017)**
 - Total stories: 5 online, 1 broadcast
 - Total potential online reach (UVPM): 2,781,951
 - Total potential audience reach (broadcast): 79,733
- **CADCA Youth Leadership Training (May 2017)**
 - Total stories: 6 online, 11 broadcast
 - Total potential online reach (UVPM): 4,293,575
 - Total potential audience reach (broadcast): 104,680
- **Campaign pre-launch stories**
 - Total stories: 3 online, 1 broadcast
 - Total potential online reach (UVPM): 2,419,333
 - Total potential audience reach (broadcast): unavailable
- **Other stories/unable to attribute**
 - Total stories: 3 online, 1 broadcast
 - Total potential online reach (UVPM): 2,091,836
 - Total potential audience reach (broadcast): unavailable

Optimizing Paid Media Outreach Tactics



For digital banners, third-party ad serving is recommended for increased transparency and verification of ad performance.

Digital advertisements should direct users to a specific page on the microsite to provide a more direct route to valuable resources.

Given the substantial percentage of visits coming from Google searches, DEA should consider digital advertising through Google. Search ads could capitalize on individuals looking for prescription drug misuse or heroin use information online. Placing advertisements on keywords relevant to this topic area and restricting the geographic location to Manchester could lead to an increase in visits to the microsites and their resources.

EARNED MEDIA

Earned media outreach in Manchester was conducted in conjunction with a few larger DEA 360 Strategy campaign events, as well as through proactive outreach to media conducted by the local DEA office.⁴

Overall, there were a total of 75 media hits identified—42 media hits from online news sources and 33 media hits from broadcast sources (see Appendix E).

⁴In addition to the 42 media stories sent by the program facilitators or pulled from information provided by ASAC DeLena, ICF also conducted a limited media coverage search to include media hits not included in the reporting from partners and to obtain audience and online reach information, when available.

The total reach of the online stories for which we were able to obtain data measured by unique visitors per month (UVPM) was 35,609,331. The total audience reach for the broadcast stories for which we were able to obtain data was 250,846.

Stories ran on the main Manchester television station, statewide cable news station, statewide public radio, several local and nearby radio stations, the main Manchester newspaper website, and a few additional local newspaper websites. The majority of media stories were from outlets in the BDMA.⁵

Highlights of media outlets include:

- **WMUR-TV (broadcast and online): thirty-six stories**
- **New Hampshire Union Leader (online): five stories**
- **Fox 25 Boston/WFXT-TV (broadcast and online): four stories**
- **WZID FM radio Manchester (broadcast and online): six stories**
- **WGIR AM radio Manchester (broadcast and online): four stories**
- **New Hampshire Public Radio (online): three stories**
- **NH1 News (broadcast and online): two stories**

⁵**Limitations** to the earned media coverage data include the following:

- The coverage provided in the logs from Web-based sources encompassed traditional media websites, including local network television and newspaper websites. Print coverage was not included in the logs, but it is likely that the stories that appear on newspaper websites also ran in the print edition.
- Reach figures may be higher in some cases, as data for all stories were not available.
- ICF identified an additional 33 media stories that mentioned the DEA 360 Strategy Manchester campaign. For these 33 stories, we were unable to obtain additional data or, in many cases, determine whether the story was tied to a specific event. The majority of those were broadcast stories for which clips and their reach are only available within 30 days of the air date.
- ICF was only able to obtain publicity/ad value for 11 stories, for which the total value was \$20,326.

Prescription Drug Take Back Day

Beyond the formal DEA 360 campaign, there was a recent and notable media push for Prescription Drug Take Back Day on October 28, 2017.

The campaign was well received by community leaders—Senator Hassan and Congresswoman Kuster both tweeted out a link to a video.

ICF identified eight media stories resulting from media outreach for the day. These include stories from the following outlets: WMUR TV Online (four); New Hampshire Union Leader (one); NH1 News (one); Sea Coast Online (one); and NewHampshire.com (one).

In addition, there were 28 30-second television commercials and 92 30-second broadcast radio spots related to Take Back Day. Additional digital placements included online display, pre-roll video, and Search Engine Marketing. Web resources for this initiative are available at DEATakeBack.com.

On October 27, 2017, actor Mark Wahlberg posted a tweet referencing the Prescription Drug Take Back Day event that occurred on October 28, 2017, at various locations across Manchester. The tweet received 132 retweets and 763 likes.



Additionally, WMUR-TV in Manchester was onsite at the Manchester Police Headquarters dropoff location and conducted seven Facebook Live reports, including an interview with ASAC DeLena, Governor Chris Sununu, and a group interview with the Empower Youth kids.

As a result of the extensive media attention for this day, the microsites experienced a bump in traffic during the time period of October 23–28. In particular, the Just Think Twice Manchester website experienced a spike in traffic from organic search, such as searching for related terms on Google, on October 26 (50 website visits).

OWNED MEDIA

Microsites

Microsites were developed to provide educational resources, information about prescription drug misuse, links to treatment services, true-life stories about the effects of abuse, and local news about this issue.⁶ Three microsites were created for Manchester's DEA 360 Strategy: WakeUp-Manchester, Just Think Twice Manchester, and Get Smart Manchester. The WakeUp-Manchester microsite was the primary destination for many of the digital advertisements, PSAs, and other outreach efforts conducted by A. Bright Idea as part of their WakeUp-Manchester campaign. This microsite served as a landing page for the additional microsites, as visitors could choose between Just Think Twice (targeted to teens) and Get Smart (targeted to parents, educators, and caregivers).

Microsite: 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 data was available for the following time periods:

- WakeUp-Manchester
August 12–October 23, 2017
- Get Smart About Drugs Manchester
March 10–October 23, 2017
- Just Think Twice Manchester
March 13–October 23, 2017

The **Just Think Twice Manchester** microsite was built primarily for teen audiences in the Manchester area. 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 regarding heroin use and prescription drug misuse in Manchester.

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

⁶Data for the Just Think Twice Manchester and Get Smart Manchester websites was split between two Google Analytics accounts. See Appendix A. Methodology for additional information. Any insights will have to be taken with caution due to these data issues.

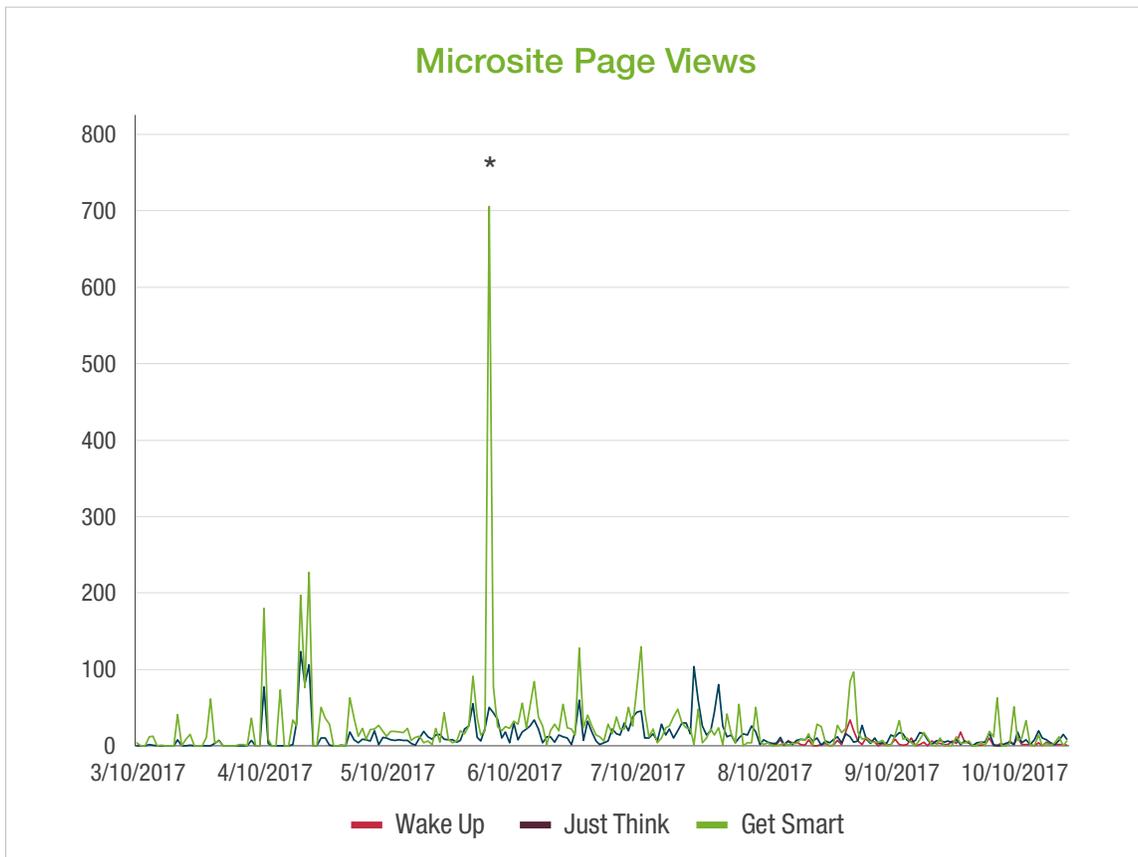
Visits	The number of times the website is accessed.
Visitors	The number of unique individuals who visit the website. Visitors are determined by IP address, so it is possible an individual could count as more than one visitor if he/she visits the website on multiple devices.
Bounce Rate	The total number of visits divided by the number of visits that only have one page view.
Average Session Duration	The total duration of all visits divided by the total number of visits.
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.

Figure 3. Microsite Visits and Engagement

Microsites	Page Views	Visits	Visitors	Pages Per Visit	Bounce Rate	Average Session Duration
WakeUp-Manchester	307	234	193	1.31	73.93 percent	0:16
Get Smart About Drugs Manchester	5,047	971	708	March 10–June 9 6.34	March 10–June 9 47.79 percent	March 10–June 9 5:30
				June 10–October 23 4.45	June 10–October 23 24.23 percent	June 10–October 23 2:51
Just Think Twice Manchester	2,244	1,287	1,209	March 10–June 9 2.74	March 13–June 8 64.53 percent	March 13–June 8 2:17
				June 10–October 23 2.05	June 9–October 23 37.72 percent	June 9–October 23 0:54

- The Get Smart About Drugs Manchester microsite experienced the greatest sustained traffic across the analysis period, outpacing visits for Just Think Twice Manchester and WakeUp-Manchester (see Figure 3).
 - **Why this matters:** The WakeUp-Manchester website was generally the destination for outreach tactics across DEA 360 in Manchester. However, WakeUp-Manchester was not a heavy driver to the other two microsites. Users were arriving at Get Smart About Drugs from other sources, including direct (67.76 percent), organic Google search (11.01 percent) and Facebook (8.95 percent). (See Appendix F for more information on microsite acquisition sources.)
 - **Recommendation:** To avoid such large direct traffic numbers in the future, outreach tactics should use Google Campaign Links with Urchin Tracking Module parameters so that individual tactics or ads can be analyzed for effectiveness.
- The WakeUp-Manchester website had high bounce rates. While the page did not drive many visits to Get Smart About Drugs Manchester or Just Think Twice Manchester, the WakeUp-Manchester site may need to be re-examined to determine the specific cause of the high bounce rate.

Figure 4. Microsite Page Views (August 12–October 23)



*Although there was a significant increase in page views on June 4, there were only nine unique page views, indicating that this was the result of a few users visiting the homepage over and over again and not a strong indicator of legitimate traffic.

Geographically speaking, the DEA 360 Strategy in Manchester was fairly effective in targeting the Manchester metropolitan area. Starting at the state level, for two of the three websites, over half of visits came from the New England area (see Figure 5). This is not surprising, considering the strong earned media presence

that reached across this region. Looking just at New Hampshire, for all three websites, over half of all visits came from the Manchester metropolitan area (Manchester and Bedford), with most other visits coming from Nashua, Hampton, Portsmouth, and Concord.

Figure 5: Geographic Region

Website	Visits From New Hampshire	Visits From Massachusetts	Percentage of Total Visits From New Hampshire Region
WakeUp-Manchester	56	58	51.36 percent
Just Think Twice Manchester	141	135	32.13 percent
Get Smart Manchester	141	54	53.58 percent

Optimizing Owned Media Outreach Tactics



- The “Adam Moser True Story” was a popular page on the Just Think Twice Manchester microsite, detailing the story of a 27-year-old man from New Hampshire who died after overdosing on fentanyl. Most visits to this page came from organic Google searches, but GovDelivery, a cloud-based platform for government communication, drove 164 page views as well. Future tactics should look to prominently feature or promote more true stories on the microsites and in other outreach tactics, to draw interest in the topic and drive users to relevant resources following the true story.
- While WakeUp-Manchester served as a landing page to the other two microsites, it may have been an impediment for users to have to go through an additional click, after having just clicked on an advertisement, to get to the appropriate website for their needs. Additionally, it is not entirely clear that users should click on the Just Think Twice Manchester or Get Smart links on the page. Future DEA 360 Strategy efforts should consider directing users to a tailored microsite directly, instead of having to go through a landing site/page.
- The Get Smart About Drugs Manchester microsite prominently features a DEA 360 Strategy YouTube video. However, views for this video are somewhat low (under 300) and the website real estate the video takes up is significant. Consider moving other content above this video to engage users with actionable things they can do on the website, aside from viewing the video.
- GovDelivery e-mail outreach was an underutilized, yet seemingly effective, driver of microsite visits. Consider increasing the number of GovDelivery e-mails used in future DEA 360 Strategy efforts.
- There seemed to be a lack of visits from news websites or news sources, despite media coverage of the campaign occurring throughout. It is possible that news media did not prominently mention the URL to any of the microsites. Future efforts should explicitly ask media sources to include links back to DEA 360 Strategy microsites.

SOCIAL MEDIA

Social media data were provided in part by A. Bright Idea, in combination with the use of Crimson Hexagon⁸ by ICF. Crimson Hexagon is a social media monitoring program that provides data on a specific set of keywords or hashtags. The hashtags #DEA360Strategy, #DEA360, and #DrugFreelsUpToMe were used in Twitter searches for the Manchester DEA 360 campaign between October 2016 and October 2017. DEA HQ and DEA New England provided Twitter data results for the use of the campaign hashtags #DEA360 and #DEA360Strategy. The #DrugFreelsUpToMe hashtag was included in the analysis because it was used extensively in conjunction with the Youth Summit and was often included with the hashtag #DEA360Strategy.⁹

Figure 6 below is based on the Twitter data results @DEAHQ and @DEANewEngland provided, which used the term DEA360. These data result in 37 engagements per tweet for @DEAHQ (409 total engagement/11 tweets), which is strong overall and outpaced the eight engagements per tweet for the @DEANewEngland account.

Based on the Crimson Hexagon scan of social media from October 1, 2016, through October 25, 2017, there were 1,690 tweets that used the three hashtags—599 of the 1,690 tweets were original or unique posts and the remaining were retweets. When geographic filters were applied to the cities of Boston, Manchester, and Washington, DC, as well as the states of New Hampshire and Massachusetts, the volume of tweets fell by half to 790 tweets. However, the main topics/themes, top retweets, and influencers remained relatively the same.

- The greatest spike in tweets (570) was reported on March 7, 2017, which was the date of the Youth Summit. The next largest spike in posts (147) was reported on May 11, 2017, which was the date the WMUR Town Hall event aired.
- DEA360Strategy/Youth Summit on Opioids/DEA360 were the most common keywords and topics found in Tweets.
- The total potential impressions of these Twitter hashtags were 13 million.

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

Figure 6. Social Media Metrics

Account	Tweets	Retweets	Likes	Total Engagements	Impressions*
DEA HQ	11	184	225	409	~22,581
DEA New England	38	71	271	309	~29,744

*Some tweets were retweets from outside accounts, so impression data are not available.

⁸Crimson Hexagon is a social listening tool that allows one to search either a social account or topic/keywords to determine what is being said about an account/brand/topic and who is engaging in the conversation. It goes deeper than traditional social media analytics (e.g., likes, shares, engagement rate) and instead provides actionable insights to answer strategic questions, discover new trends in the conversation, help and organization to better understand your audience, or identify content options to drive up engagement.

⁹A. Bright Idea monitored social media platforms for the campaign hashtags #DEA360 and #DEA360Strategy for May–July 2017. However, social media analytics data from A. Bright Idea did not encompass the entirety of the DEA 360 Strategy in Manchester. To gather social media data for the lifecycle of the implementation year, ICF used Crimson Hexagon to conduct a scan of the hashtags #DEA360Strategy, #DEA360, or #DrugFreelsUpToMe between October 1, 2016, and October 25, 2017. No location settings were used for the Crimson Hexagon scan because data needed to be captured from organizations that were tweeting the hashtags, but are not located in the New England area (such as DEA HQ). Therefore, the data may potentially capture Twitter posts that are unrelated to Manchester/New England DEA 360 Strategy efforts.

DEA 360 also held multiple Facebook Live events with WMUR-TV on the WMUR-TV Facebook Page (<https://www.facebook.com/wmur9/>), centered on important DEA 360 Strategy events in Manchester. WMUR-TV livestreamed the Youth Summit that took place on March 7, 2017, on Facebook.

Facebook events from October 1, 2016, through October 25, 2017, included the following:

- WMUR Facebook Live on October 13, 2016, for Prescription Drug Take Back Day 2016.
- WMUR Facebook Live on March 1, 2017, to promote the Youth Summit and the DEA 360 Strategy in Manchester.
- WMUR Facebook livestreaming the Youth Summit on March 7, 2017.
- WMUR Facebook Live on March 30, 2017, to discuss upcoming DEA Strategy 360 events and the success of the Youth Summit.
- WMUR Facebook Live on September 13, 2017, to discuss upcoming DEA 360 Strategy events and opioid issues.



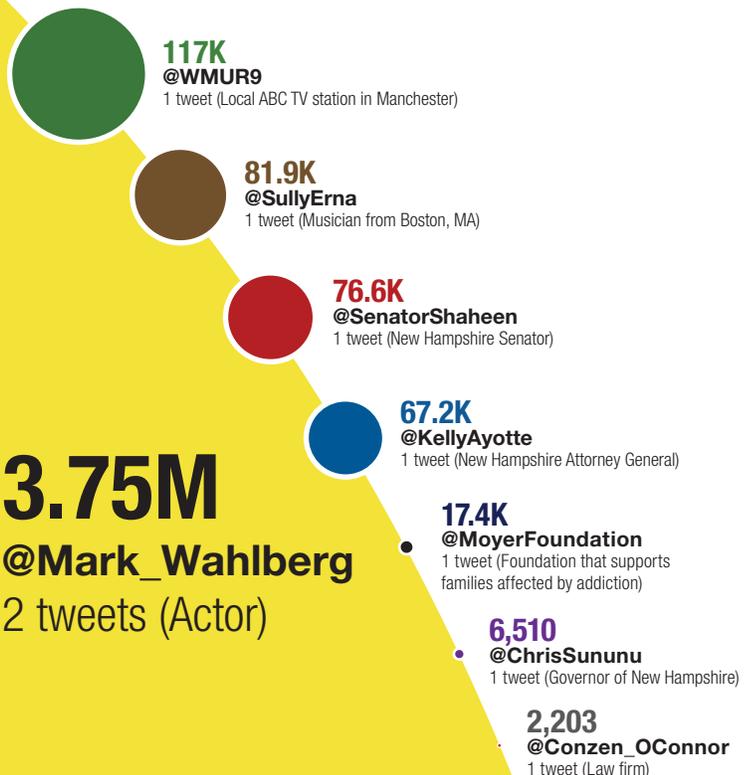
DEANewEngland 
@DEANEWENGLAND 

SAC Ferguson and AG Sessions meet to discuss the Opioid Epidemic facing New England and the Nation #DEA360

2:39 PM - Mar 7, 2017

1 3 8

TOP TEN SOCIAL MEDIA INFLUENCERS



Optimizing Social Media Outreach Tactics



While many of the social media messages coming from DEA accounts used pictures or videos, which have shown to increase post engagement, very few messages pointed back to the microsites. This is a potential lost opportunity, as social media could provide an additional stream of interested users to these important resources.

The DEA New England Twitter account promoted many local events, including important dates, times, and locations. However, many events were only promoted a single time. Particularly with Twitter, important information and events should be promoted multiple times, as many followers may miss the tweet the first time around due to the way Twitter's newsfeed algorithm delivers messages.

Makin' It Happen Retweeted

WMUR TV @WMUR9 · Oct 28



The @empoweryouth603 kids did an awesome job today!!! 🌟🌟🌟
#DrugTakeBackDay #WMUR



SUMMARY

DEA relied on a multimedia approach to affect the public's awareness and behaviors related to prescription opioid misuse and heroin use. The local media outlets provided significant support to the DEA 360 Strategy. Television and radio public service announcements total more than \$1.4 million in estimated dollar support, online stories had a total reach of more than 35 million, broadcast stories had a total reach of more than 250,000, and the total potential impressions of the Twitter hashtags were 13 million. During the 13-week WakeUp-Manchester campaign, A. Bright Idea tracked 1,244 TV spots and 5,156 radio spots, plus 1,278,479 streaming radio impressions. Additionally, it garnered 4,334,017 digital impressions with 10,015 clicks, driving a healthy overall CTR of 0.24 percent. Overall, social media activity was most prominent during in-person events, such as the Youth Summit and Leadership Training. The DEA HQ and DEA New England Twitter accounts drove 718 engagements (likes and retweets) and over 50,000 impressions during the implementation year. WMUR was very active on social media, particularly with their Facebook Live events. The DEA HQ Twitter account was a key driver of engagement during the implementation year, with a robust 37.18 engagements per post. This outlet could be a key driver in future implementation of the 360 Strategy.

ASAC DeLena had a positive existing relationship with several media outlets in the state prior to the launch of DEA's 360 Strategy. This facilitated the media's eagerness to use available air time to share stories of prevention and recovery. The relationship with WMUR throughout the 360 Strategy was a key component of DEA's 360 Strategy success. Prior to the DEA 360, local media were overwhelmed with stories of loss and overdose in the community. DEA 360 provided new stories for the media and they were eager to feature the positive DEA and YDP stories.

Additionally, the fentanyl-related billboard was well received in the community. The community felt the billboard highlighted a relevant, local problem. Along these lines, the DOT road signs were seen broadly throughout the state and facilitated the conversation around DEA 360 on a statewide basis.

Respondents pointed to a number of barriers and challenges related to community messaging. Given that the microsites were the primary location through which the calls to action for DEA 360 were promoted, it was important that these sites were regularly updated with current information and articles about activities in Manchester. Future efforts should continue to streamline information sharing between DEA Field Divisions and DEA HQ. Additionally, the limitations on the use of Twitter and oversight required from the New England Field Division was a challenge as all tweets must go through a central point of contact with information provided by the local DEA office.

The DEA 360 had some very influential persons promoting efforts in Manchester, including actor Mark Wahlberg, Governor Chris Sununu, and Senators Shaheen and Hassan. These influential accounts were critical in expanding the reach of the DEA 360 Strategy in Manchester. Tweets that included Attorney General Jefferson Sessions, comedian Mike O'Malley, NBA All-Star Isaiah Thomas, and Super Bowl Champion Julian Edelman should be cross promoted across multiple DEA or other government accounts. If possible, having these individuals disseminate DEA 360 information over their own social media channels, using #DEA360, would also provide a huge boost in reach and awareness of the DEA 360 Strategy.

Lastly, some respondents felt the message from A. Bright Idea's PSAs missed the mark on what the Manchester community needed. The community desired a more local perspective with more positive messaging.

FUTURE ACTIVITIES

The following section outlines instances of continued efforts related to combatting prescription opioid misuse and heroin use in Manchester that resulted from DEA 360. Interview respondents considered DEA 360 a strong catalyst for engaging youth and building strong, lasting community partnerships. Many of the items mentioned below took place within the last month or are still in the planning stages. These efforts highlight the sustainability DEA 360 has facilitated in the community. According to a community partner, “Possibly because of [ASAC DeLena] and his investment in the region, the program will continue; they’re continuing efforts, the community impact is continuing; that is success of the outreach piece—that it didn’t just end on 9/30.”

Since the initiation of DEA 360 in the Manchester community, key stakeholders identified the need for sustainable partnerships and programs that go beyond the one-year funding. Several respondents reflected on their initial concern that this effort would be “one and done.” To combat this concern, the DEA Manchester District Office focused on developing strong community partnerships, providing resources and trainings to the community, and creating opportunities for continued youth engagement.

Through the implementation of DEA 360 in Manchester and the guidance of ASAC DeLena, strong community partnerships have emerged—several community partners noted upcoming activities and efforts to sustain existing collaborations. One community partner stated, **“It’s not just money that’s needed to continue this work; it costs capital, time commitment, and effort by the community.”**

- The Manchester Police Department and Fire Department will continue providing education in Manchester schools to educate and mentor youth about the dangers of drug use. Additionally, they are in communication with school leadership to discuss the continuation

of the youth dance program; to sustain this activity, they have promised time and participation from the local officers.

- To complement the youth PSA training, community adults and parents will attend a meeting outlining the efforts the youth are undertaking in creating PSAs and to inform the parents on the differences in the traditional PSAs shown in Manchester and the new video PSAs from the youth. Parents will also be provided instruction on safe social media platforms and habits for youth with the purpose of enabling parents to talk to their youth about these topics.
- The minor league Manchester Monarchs hockey team, with the assistance of Makin’ It Happen, is planning an opioid awareness and prevention night where they plan to give free tickets to first responders and others affected by prescription opioid misuse and heroin use. The Monarch’s plan to have a similar night every year for the foreseeable future. The first one took place in November 2017 and used the DEA 360 logo; in the following years, the logo will change to simply DEA to acknowledge the continued partnership.



As a result of DEA 360's focus on youth, youth are engaged and will continue to focus on peer-to-peer education opportunities. One community partner put it as, **"A chance to teach kids to think globally but act locally, the youth can be a part of this and build awareness around drug safety in their community."** Below are several examples of youth initiatives intended to continue beyond the scope of the implementation year.

- **National Prescription Drug Take Back Day:** In collaboration with DEA and community partners, the Empower Youth coalition worked to promote National Prescription Drug Take Back Day on October 28, 2017. DEA puts this event on biannually to provide a safe means of disposing prescription drugs and to educate the public about prescription drug misuse. Following DEA 360, the Empower Youth coalition wanted to give the event a more local feel. They filmed a PSA to raise awareness about prescription drug safety and details regarding the event. In addition to the PSA, youth were trained as Junior Reporters by WMUR and livestreamed the event on Facebook to keep the community informed of the day's events.
- **Sticker Shock Campaign:** Following the Johnson & Johnson medicine safety training at the mid-year CADCA training, youth plan to initiate a Sticker Shock campaign working with local pharmacies to attach warning leaflets to prescription drug packaging. The

aim is to build awareness on the importance of disposing unused drugs, disseminate information on where to dispose drugs (at police departments), and keep prescription medications out of kids' hands. Youth will have assistance from the Massachusetts College of Pharmacy and plan to enter elementary and middle schools to train younger kids about the dangers of improper use of prescription medications.

- **Increase of Student Assistance Programs (SAP) in Schools:** Members of the Empower Youth coalition are advocating for SAP in more schools to advise their school youth groups and to serve as a counselor for youth that need guidance.
- **Relationship With Local Law Enforcement and Government Officials:** DEA 360 facilitated opportunities for youth and local law enforcement to have open dialogues. The Manchester Chief of Police and the Empower Youth coalition continue to address issues in the community such as increased K-9 drug searches in high schools and compliance checks in local liquor stores to keep alcohol and tobacco products out of the hands of youth. One youth participant shared, **"This [DEA 360] gives us a better relationship with local government and local police. Before they didn't listen to us and we have good ideas, now they are opening up to us."**

LESSONS LEARNED

Several key lessons were learned from compilation and analysis of data to assess the DEA 360 Strategy implementation in Manchester. Note that some lessons learned were stated by interview respondents, whereas other lessons learned are those observed in the data.

1 **Make Manchester the focus**

Several respondents noted the importance of having the DEA 360 Strategy be a community-based effort. The strategy was generally divided into three categories: (1) addressing Manchester-specific issues (e.g., a billboard targeting fentanyl rather than opioids more broadly); (2) relying on Manchester-based organizations for expertise on potential solutions (e.g., a youth-focused training rather than an adult summit); and (3) sharing Manchester/New Hampshire-specific information with community members (e.g., tailoring presentations to include local statistics). As one interview respondent noted—he appreciated that local organizations were brought in to be the face of DEA 360—he applauded ASAC DeLena’s commitment to making it about the community, not DEA. By doing that, the respondent felt DEA was able to get greater buy-in from the mayor, the schools, and the media. The program facilitators aided this process by being flexible to the needs of the community—for example, the initial 360 proposal in New Hampshire was for an adult summit. At the insistence of the DEA 360 Core Leadership team, the focus shifted to target youth during an intensive three-day training. Similarly, PDFK developed several slides for their train-the-trainer events with New Hampshire-specific statistics. These were important steps to get buy-in from community members and local politicians and eventually, expand the effort statewide.

Create transparency among partners

2

To facilitate a positive and sustainable working relationship among DEA, community partners, and program facilitators, there must be a sense of transparency—this includes being clear about partners’ roles and the overarching mission/vision each partner has for the implementation of the 360 Strategy. This is best facilitated by bringing together all of the partners early on in the process and maintaining regular communication—a challenge here may be finding the right balance with the number and types of people/organizations who are part of this core communication. When individuals are not included in particular activities, this may result in frustration or bruised egos. Therefore, the ASAC is responsible for establishing an effective communication strategy with the partners, being clear about expectations, while creating a forum where the partners can productively provide input.

3 Tailor communication for youth

Despite the various traditional media forums for sharing information about opioid use and prevention, youth involved in the youth leadership training and WMUR town hall reported that they do not hear enough about the problem. These youth reported that they do not watch TV or listen to the radio—instead they rely on less traditional forms of media, including Netflix or Snapchat. As one youth stated during the WMUR town hall, “No offense to anyone in this room, but we don’t really watch TV, unless we are on it.” It is critical to meet the youth where they are—while the messages are broadly distributed, they are not currently on platforms being accessed by youth. To support distribution of the messages to young people, youth in Manchester will receive training on developing their own PSAs—this will allow youth to share messages with their peers, and will rely on alternative channels of distribution. If utilized, these social media platforms may be used to provide an opportunity for dynamic conversations with communities and keep users connected to the topic of interest (Zowawi, H.M., et al, 2015).

Provide peer-to-peer learning opportunities

4

The strong youth focus in Manchester was driven by an identified need in the community, and continues to be the defining feature of the DEA 360 Strategy in Manchester. DEA 360 provided an important opportunity for youth to become motivated and active in the process of prevention—these youth were energized to be leaders in their school communities and, ultimately, serve as ambassadors to their peers and sustain the work moving forward. The various training opportunities empowered these youth to have a voice and share effective, age-appropriate messages with their peers. In addition to these training opportunities, these youth have been public-facing representatives of DEA 360—they have had important opportunities to speak directly with donors, develop PSAs, and be present at communitywide events, such as Art Jam. These

youth were able to incorporate their work into existing activities in their school that promote healthy lifestyles among different peer groups. As an adult advisor noted, **“I have always been a firm believer that kids are going to listen to kids before they listen to most adults.”** Another important component of peer-to-peer sharing is hearing from young people in recovery—youth from Teen Challenge, a local recovery organization, spoke openly to students about their experiences. As an interview respondent noted, **“This was a powerful message of hope, rather than tragedy, and resonated with the students.”**

5 Get creative with additional funding

Manchester’s ability to secure additional funding from a variety of outside sources including private donors/foundations, the governor’s office, the local medical college, and scholarships has provided unique opportunities for youth participants. For example, the Mark Wahlberg Youth Foundation provided funding for the Opioid Summit in March; Dartmouth provided \$15,000 to support youth attendance at the CADCA Mid-Year Training Institute; and the governor pledged \$100,000 for additional PSAs. While additional funding is not always feasible and the DEA ASAC is unable to solicit funds, the DEA 360 partners were able to obtain additional funding to provide opportunities that enhanced Manchester’s ability to reach youth, provide training, and continue to affect the community. When possible, future cities should seek alternative funding opportunities to enhance existing DEA 360 activities.

Find a passionate leader

6

When asked why she got involved in DEA 360, an interview respondent noted, **“It was an easy sell, I think part of the success in DEA 360 was because [ASAC DeLena] was at the helm. His passion and dedication and willingness to do things—I saw on the news [ASAC DeLena] and [the police chief] dancing with kids on TV.”** It was ASAC DeLena’s passion for the work, and dedication to the youth, that made other people want to be part of the effort. There was nothing too small for his attention—ASAC DeLena was consistently present at youth events (basketball games, dance performances, presenting at schools). He was not just a figurehead overseeing the effort, but was driving it forward on a daily basis.

7 Provide ongoing community outreach support

DEA 360 includes multiple strategies for sharing information with the community—distributing flyers, hosting trainings, presenting at schools and school events, uploading information to Twitter and several microsites, partnering with the local television and radio stations, and so forth. Continued support for this outreach work beyond the implementation year is important for the DEA 360 Strategy effort.

Secure buy-in from the schools to create momentum

8

To facilitate working with young people in the community and create momentum, it is critical to form trusting relationships with the schools. For example, the local DEA office in Manchester partnered with the police chief and a young person in recovery for the student body of a high school. DEA was then able to meet with the superintendent of the district who insisted that the entire district attend the New Hampshire Youth Summit on Opioid Awareness. Following this, the schools were contacted to recommend students to participate in the youth leadership training; the youth participants at this training have gone back to their schools to implement policy changes and create cultural shifts among their peers. Adult advisors who are embedded in the schools have supported youth as they continue to move the work forward. This is similar to the DEA Youth Dance Program—by embedding it directly in the schools, they have had great success recruiting and retaining youth participants.

9 Key Influencers on Twitter

Despite the limitations placed on DEA related to the use of social media, DEA 360 Manchester was able to capitalize on the low-cost, wide reach of social media by encouraging tweets from key influencers, such as Mark Wahlberg, and the youth involved in the Empower Youth coalition. As of November 2017, Mark Wahlberg had 3.75 million followers, whereas @DEANewEngland had 684 followers. By finding alternative ways to spread the DEA 360 message via social media, they were able to share information about DEA 360 broadly without having close oversight. This is especially important to engage with individuals who may not otherwise be familiar with DEA or DEA360. To maximize the power of social media, DEA 360 cities should continue to look for key influencers or youth who are excited about the work and will share information. As previously noted, whenever possible, outside tweeters should be given clear instructions from DEA on using the relevant hashtag and call to action and should tweet out pictures to create additional engagement. DEA 360 cities should continue to explore alternative strategies for maximizing the use of social media in general.

APPENDIX A.

METHODOLOGY

To evaluate and disseminate findings related to the community outreach portion of the DEA 360 Strategy in Manchester, ICF implemented a mixed-method 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

Thirty-minute individual discussions were held between the ICF team and four program facilitators implementing outreach activities in Manchester. These discussions focused on metrics availability and format as well as timelines for metrics delivery to ICF. The program facilitators and DEA Manchester office collected metrics throughout implementation of the 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 DeLena provided recommendations for community interviewees. Interviewees

were invited to participate in the community interviews via e-mail. From September 29 to October 24, 2017, nine community interviews, lasting one to two hours, 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 Manchester, 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 and notetaker.

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 Analysis

Social media data were provided in part by A. Bright Idea, in combination with the use of Crimson Hexagon by ICF. Crimson Hexagon is a social media monitoring program that provides data on a specific set of keywords or hashtags. The hashtags #DEA360Strategy, #DEA360, and #DrugFreesUpToMe were used in searches of Twitter for the Manchester DEA 360 campaign (February 2016–February

2017). Website data were collected using Google Analytics data from the DEA accounts. Data for the Just Think Twice Manchester and Get Smart Manchester websites were split between two Google Analytics accounts. From March 13 to June 8, 2017, data for Just Think Twice Manchester were mistakenly placed in the Google Analytics account for the Just Think Twice Pittsburgh account. After June 8, 2017, the data were available in the Just Think Twice Manchester account. From March 10 to June 9, 2017, data for Get Smart About Drugs Manchester were mistakenly placed in the Google Analytics account for the Get Smart About Drugs Pittsburgh account. After June 9, 2017, the data were available in the Get Smart About Drugs Manchester account. For some of the more complex calculated metrics, such as average session duration, data may be reported separately due to the split of Google Analytics accounts. Data for the WakeUp-Manchester website are only available from August 12, 2017, onwards, as the Google Analytics were not enabled on the site prior to this date. Traditional media data were provided by a number of sources, including DEA headquarters, the Manchester DEA office, A. Bright Idea, and CADCA. ICF collected additional metrics on media placements, including reach, using the Cision media monitoring tool. Paid media data, including digital advertising, billboards, and PSAs, were provided by A. Bright Idea and PDFK.

Outreach Activities Analysis

Outreach activities included in this analysis were YDP attendance, youth retention, and performance dates; presentations given by DEA staff; TOT events conducted by DEA staff; youth leadership training 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 September 29 to October 24, 2017. Interview respondents provided verbal consent to participate in the interview and to be recorded. Domains in the interview included background and role in the 360 Strategy; program approach and implementation; involvement in and exposure to program activities; and lessons learned, sustainability, and recommendations. Following each interview, the lead interviewer and notetaker employed a rapid, notes-based analysis of the qualitative interview data to detect themes and patterns. Following individual analysis, the lead interviewer and notetaker 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 notes taken during the interview.

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.

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.

Call to action: Aims to persuade a viewer to perform a certain act immediately.¹⁰ In the case of the billboard campaigns, the call to action was to visit a website or call 211 for help.

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 mile (CPM) campaigns ideal for businesses intent on spreading brand awareness.¹¹

Earned media: Media relies on public or media relations to gain coverage about the event or effort—this may be on or offline.¹²

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

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 the billboard.

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.¹³

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.¹⁴

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.

¹⁰Marketing Terms. (n.d.). Call to action. Retrieved from https://www.marketingterms.com/dictionary/call_to_action/

¹¹Big Commerce. (n.d.). *Understanding impressions in digital marketing*. Retrieved from <https://www.bigcommerce.com/ecommerce-answers/impressions-digital-marketing/>

¹²Odden, 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/>

¹³Campbell, 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>

¹⁴Simplicable. (2012). *What train the trainer really means*. Retrieved from <http://business.simplicable.com/business/new/what-training-of-trainers-means>

APPENDIX C.

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APPENDIX D.

ADDITIONAL CAMPAIGN INFORMATION DATA TABLES

Figure 7. Red Ribbon Week Television and Radio Spots

Station	Spots
Streaming Radio	180,000 (impressions)
WBWL FM	6
WCIB FM	36
WEII FM	25
WJMN FM	26
WSRS FM	24

Figure 8. Prescription Drug Take Back Day Television and Radio Spots

Station	Spots
WMUR (TV)	28
WBWL FM	10
WKOX	55
WQSO	27

APPENDIX E.

MICROSITE DATA TABLES

Figure 9. Top Pages Across Microsites

Website	Page	Page Views	Percentage of Overall Page Views
WakeUp-Manchester*	Homepage	307	100 percent
Get Smart About Drugs Manchester	Homepage	1,835	36.36 percent
	The Problem	358	7.09 percent
	Find Treatment	295	5.85 percent
	Resources	277	5.49 percent
	News	208	4.12 percent
Just Think Twice Manchester	Adam Moser True Story	1,287	57.35 percent
	Homepage	706	31.46 percent
	Facts	214	9.53 percent
	Get Help	125	5.57 percent
	Resources	123	5.48 percent

*Page views on pages that returned a 404 error or were “user” pages (admin pages) were disqualified.

Figure 10. Top Five Microsite Acquisition Sources

Website	Acquisition Source	Sessions	Percentage of Overall Sessions
WakeUp-Manchester	Direct	100	42.74 percent
	DEA.gov	56	23.93 percent
	Twitter	40	17.09 percent
	Google Organic Search	14	5.98 percent
	Facebook	11	4.70 percent
Get Smart About Drugs Manchester	Direct	658	67.76 percent
	Google Organic Search	107	11.01 percent
	WakeUp-Manchester.com		
	Facebook	87	8.95 percent
	Bing Organic Search	2	0.21 percent
Just Think Twice Manchester	Google Organic Search	711	55.24 percent
	Direct	427	33.18 percent
	GovDelivery E-mail	76	5.91 percent
	WakeUp-Manchester.com	29	2.25 percent
	Yahoo Organic Search	6	0.47 percent

APPENDIX F.

EARNED MEDIA COVERAGE

OUTLET NAME	DATE	MEDIA TYPE	HEADLINE	UVPM (Online Reach)	Link
95.7 FM Record Eye on NH	11/16/2016	Radio Interview			
Boston.com	11/15/2016	Online, consumer	Manchester picked as site for drug abuse prevention project	10,833,270	https://www.boston.com/news/local-news/2016/11/15/manchester-picked-as-site-for-drug-abuse-prevention-project
Daily Telegraph	5/30/2017	Online, consumer	Wake up! Fentanyl is a potent killer		https://www.timeslive.co.za/news/south-africa/2017-05-30-wake-up-fentanyl-is-a-potent-killer/
Drug Addiction Now	11/3/2016	Interview			https://www.drugaddictionnow.com/2016/11/03/new-hampshire-on-track-for-another-record-year-of-fatal-overdoses/2/
Foster's Daily Democrat Online	11/15/2016	Online, consumer	Manchester picked for drug abuse prevention project		http://www.fosters.com/news/20161115/manchester-picked-for-drug-abuse-prevention-project
Foster's Daily Democrat Online	11/20/2016	Online, consumer	Manchester picked as site for drug abuse prevention project	190,716	http://www.fosters.com/news/20161120/manchester-picked-as-site-for-drug-abuse-prevention-project
Fox 25 TV	2/2/2017	TV interview			
Fox 25 TV	2/20/2017	TV interview			
Fox25Boston.com/WFXT-TV	2/8/2017	Online, consumer	Secret Service agent hopes to raise opioid awareness after near-fatal crash		http://www.fox25boston.com/news/secret-service-agent-hopes-to-raise-opioid-awareness-after-nearly-fatal-crash/491932077
Fox25Boston.com/WFXT-TV	12/20/2016	Online, consumer	New Hampshire DEA program targeting kids in the fight against opioids		http://www.fox25boston.com/news/new-hampshire-dea-program-targeting-kids-in-the-fight-against-opioids/477599033
Howie Carr Radio Show	12/27/2016	Radio interview			

OUTLET NAME	DATE	MEDIA TYPE	HEADLINE	UVPM (Online Reach)	Link
iHeartRadio Station	1/23/2017	Radio interview			
Laconia Daily Sun	3/8/2017	Online, consumer	U.S. Attorney General Jefferson Sessions speaks at Manchester drug summit	50,706	http://www.laconiadailysun.com/newsx/local-news/102569-youth-summit
Morning Show—NECN/ New England Cable News	11/16/2016	Cable/satellite program			
Neal and Marga Show—WZID 95.7 FM	11/15/2016	Radio interview			
New Hampshire Today Show with Jack Heath—WGIR-AM	11/10/2016	Radio interview			
New Hampshire Today Show with Jack Heath—WGIR-AM	12/19/2016	Radio interview			
New Hampshire Today Show with Jack Heath—WGIR-AM	4/25/2017	Radio interview			
New Hampshire Union Leader	3/1/2017	Online, consumer	Thousands of NH students expected at opioid awareness summit	318,198	http://www.unionleader.com/article/20170301/NEWS12/170309997/-1/mobile?template=mobileart
New Hampshire Union Leader	3/7/2017	Online, consumer	Celebrities, bereaved parents carry message to teens at 'opioid summit'	318,198	http://www.unionleader.com/social-issues/Celebrities-bereaved-parents-carry-message-to-teens-at-opioid-summit-03072017
New Hampshire Union Leader Online	10/30/2016	Online, consumer	Paul Feely's City Hall: Queen City to get DEA drug pilot program	318,198	http://www.unionleader.com/Paul-Feelys-City-Hall:-Queen-City-to-get-DEA-drug-pilot-program
New Hampshire Union Leader Online	11/15/2016	Online, consumer	Manchester to be first city in Northeast to implement DEA's '360 Strategy'	318,198	http://www.unionleader.com/safety/Manchester-to-be-first-city-in-Northeast-to-implement-DEAs-360-Strategy-11152016?template=mobileart

OUTLET NAME	DATE	MEDIA TYPE	HEADLINE	UVPM (Online Reach)	Link
New Hampshire Union Leader Online	11/16/2016	Online, consumer	DEA makes Manchester first New England city to participate in anti-opioid initiative	318,198	http://www.unionleader.com/safety/DEA-makes-Manchester-first-New-England-city-to-participate-in-anti-opioid-initiative-11162016?template=mobileart
News 9 at 5— WMUR-TV	11/15/2016	Television program			
News 9 at 6— WMUR-TV	3/7/2017	Television program		3,013	
News 9 This Morning— WMUR (ABC)	5/7/2017	Television station		11,114	http://us.vocuspr.com/ViewNewsOnDemand.aspx?ArticleID=3063189_30648_1386867605
News 9 This Morning— WMUR (ABC)	5/7/2017	Television station		11,114	http://us.vocuspr.com/ViewNewsOnDemand.aspx?ArticleID=3063189_30648_1386867607
News 9 This Morning— WMUR (ABC)	5/7/2017	Television station		24,112	http://us.vocuspr.com/ViewNewsOnDemand.aspx?ArticleID=3063189_30648_1386867608
News 9 This Morning— WMUR (ABC)	5/7/2017	Television station		40,876	http://us.vocuspr.com/ViewNewsOnDemand.aspx?ArticleID=3063189_30648_1386867610
News 9 Tonight— WMUR-TV	12/21/2016	Television program			
NH1	12/16/2016	TV Interview x 2			
NH1 News Online	11/15/2016	Online, consumer	Manchester takes part in federal program to combat drug crisis by engaging youth		http://www.nh1.com/news/manchester-takes-part-in-federal-program-to-combat
NHPR/New Hampshire Public Radio Online	11/15/2016	Online, consumer	DEA chooses Manchester for pilot program to fight opioids	150,903	http://nhpr.org/post/dea-chooses-manchester-pilot-program-fight-opioids
NHPR/New Hampshire Public Radio Online	11/16/2016	Online, consumer	DEA partners with Manchester law enforcement, schools	150,903	http://nhpr.org/post/dea-partners-manchester-law-enforcement-schools
NHPR/New Hampshire Public Radio Online	11/19/2016	Online, consumer	The week in N.H. News: Statehouse abuzz post-election, companies scrambling to fill open spots	150,903	http://nhpr.org/post/week-nh-news-statehouse-abuzz-post-election-companies-scrambling-fill-open-spots#stream/0

OUTLET NAME	DATE	MEDIA TYPE	HEADLINE	UVPM (Online Reach)	Link
Salem News Online	11/17/2016	Editorial	Our view: Regional cooperation pays off	271,870	http://www.salemnews.com/opinion/editorials/our-view-regional-cooperation-pays-off/article_430f5eaf-9adf-526f-b012-348fbf598e44.html
WCVB-TV Online	11/15/2016	Online, consumer	DEA announces strategy to address opioid crisis in Manchester	1,178,495	http://www.wcvb.com/article/manchester-picked-as-site-for-drug-abuse-prevention-project/8293479
WGIR AM 610—News Radio 610	10/24/2016	Radio interview			
WMUR TV Online	2/7/2017	Online, consumer	Manchester Aldermen review 2016 opioid crisis statistics		http://www.wmur.com/article/manchester-aldermen-review-2016-opioid-crisis-statistics/8690625
WMUR-TV	5/6/2017	Online, consumer	Teens learn leadership skills in fight against opioid abuse	2,091,836	http://www.wmur.com/article/teens-learn-leadership-skills-in-fight-against-opioid-abuse/9615477
WMUR-TV	5/9/2017	Online, consumer	Students offer their solutions to the opioid crisis		http://www.wmur.com/article/students-offer-their-solutions-to-the-opioid-crisis/9629652
WMUR-TV	5/9/2017	Town Hall Broadcast			
WMUR-TV	7/6/2017				
WMUR-TV	12/16/2016	Television interview			
WMUR-TV	2/1/2017	Television interview			
WMUR-TV		Online, consumer	State of addiction: Student solutions		Part 1: http://www.wmur.com/article/state-of-addiction-student-solutions-part-1/9634594 ; Part 2: http://www.wmur.com/article/state-of-addiction-student-solutions-part-2/9634569 ; Part 3: http://www.wmur.com/article/state-of-addiction-student-solutions-part-3/9634568
WMUR-TV	12/20/2016	Online, consumer	Drug prevention training program underway in Manchester		http://www.wmur.com/article/drug-prevention-training-program-underway-in-manchester/8523055
WMUR-TV News 9 at 5	6/29/2017	Television program			
WMUR-TV News 9 Daybreak	5/23/2017	Television program			
WMUR-TV Online	5/7/2017	Online, consumer		2,091,836	http://www.wmur.com/article/teens-learn-leadership-skills-in-fight-against-opioid-abuse/9615477

OUTLET NAME	DATE	MEDIA TYPE	HEADLINE	UVPM (Online Reach)	Link
WMUR-TV Online	5/10/2017	Online, consumer	Web exclusive: NH students offer creative solutions for opioid crisis		http://www.wmur.com/article/web-exclusive-nh-students-offer-creative-solutions-for-opioid-crisis/9633299
WMUR-TV Online	5/11/2017	Online, consumer	Students share creative ideas for NH's drug crisis in town hall		http://www.wmur.com/article/wednesday-on-wmur-state-of-addiction-student-solutions/9619147
WMUR-TV Online	6/13/2017	Online, consumer	Students brainstorm ways to reach out to youth to fight opioid crisis		http://www.wmur.com/article/students-brainstorm-ways-to-reach-out-to-youth-to-fight-opioid-crisis/10019078?src=app
WMUR-TV Online	6/21/2017	Online, consumer	Student leaders share ideas on tackling drug epidemic		http://www.wmur.com/article/student-leaders-share-ideas-on-tackling-drug-epidemic/10204275?src=app
WMUR-TV Online	11/14/2016	Online, consumer	Signs placed on roadsides statewide to raise awareness for drug crisis	2,091,836	http://www.wmur.com/article/signs-placed-on-roadsides-statewide-to-raise-awareness-for-drug-crisis/8285788
WMUR-TV Online	11/15/2016	Online, consumer	Manchester picked as site for drug abuse prevention project	2,091,836	http://www.wmur.com/article/manchester-picked-as-site-for-drug-abuse-prevention-project/8291425
WMUR-TV Online	11/16/2016	Online, consumer	DEA launches new opioid initiative in Manchester	2,091,836	http://www.wmur.com/article/dea-launches-new-opioid-initiative-in-manchester/8294222
WMUR-TV Online	3/3/2017	Online, consumer	Watch: New Hampshire Youth Summit on Opioid Awareness		http://www.wmur.com/article/watch-on-tuesday-new-hampshire-youth-summit-on-opioid-awareness/9089468
WMUR-TV Online	3/7/2017	Online, consumer	New Hampshire Youth Summit on Opioid Awareness held in Manchester	2,091,836	http://www.wmur.com/article/watch-on-tuesday-new-hampshire-youth-summit-on-opioid-awareness/9089468
WMUR-TV Online	3/2/2017	Online, consumer	Law enforcement focuses on fentanyl in fight against opioids	2,091,836	http://www.wmur.com/article/stop-motion-video-shows-off-stellar-pumpkin-carving-skills/13107983
WMUR-TV Online	5/23/2017	Online, consumer	6 deaths in NH confirmed to be related to use of powerful drug carfentanil		http://www.wmur.com/article/6-deaths-in-nh-confirmed-to-be-related-to-use-of-powerful-drug-carfentanil/9914359?src=app

OUTLET NAME	DATE	MEDIA TYPE	HEADLINE	UVPM (Online Reach)	Link
WMUR-TV Online	7/19/2017	Online, consumer	Unresponsive boy, 6, revived with Narcan in Manchester apartment		http://www.wmur.com/article/unresponsive-boy-6-revived-with-narcan-in-manchester-apartment/10329056?src=app
WMUR-TV Online	7/20/2017	Online, consumer	Emergency workers in North Country trained on how to deal with opioids		http://www.wmur.com/article/emergency-workers-in-north-country-trained-on-how-to-deal-with-opioids/10337167
WMUR-TV Online	9/13/2017	Online, consumer	Facebook Live: Panel discusses current state of NH's drug crisis		http://www.wmur.com/article/live-on-facebook-at-1-pm-panel-to-discuss-current-state-of-nhs-drug-crisis/12235865
WMUR-TV Online	12/21/2016	Online, consumer	Drug prevention training program going on in Manchester	2,091,836	http://www.wmur.com/article/drug-prevention-training-program-going-on-in-manchester/8523065
WMUR-TV Online	12/21/2016	Online, consumer	Drug prevention training program underway in Manchester	2,091,836	http://www.wmur.com/article/drug-prevention-training-program-underway-in-manchester/8523055
WMUR-TV Online	12/7/2016	Online, consumer	Thousands of students attend opioid awareness event	2,091,836	http://www.wmur.com/article/thousands-of-students-attend-opioid-awareness-event/8471628
WPTZ-TV	5/7/2017	Television station		8,902	http://us.vocuspr.com/ViewNewsOnDemand.aspx?ArticleID=3063189_30648_1386867606
WPTZ-TV	5/7/2017	Television station		13,785	http://us.vocuspr.com/ViewNewsOnDemand.aspx?ArticleID=3063189_30648_1386867609
WZID Radio	12/2/2016	Radio Interview			
WZID Radio	12/16/2016	Radio Interview			
WZID Radio	3/8/2017	Radio Interview			
WZID Radio	9/22/2017	Radio Interview			
WZID Radio Online	10/2017	Online, consumer	DEA 360 Strategy comes to Manchester	9,299	http://wzid.com/?s=dea+360&submit=Search
Z-100 radio	2/28/2017	Radio interview			
OVERALL TOTAL				35,609,331	

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