



DEA 360 STRATEGY REACH AND IMPACT REPORT: NEWARK

JANUARY 2020





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Executive Summary

BACKGROUND

In response to the rising number of opioid-related deaths, DEA launched its 360 Strategy in 2015 with the purpose of helping tackle the deadly cycle of prescription opioid misuse and heroin use. In summer 2018, DEA selected Newark, New Jersey, as one of its next DEA 360 cities. The goal of DEA 360 is to address the growing opioid epidemic from three perspectives: (1) law enforcement, (2) diversion control, and (3) community outreach. Four program facilitators were engaged to implement the DEA 360 community outreach strategy across all funded cities.

PURPOSE OF THIS REPORT

This report describes the methods and results of an assessment of the reach and impact of community outreach activities of the DEA 360 Strategy in Newark. Results are based on a summary of metrics compiled from each program facilitator, as well as from interviews with community partners from across the region.

DEA 360 IN NEWARK

The community outreach component of DEA 360 in Newark included the following key activities:

- Kickoff press conference
- DEA Youth Dance Program in three elementary schools
- Train-the-trainer events for community stakeholders
- Parent coach training
- Newark Coalition Academy
- 13-week WakeUp Newark media campaign
- Three four-week billboard campaigns
- Newark Youth Summit
- Television media visits

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

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Lessons Learned

The following section provides a summary of key themes and recommendations based on what worked during the implementation of DEA 360 in Newark.

- » Maintain a meaningful presence at local events and support initiatives that are important to the community
- » Ensure transparency about the goals and scope of the initiative to increase trust among community partners
- » Embrace local partnerships and grassroots initiatives to reflect community priorities
- » Identify expansive partnerships from across the spectrum of community stakeholders, including prevention and treatment providers, corporations, hospitals, nonprofits, and faith-based organizations
- » Focus on planning and strategic coordination of partners prior to stakeholder meetings
- » Engage youth in meaningful roles and embrace peer perspectives
- » Focus on opportunities for sustainability
- » Assess change over time and the ongoing needs in the community
- » Invest in curriculum-based programming
- » Facilitate opportunities to address challenges related to ownership and accountability, considering multiple funding cycles and the complex issues and challenges in urban communities



Introduction

To deepen its response to the opioid crisis, DEA launched its 360 Strategy in 2015. The 360 Strategy focuses on three approaches to address prescription opioid misuse and heroin use through law enforcement, diversion, and community outreach. In 2018, DEA funded Newark, New Jersey, as a DEA 360 city. This report describes the results of an assessment of the reach and impact of the community outreach strategy, which focuses on prevention through local partnerships that empower communities to engage with neighborhoods especially affected by the opioid crisis. Four program facilitators are engaged to implement the DEA 360 Strategy across all funded locations. These program facilitators include Community Anti-Drug Coalitions of America (CADCA), Center on Addiction (formerly known as the Partnership for Drug-Free Kids),¹ A. Bright Idea, and the DEA Educational Foundation.

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

- Kickoff press conference
- DEA Youth Dance Program (YDP) in three elementary schools
- Train-the-trainer events for community stakeholders
- Parent coach training
- Newark Coalition Academy
- 13-week WakeUp Newark media campaign
- Three four-week billboard campaigns
- Newark Youth Summit
- Television media visits

¹ In 2019, the Partnership for Drug-Free Kids merged with Center on Addiction. Together, their mission is to transform how the nation addresses addiction. Center on Addiction's approach relies on empowering families, advancing effective care, shaping public policy, and changing culture.

OVERVIEW OF THE REPORT

This report uses metrics compiled from the four program facilitators and eight interviews with key program partners in Newark and an interview with the Assistant Special Agent in Charge (ASAC). The report provides context to the opioid crisis in the United States and in New Jersey and Newark in particular, and it discusses strategies implemented in Newark related to (1) partnerships and collaboration, (2) community-based activities, (3) youth activities, (4) media outreach and communication, and (5) lessons learned. The final section includes recommendations for improving DEA 360 implementation in other locations.

In 2019, as part of the DEA 360 Strategy Performance Analysis Project, DEA contracted with ICF, a research and consulting firm, to evaluate the DEA 360 Strategy as implemented in Newark and to produce a reach and impact report for the city.

OPIOIDS IN THE UNITED STATES

Fatal and nonfatal opioid overdoses continue to be a national public health crisis. In 2017,² 47,600 Americans died as a result of an overdose involving opioids.³ Emergency department visits for opioid overdoses rose 30 percent in all parts of the United States from July 2016 through September 2017.⁴ In response to the growing problem, the President declared a public health emergency in 2017 and issued a national call to action in 2018. The Presidential call to action encompasses:

- Reducing demand and overprescription;
- Reducing the supply of illicit drugs; and
- Helping those with substance use disorders through evidence-based treatment and recovery support.

DEA's 360 Strategy aligns with these overarching goals to respond to the public health emergency.

THE DEA 360 STRATEGY

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

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

DEA announced implementation of the DEA 360 Strategy in November 2015 and launched DEA 360 in Newark in June 2018. ASAC Chris Jakim, of DEA's New Jersey Division, oversaw the on-the-ground implementation of key activities in Newark. Newark was the twelfth city to deploy the 360 Strategy.

² The most recent year of available data is 2017.

³ Centers for Disease Control and Prevention, National Center for Health Statistics. Multiple Cause of Death 1999-2017 on CDC WONDER Online Database, released December 2018. Data are from the Multiple Cause of Death Files, 1999-2017, as compiled from data provided by the 57 vital statistics jurisdictions through the Vital Statistics Cooperative Program. Accessed from <http://wonder.cdc.gov/mcd-icd10.html> on September 20, 2019.

⁴ Centers for Disease Control and Prevention. Opioid Overdoses Treated in Emergency Departments. Accessed from https://www.cdc.gov/vitalsigns/opioid-overdoses/index.html#anchor_1519932571 on December 31, 2019.

OPIOIDS IN NEW JERSEY

Between 1999 and 2017, the rate of fatal overdoses involving opioids increased from 3.9 per 100,000 to 21.9 per 100,000 in New Jersey. The increase was most pronounced between 2015 and 2017, when the rate more than doubled. In 2017, there were nearly 2,000 opioid-related deaths in New Jersey's 21 counties. Essex County accounted for 12.5 percent of these deaths.⁵

Opioids in Newark: Understanding the Cultural Context of the City

In Newark, African Americans were disproportionately affected by the opioid epidemic. As a result, DEA focused on prevention for this population. Despite DEA's awareness of the heightened need, it faced challenges due to a lack of trust and perceived transparency of law enforcement widespread in urban communities. A consistent focus throughout the course of DEA 360 was building trust and maintaining transparency in the community.

Additionally, community members highlighted the impact that the opioid epidemic is having on young people in a resource-limited city. This environment primed DEA 360 for building up prevention efforts among the youth in Newark. On the flip side, a community partner noted that while they have a history of serving young people in need of drug treatment, they have seen more seniors coming in for services—he describes these as “new users” who are being affected by the opioid epidemic.

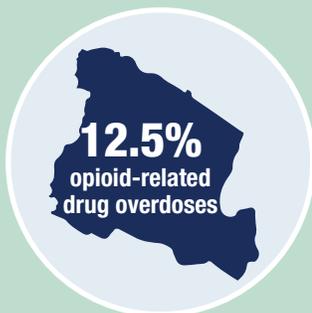
When asked about the needs in Newark, a DEA representative reported a holistic view on the challenges being faced. While opioids were at the forefront of this initiative, he noted that the community needed widespread “programs to help children and the youth address the challenges of growing up in an inner city

⁵ Centers for Disease Control and Prevention, National Center for Health Statistics. Multiple Cause of Death 1999-2017 on CDC WONDER Online Database, released December 2018. Data are from the Multiple Cause of Death Files, 1999-2017, as compiled from data provided by the 57 vital statistics jurisdictions through the Vital Statistics Cooperative Program. Accessed at <http://wonder.cdc.gov/mcd-icd10.html> on September 20, 2019.

We're predominantly dealing with African American leaders that are trying to have an impact and make a difference in the community. And that was very apparent early on as far as building that trust ... So we had to break down a lot of those barriers over the years. We're very proud with where we are and the relationships that we have with a lot of these groups.

– DEA representative

Essex County experiences a disproportionate impact of the opioid crisis:



Essex County accounted for **9.0** percent of **New Jersey's** population. However, the county accounted for more than **12.5** percent of all **opioid-related drug overdoses** in 2017.



In 2017, the **opioid-related mortality rate** in **Essex County** was higher for the **Black or African American population** than it was for the **White population**.

that doesn't have the resources. You look at our demographics here, probably at least 60 percent if not close to 70 percent of the children are coming from single-parent families. Gangs are prevalent here in the city, violence ... homicides are on the downward trend, but there is still a lot of violence and a lot of threats to the youth here just by simply walking to school every day.”

DEA's Existing Relationship in the Community

Prior to the 360 Strategy, DEA had an existing presence in the city of Newark and had been focusing on the opioid crisis and building community trust. This pre-360 network allowed DEA to capitalize on 360 funding and use existing infrastructure to carry out 360 activities. A DEA representative attributed this pre-360 work to the use of High Intensity Drug Trafficking Areas (HIDTA) funds toward community awareness and inclusion in addressing the opioid crisis. Specific pre-360 work on prevention and community outreach included the following:

- Newark Cares Program with Newark Public Schools and the Newark Police Department, which focused on children who have experienced trauma.
- DEA Educational Foundation YDP, a youth dance program created to provide a positive, healthy alternative to drug use through an artistic outlet.
- Hope One Van, a Newark Police Department mobile van that provided education and services related to opioid misuse and addiction to the community.
- Overdose fatality review teams, which held monthly meetings to review overdose cases and discuss the circumstances, lessons learned, and opportunities for intervention or prevention.
- A collaboration with HIDTA to hire two demand reduction specialists to focus on outreach and prevention programs in the state.

DEA 360 STRATEGY COLLABORATING PARTNERS

DEA 360 was implemented through a collaboration with national partners and various community- and state-level organizations. To carry out the DEA 360 Strategy in Newark, DEA relied on ASAC Jakim to serve as the liaison between DEA headquarters, the national partners, and the state and local community partners. During implementation in Newark, the local DEA office established partnerships with community organizations and representatives from various sectors, including the state government, faith-based community, schools, prevention community, and local law enforcement.

DEA 360 STRATEGY NATIONAL PARTNERS



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.⁶ CADCA brings its expertise in building effective community coalitions and facilitating valuable dialogues to the initiative to empower communities and support demand reduction. CADCA's mission is to strengthen the capacity of community coalitions to create and maintain safe, healthy, and drug-free communities by providing technical assistance and training, public policy advocacy, media strategies and marketing programs, conferences, and special events.

DEA 360 Newark responsibilities included facilitating a Coalition Academy for key community stakeholders and assisting with logistics in planning the Newark Youth Summit.



Center on Addiction

In 2019, the Partnership for Drug-Free Kids merged with Center on Addiction to change the way the nation addresses addiction. The merger combined the complementary assets and expertise—as well as deep history and credibility—of two of the country's leading resources on substance use and addiction. Their approach relies on empowering families, advancing effective care, shaping public policy, and changing culture.⁷

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



DEA Educational Foundation

Established in 2001, the DEA Educational Foundation educates the American public on the various costs and consequences of drugs on society through support of the educational programs and the operation of the DEA YDP around the country.⁸ By reaching out to America's schools under the powerful name of DEA and the DEA Educational Foundation, the DEA YDP will inspire youth with healthy and drug-free messages and will encourage them to exercise and express themselves artistically.

DEA 360 Newark responsibilities included facilitating dance classes at three schools to empower kids and to teach them focus and discipline through positive mentorship.



A. Bright Idea

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

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

⁶ CADCA. Our Mission. Accessed from <https://www.cadca.org/about-us> on October 14, 2019.

⁷ Center on Addiction. From our CEO: We're Merging With Partnership for Drug-Free Kids. Accessed from <https://www.centeronaddiction.org/the-buzz-blog/we%E2%80%99re-merging-partnership-drug-free-kids> on January 15, 2019.

⁸ DEA Educational Foundation. About the Foundation. Accessed from <https://www.deaeducationalfoundation.org/about> on October 14, 2019.

METHODS AND DATA SOURCES

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

Quantitative Data

DEA's four program facilitators and local partners who participated in phone interviews shared relevant quantitative metrics data related to their deliverables during and after the implementation year (June 2018–October 2019). Examples of data shared included news articles with mentions of DEA 360, summary documents of media metrics, counts of participants, and photos from DEA 360 events.

Qualitative Data

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

REACH AND IMPACT REPORT RESEARCH QUESTIONS

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

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



Partnerships and Collaboration

The local DEA office in Newark, New Jersey, is part of the New York/New Jersey HIDTA region. Since 2014, the New Jersey HIDTA has focused on prevention and outreach. As a result, the local DEA in Newark had relationships and infrastructure in place before the 360 Strategy was implemented. For the 360 Strategy Newark planning process, the local DEA representatives made a concerted effort to build on those existing relationships, as well as identify, invite, and collaborate with various other stakeholders throughout the local Newark community to augment existing efforts.

Focusing on local, grassroots partnerships, the Newark DEA representatives worked to introduce the Strategy's purpose and goals to key community leaders, who then assisted in identifying additional partners and initiatives throughout the city. Gaining support among stakeholders and community partners was crucial to establishing community buy-in, building partnerships, and leveraging resources to strengthen prevention efforts.

Local DEA representatives made it a priority to build rapport with stakeholders and community partners to show commitment to the city and to the 360 Strategy process. Representatives of the DEA local office traveled around Newark, visiting various community events and meeting with local leadership and members of the public, and took the time to understand the issues in the different areas of Newark. These efforts helped promote the DEA 360 Strategy program, as well as helped change perceptions of the DEA's involvement.

“Prior to 360 arriving, we had relationships already established and what 360 enabled us to do is take all of those initiatives and help to ramp them up ... A lot of our relationships built with coalitions, with grassroots entities, with other state entities existed. And we were at an advantage when we started our Newark 360 because we had a lot of that infrastructure already established.”

– DEA representative

“I think the best piece of it was that the DEA staff was very hands-on with the community and it wasn’t something they were coming in and trying to force things upon the folks who were currently there or the people who were in the community doing work for many years.”

– Community partner

Acknowledging the Past and Present

The city of Newark has a history of socioeconomic challenges that include drug misuse and violence. In response to these issues, a variety of initiatives and services already existed in Newark prior to the 360 Strategy being implemented. It was important for the local DEA representatives to acknowledge this history and the efforts that local partners had made. It was openly discussed in 360 Strategy planning meetings that the opioid epidemic was not a new challenge for Newark, compared to other parts of the state and other areas of the country. DEA’s acknowledgement that these issues had affected the city for decades was a critical step in building trust and showing stakeholders that the local DEA representatives understood the history of the city and were committed to helping create solutions.

Gaining Buy-in From the Community

Prior to launching the 360 Strategy in Newark, DEA representatives used their existing partnerships with local law enforcement and national partners to assess existing community efforts and initiatives that would complement the 360 Strategy. Partnering with personnel from the Milken Institute, local DEA representatives identified key stakeholders from various public, private, and nonprofit sectors to invite to the 360 Strategy kickoff meeting on June 7, 2018. These stakeholders were regularly in attendance at community forums and other DEA 360-affiliated activities. Local DEA representatives attended various meetings and events across Newark, as well as hosted planning meetings at local churches and businesses where they had the opportunity to hear from the stakeholders, crosswalk current prevention initiatives, and identify collaborative opportunities. The level of personal interaction and attention to detail fostered a collaborative approach to the 360 Strategy in Newark.

“We talked about it with [DEA], about the fact that to provide any real services there has to be a level of trust. And DEA certainly extended that hand in terms of transparency. What their initiatives were and were not. What their aims and goals were, and just developing the trust in the community is something I find that they worked very hard in doing.”

– Community partner/faith leader





Community Collaboration Meeting

In August 2018, DEA and the Milken Institute hosted a Collaborative Community Action Meeting. This was an invitation-only meeting focused on prevention work, the opioid crisis, and the DEA 360 Strategy efforts in Newark. It was an action-oriented meeting focused on highlighting the existing work of community leaders. Approximately 70 organizations were in attendance, representing stakeholders from health care, education, prevention, coalitions, youth groups, faith-based organizations, businesses, universities, government, and nonprofit organizations.

- The meeting included 10 moderated roundtables with different discussion topics, including Access to Resources, Prevention Science, Youth Summit, Community Resources, Investment and Philanthropy, Innovation and Policy, Workplace, Data and Information Sharing, Communications and Media, and Schools.
 - For example, for the Workplace session, Horizon Health was asked to share information related to workplace best practices, including the distribution of “disposal packets” for employees.

Before the in-person meeting, Milken conducted extensive pre-meeting coordination and interviews to identify key players and the role of organizations in the community, which led to a highly productive in-person meeting.

“I was really blown away with the magnitude of the different partners and collaborators that were brought in. Not only brought in, but how they were brought in. The Milken Institute did a lot of work to figure out all the different players in Newark. And then did a lot of work in advance of the event that we had to find out more about what the organization did. They did some pre-interviews. So once we came together, the partnerships were very strategically aligned. So it wasn’t just everybody in a room and we’ll figure it out. There was a lot of pre-planning that went into it.”

– Community representative

KEY PARTNERSHIPS

Faith-Based

Newark has a strong network of faith-based organizations that have long-standing relationships with the community. Faith-based organizations and leadership are trusted institutions, and individuals throughout Newark and several local faith-based organizations had existing community-based prevention efforts in place or offered substance use prevention and treatment options prior to the DEA 360 Strategy in Newark. Due to this strong community presence and the existing prevention and treatment work, it was critical to include faith-based leaders in the 360 Strategy in Newark. DEA representatives met with faith-based leaders in the initial phases of planning the 360 Strategy in Newark, and DEA shared with the leaders the goals of the project, the objectives, and the desire to partner with them. With the involvement of various faith-based leaders and certain events held at the churches, such as the initial kickoff meeting that included media coverage, the exposure of the partnership between the faith community and DEA helped increase the level of trust for DEA among stakeholders and community members and fostered ongoing relationships between the two entities.

As a result of the DEA 360 Strategy within Newark and the relationships between key partners, a chaplaincy program is being started. Over the past several months, DEA representatives have met with the Inter-Faith Ministry Group directed out of City Hall, which includes dozens of faith-based leaders, to talk about supporting this program. The faith-based leaders will ride along with law enforcement officials and provide emotional support as needed. The goal for this program is to begin services in early 2020.

Private Sector and Nonprofit Partners

The local 360 Strategy relied on corporate partnerships with Prudential, Horizon Health, regional hospitals, and nonprofits. Many of the private and nonprofit partners worked on existing community initiatives, collaboratives, or committees prior to the 360 Strategy and, as a result, were able to help identify other potential partners and existing initiatives.

In addition, the large number of stakeholders from various industries allowed for increased awareness about the 360 Strategy across the region and enabled the sharing of best practices. The diverse array of stakeholders was perceived as a positive factor that helped with collaboration and communication throughout the process. To accommodate the variety of stakeholders, planning meetings were available in person or online, which fostered a sense of inclusivity and increased participation among the diverse stakeholders.

Municipal Partners

The local DEA representatives had an existing relationship with local law enforcement prior to the 360 Strategy; however, the 360 Strategy allowed DEA to expand its relationship to other local governmental entities, including the Mayor's office, other elected officials, the Newark public school system, and the Newark health department. These municipal partners were able to share critical insights with the local DEA office about the city's history, as well as allow for supportive roles in DEA 360 outreach and public information efforts, and activities such as peer youth trainings and the Newark Youth Summit.

“We actually hosted one of the first community announcements. We had local law enforcement, politicians, other community leaders who came to the church to get a better understanding of exactly what the program was or is. And because of our long-standing relationship in the community, we were able to assist with that to reach out to other churches to help the program be received in a positive way.”

– Faith-based community partner

SUMMARY

As a result of continuous, concerted effort on the part of the local representatives, DEA was perceived as not only an enforcement entity, but also as a community partner in prevention and intervention. During community outreach events and activities, DEA 360 representatives reinforced that it was safe to talk about how opioid misuse and other drugs were affecting communities, especially youth, and that there are safe alternatives to help develop healthy lifestyle choices. The focus on making the DEA 360 Strategy support community needs, and the needs of those doing the work, built trust and partnerships that have continued after the official activities ended. The presence of DEA 360 augmented expertise and support from public, private, nonprofit, and faith-based organizations, who showed a united effort toward expanding prevention, intervention, and treatment options in Newark.

“I think it was very good to see [local DEA representatives] bringing in partners, not just from nonprofits but also corporations. Like the corporate partners that we have here in Newark, from Prudential to other partners, Horizon Health and other partners from the hospital settings, as well on down to local nonprofits. I think that was good to see [those] expansive partnerships, where you’re not just looking at one sector.”

– Community partner



Community-Based Activities/Outreach

The DEA local office focused outreach and public awareness efforts on the general public, children and youth, and professionals in various sectors, particularly school administrators and teachers. DEA built on existing relationships and resources to expand ongoing outreach and public awareness activities, create new initiatives, and lay the foundation for sustaining DEA 360's progress. For example, DEA promoted creative outreach initiatives, such as an art show open to the public and a community outreach van, and combined the training expertise of a national partner and insight from local prevention coalitions to identify a unique strategy to sustain opioid misuse and heroin use prevention efforts. In addition, DEA helped to expand an existing program designed to prevent drug use among children and identified many opportunities to engage youth directly in activities and events focused on the opioid problem and prevention approaches.

The State of New Jersey Governor’s Council on Alcoholism and Drug Abuse (GCADA) administers the Alliance to Prevent Alcoholism and Drug Abuse Program, allowing municipal alliances to engage community residents, stakeholders, and community-based organizations to prevent drug use and misuse throughout New Jersey.⁹ At the start of DEA 360, Newark did not have a municipal alliance, resulting in Newark failing to receive more than \$100,000 per year of available funds for Newark’s prevention efforts. The CADCA Newark Coalition Academy was used as an incubator to jump start the Newark Municipal Alliance. Beginning next year, Newark will have a functioning municipal alliance.

CADCA TRAINING AND ALLIANCE DEVELOPMENT

Among the major accomplishments of DEA 360, the DEA local office, in partnership with CADCA, was able to provide the required foundation to reestablish Newark’s municipal alliance for the first time in years.



As part of DEA 360, CADCA delivered a three-week Coalition Academy training between March and May 2019 designed to build a community coalition in Newark. ADAPT, a local coalition focused on prevention efforts in Essex County, supported CADCA to tailor the training to reflect the local context. The Coalition Academy curriculum uses the Substance Abuse and Mental Health Services Administration’s Strategic Prevention Framework, which includes assessment, capacity, planning, implementation, and evaluation.

- **Week 1** (March 18–21, 2019) focused on the development and use of environmental strategies.
- **Week 2** (April 22–25, 2019) provided Newark coalition members with opportunities to understand the value of effective interventions and how to achieve success.
- **Week 3** (May 20–23, 2019) offered strategies on how to address coalition driving forces.

By the end of the Coalition Academy, the Newark attendees aimed to develop five essential products that enable success: a community assessment, logic model, strategic and action plan, evaluation plan, and sustainability plan.

Academy attendees included law enforcement, elected officials, members of the recovery community, community-based organizations, and members of the prevention community. Since this Academy focused solely on Newark, the attendees knew the specific landscape and partners in the community. This allowed for a deeper dive and for attendees to move quickly through the material.

There were 19 participants in week 1, 21 participants in week 2, and 17 participants in week 3 of the Academy. Across all three weeks, 100 percent of respondents reported that they learned “a great deal” or “a fair amount” of new information and were “likely” or “somewhat likely” to use the information or ideas they received in these trainings. The Academy received positive feedback from the trainers and attendees, as well as ASAC Jakim.

Participants in the Newark Coalition Academy included the Newark Police Department, ADAPT, the RWJBarnabas Institute for Prevention & Recovery, the Office of the Mayor, the Newark Community Street Team, West Ward Victims Outreach, The H.U.B.B., GCADA, the City of Newark Department of Health and Community Wellness, and the City of Newark.

⁹ Governor’s Council on Alcoholism and Drug Abuse. Alliance Program. Accessed from <https://gcada.nj.gov/alliance> on November 8, 2019.

“Overall, CADCA’s role with the training was huge. [The municipal alliance] is something we never would’ve done. That was very useful. Everyone got a lot out of it. They implemented protocols and programs that our municipal alliance will continue to use. That was priceless.”

– DEA representative

“I would think the biggest impact in terms of the initiatives by the Newark DEA was helping to reestablish the Newark Municipal Alliance. Which is really a very sustainable thing that hopefully is going to allow the work that the DEA 360 did continue beyond its time.”

– Community partner

Led by the Newark Department of Health and Community Wellness, the alliance will effectively provide resources to sustain opioid misuse prevention activities for youth once DEA 360 has concluded.

CENTER ON ADDICTION TRAININGS

Center on Addiction facilitated two community education train-the-trainer sessions in Newark.

- December 18, 2018, at the New Hope Baptist Church: **Approximately 50 attendees**
- March 12, 2019, at Shani Baraka Women’s Resource Center: **36 attendees**

Attendees represented various sectors serving Newark, including the City of Newark, community-based organizations, law enforcement, public health, and higher education. Attendees were trained on two presentations they could use to further train stakeholders and beneficiaries in their communities. The two presentations were “Addressing the Opioid Crisis: From Understanding to Action,” tailored to the Newark context, and “How to Talk With Your Teen About Anything ... Including Alcohol and Other Drugs,” a standard presentation nationally. “Addressing the Opioid Crisis: From Understanding to Action” discusses the extent of the opioid problem, the definition of opioids, how opioids are misused, their impact on the brain, and action steps to address the issue locally. “How to Talk With Your Teen About Anything ... Including Alcohol and Other Drugs” discusses the important role of parents and caregivers, and ways to encourage change and respond to risk behavior.

Only five respondents completed a follow-up evaluation (about 5 percent), and only 11 respondents (about 12 percent) completed a utilization survey, limiting the representativeness of the findings. Feedback about the trainings was positive, with respondents indicating that the training was well-organized and useful, with well-defined objectives.

Parent Coach Training

Center on Addiction, in collaboration with the Center for Motivation and Change: Foundation for Change, conducted a parent coach training in West Orange, New Jersey, from November 16 to 18, 2018. Locally, Center on Addiction partnered with Prevention Links, an Essex County-based prevention organization. The parent coaching model provides parents struggling with their child's substance use with compassionate support from someone who has had similar experiences. Individuals who have been personally affected by their child's substance use and are ready to share their time and wisdom with other parents and families are eligible to become a parent coach. Parent coaches are not required or expected to have a professional background in substance use prevention or counseling.

The parent coach training is based on the Center for Motivation and Change: Foundation for Change's evidence-based principles of the Invitation to Change Approach, a combination of community reinforcement and family training, motivational interviewing, and acceptance and commitment therapy. After the training session, parent coaches commit to six months during which they provide one-on-one support over the phone to other parents whose children are currently struggling with substance use.

15
COACHES
were trained

As part of the 360 Strategy in Newark, and, to date, 29 cases have been taken by this cohort of coaches. All participants were from New Jersey, although not specifically Newark or Essex County. Participants completed a post-training survey, and all participants stated they would recommend the training to others. One participant stated, "Overall, the entire workshop experience was needed and very informative."

Center on Addiction provides a helpline and an automated mobile intervention called "Hope and Help by Text." Since October 1, 2018, at least 180 New Jersey parents have used these services.

- Hope and Help by Text is a service for parents concerned about their child's substance use. A parent can enter their mobile number online or text JOIN to 55753 and answer a series of questions about their child's substance use. The parent then receives messages specific to their family's needs and can connect with a specialist at their convenience. The objective of Hope and Help by Text is to build evidence-based skills and strategies to help better communicate and motivate youth to change behavior or get the help and treatment they need.
- The helpline is designed for caregivers playing a supportive role in the life of a young person struggling with alcohol or drug use. A caregiver can text, e-mail, message with Facebook Messenger, or call the helpline, and a specialist will respond within 24–48 hours. Helpline specialists listen, help parents make an action plan, and empower them to seek support and resources in their community.



DEANewJersey @DEANEWJERSEYDiv · 24 Aug 2018
@DEANEWJERSEYDiv & NY/NJ HIDTA hosted their 3rd Annual Heroin & Opioid Art Exhibit in the Gateway Center, Newark, NJ. Artists submitted works of art with their interpretations of the current epidemic. Very powerful and moving.

Art Show

In partnership with GCADA, DEA's Newark field office produced the 4th Annual Opioid and Heroin Art Exhibition in Newark, which is designed to build awareness of the stigma of addiction and the opioid epidemic in general. Organizers typically invite artists to submit artwork related to the theme of addiction and the opioid epidemic. Many artists, including individuals in recovery and their families, provide both artwork and an artist's statement that shares a personal story related to opioid or heroin misuse and addiction and the impact of these drugs on individuals, families, and communities. As a sponsor, GCADA helped to support planning and implementation of this event.

Hope One Initiative

DEA's Newark field office also partnered with the Newark Police Department in supporting the Hope One Initiative, in which a mobile vehicle travels to areas of need in the city to provide education and services related to opioid misuse, heroin use, and addiction. The vehicle has no police markings, but rather is marked with a purple and green logo meant to represent hope. Two police detectives, who are also certified peer recovery specialists, provide services to the community while in plain clothes. The goal of the initiative is to bring services directly to individuals who are not seeking help otherwise and to provide referrals and support needed to promote recovery. As the vehicle is in need of replacement, DEA's local office has collaborated with a DEA 360 partner, Horizon Blue Cross Blue Shield, to secure a grant to purchase a new Hope One vehicle.

*“Two of our detectives, they were all in plain clothes, two of our detectives are certified peer recovery specialists. We hooked up with Integrity House, so we can provide services to the drug-addicted community. So this at-risk community, we'll go over to those areas where we have a large spike in drug complaints. Where we've had some violence attributed to the drug trade. **If you don't want to come to the help, okay, we'll bring the help to you.**”*

– Community partner



Source: NJ.com. “Cops turned this old scuba rescue truck into drug-fighting HQ on wheels.” Accessed from <https://www.nj.com/essex/2019/02/cops-turned-this-old-scuba-rescue-truck-into-a-drug-fighting-hq-on-wheels.html> on February 9, 2019.

In 2017, Newark Public Safety Director Anthony Ambrose, in consultation with Morris County Sheriff James Gannon, launched the Hope One Van. Newark retrofitted an old Scuba truck that the agency was no longer using. As a community partner described, “We painted the truck with no police markings, made it white and purple. We put a ribbon on it, the logo ribbon, purple [and] green, the color associated with hope. And it’s statement free, it doesn’t say Newark Police.”

Newark Cares

DEA's Newark field office was successful in launching Newark Cares, initially a pilot program designed to prevent substance use, addiction, and overdose among youth by addressing contextual factors associated with these outcomes.

Newark Cares is based on research related to adverse childhood experiences (ACEs), or potentially traumatic events that occur in childhood (ages 0–17), such as experiencing violence, abuse, or neglect; witnessing violence in the home; and having a family member attempt or die by suicide. Aspects of a child’s environment can also undermine their sense of safety, stability, and bonding, such as growing up in a household with substance misuse, mental health problems, or instability due to parental separation or incarceration of a parent, sibling, or other member of the household. Research indicates that ACEs have been linked to risky health behaviors, including alcohol and drug misuse, and can have a significant impact on lifelong health and opportunity.¹⁰

¹⁰ Centers for Disease Control and Prevention. About Adverse Childhood Experiences. Accessed from <https://www.cdc.gov/violenceprevention/childabuseandneglect/acestudy/aboutace.html> on November 8, 2019.

The goal of Newark Cares is to develop a confidential record documenting exposure to ACEs among individual children in Newark Public Schools (kindergarten through 12th grade) based on coordinated reporting, recordkeeping, and communication between and among police and school officials. The program builds an understanding of ACEs exposure among individual children, which facilitates prevention and early intervention efforts, such as referring children to appropriate services to avoid poor outcomes. The program represents a unique collaboration between Newark Public Schools and the Newark Police Department, who, according to community partners, did not have a historically positive relationship. DEA's involvement in this initiative, and its ability to serve as an "intermediary," was critical in shifting the "culture and the environment within the school district itself." DEA's Newark field office first implemented a pilot program in Newark in 2017, modeling it after a similar program in West Virginia; eventually, this pilot became a model for replication in the state. While the pilot was initiated before DEA 360 began, DEA 360 helped to bolster this program and its replication significantly, according to a DEA representative.

“I think the partnership that [DEA] had with the school district led to a very successful Youth Summit, but not just that. Looking at the policy work that they've been doing to improve some of the trauma-informed care that the schools are working on. The knowledge and the awareness on adverse childhood experiences. That helps build a difference in the culture and the environment within the school district itself. And that was all through the leadership and the work of the 360 Strategy that was brought here.”

– Community partner

Hidden in Plain Sight

Hidden in Plain Sight (HIPS) is an hour-long interactive drug educational program for parents to bring awareness to the indicators of drug use. The program begins with a brief presentation on current drug trends, followed by a walkthrough of a mock teenage bedroom. Since the 2017 launch of HIPS in New Jersey, it has been presented 126 times across the state and has been attended by nearly 7,000 parents. HIPS has been presented six times in conjunction with DEA 360 activities, including presentations at Horizon Blue Cross Blue Shield headquarters as part of a lunch and learn for employees and at the federal building in Newark.



SUMMARY

Community outreach and related activities were a core aspect of the DEA 360 Strategy in Newark. DEA field staff and partners were active in supporting trainings, building awareness, and identifying opportunities to engage youth directly in a range of activities and events focused on the opioid problem and prevention approaches. Among the successes of DEA 360, the establishment of a municipal alliance to prevent youth drug use was described by several partners as a remarkable achievement. Many noted that establishment of the alliance, which was accomplished through training provided by CADCA, effectively promoted the sustainability of substance misuse prevention work in Newark. Similarly, many DEA partners pointed to the continued growth of the Newark Cares program as a successful outcome of DEA 360.

DEA efforts to promote public awareness about the opioid problem and conduct outreach related to opioid misuse prevention have included innovative projects such as the 4th Annual Opioid and Heroin Art Exhibition and the Hope One Initiative.

Overall, these community outreach efforts and related activities were considered highly successful by the partners and others interviewed for this report. In many respects, DEA 360 in Newark built on existing resources, opportunities, and efforts to address the opioid problem. DEA 360 focused intensively on expanding and sustaining efforts, as well as building on opportunities to enhance ongoing opioid misuse and heroin use prevention efforts and create new ones. Collectively, these efforts were seen as an effective way of maximizing DEA 360 resources and promoting the sustainability of DEA 360's progress in the long term.

Community-based activities focused on capacity building of important stakeholders and public awareness efforts.

- A three-week Newark Coalition Academy was conducted as an incubator for the Newark Municipal Alliance. The Coalition Academy had approximately 20 attendees, including individuals from law enforcement, elected officials, members of the recovery community, representatives of community-based organizations, and members of the prevention community. The Coalition Academy received positive feedback from attendees, trainers, and the ASAC.
- Fifteen parents attended Center on Addiction's parent coach training. Parent coaches provide coaching to parents whose children are experiencing substance use or misuse. Twenty-nine cases have been taken by this cohort of parent coaches to date.
- Two train-the-trainer events were held, training more than 80 individuals to conduct presentations on the opioid crisis and prevention or response options.



Youth Activities

In an effort to involve youth and schools in the 360 Strategy, DEA engaged in school-based activities that focused on involvement and partnership with Newark Public Schools. These activities included the Newark Youth Summit, DEA Educational Foundation YDP, and other K–12-focused activities.

Newark Youth Summit

DEA's Newark field office and partners collaborated to host the Newark Youth Summit in October 2019, a major event to promote healthy behaviors and discourage alcohol and drug use among urban middle school youth. The event was also designed to support youth to play a role in influencing and contributing to their community in positive ways. Youth at the summit were encouraged to consider themselves as youth ambassadors and bring the positive messaging back to their school and community. With a theme of “Dream, Believe, Achieve,” the event included various speakers and presentations, including city and DEA leadership, as well as two breakout sessions in which peer leaders facilitated conversations with youth using mentoring and “peer-to-peer” educational approaches and a discussion related to building a personal brand.

About **525 youth in sixth to eighth grade from 15 public schools in Newark attended the event.** To plan the summit agenda details and logistics, DEA's local office held a series of planning meetings, both internally and with external partners, such as Newark Public Schools, The H.U.B.B., Horizon Blue Cross Blue Shield, the Newark Mayor's Office, Ironbound Community Center, and others, and collaborated with partners to stage “dry runs” of aspects of the event, including the planned breakout sessions.

Community partners were impressed with the magnitude of the event and with DEA's ability to bring together and coordinate so many schools from across Newark. One community partner said, “They had ... an overwhelming attendance there. And again, I'm always quite impressed with their ability to provide the great initiatives, great information.”

“I truly believe the Youth Summit was a great success, and through this partnership, we can continue to empower the youth of this city with the necessary tools to navigate life.”

– Community partner



Keynote speaker

The keynote speaker, Hashim Garrett, spoke about his prior involvement with gangs in Brooklyn, New York, which resulted in him being shot and experiencing partial paralysis at the age of 15. He spoke strongly about issues being faced by urban youth, including being smart about the friends you surround yourself with and resolving conflict. When he asked the students to raise their hands if they knew someone who had been killed, approximately 90 percent of the hands were raised.



Breakout session 1

With support from DEA partner The H.U.B.B., eight youth were trained as peer leaders to facilitate 30-minute breakout sessions with other youth, focusing on topics such as conflict resolution, decision-making skills, and the impact of substance misuse—including opioids—on individuals, families, and the community. The peer leaders were trained to engage youth in an honest dialogue on these topics using motivational interviewing techniques (e.g., using open-ended questions, listening, and affirming responses from youth), and they were coached on how to address sensitive topics, including youth experiences with substance use. Social workers and other adults were on hand to monitor and provide support for the peer leads, aware that such discussions could be difficult for some youth or “serve as a traumatic trigger,” according to one partner.



Breakout session 2

A representative from Newark Public Schools led a session on “being your own brand” by focusing on Nike. The students were encouraged to think critically about their brand and what they can do to create their personal positive brand (e.g., being helpful in the community).

“I think that the workshop that we put on was really successful. I think that it was able to demonstrate youth coming together as youth. I think that what was successful is ... talking about understanding that you are your own brand. And that you want to ... be really cognizant of who you want the world to see ... And I really appreciated that, so I think those were successful things.”

– Community partner



Youth Dance Program

DEA 360 allowed for an expansion of the DEA YDP to three additional public schools in Newark, with the target populations including third and fourth graders. The DEA local office had experience implementing the DEA YDP before DEA 360, which provided a sense of familiarity with the program. The DEA local office aimed to implement the program in schools that lacked any type of after-school program or other resources to provide for a similar initiative.

YDP offers a positive, healthy alternative to drug use through the artistic outlet of dance. This reach occurs through three methods:

- Presenting exciting and interactive professional performances where students receive important messages about the importance of staying drug free and healthy, working as a team, taking a “positive” risk in trying something new, and the power of dance to bring joy through physical movement.
- Holding a free dance class series in a safe location where students have the opportunity to work with mentors and focus on working in a positive environment with peers, resisting peer pressure, building self-confidence, and participating in a healthy activity.
- Providing children with their own performance opportunities at their schools for an exciting outlet to showcase their hard work and accomplishments.

Though not a typical drug education class, YDP serves as a vehicle to empower kids and to teach them focus and discipline through positive mentorship, all while having the opportunity to express their emotions in a healthy way through dance.

YDP in Newark was facilitated by Nimbus Dance Works. Nimbus focuses on the intersection between high-level dance and innovative ways of involving communities and audiences. Founded in 2005, Nimbus presents performances and programs to diverse audiences locally and on tour. Based in Jersey City, Nimbus weaves together artistic excellence and community impact through company performances, programs for youth and seniors, partnerships with institutions, and collaborations with composers and visual artists.

To expand the reach of YDP in Newark, programs were conducted for 10 weeks in each school, instead of 20 weeks, as is more typical. Each program began with a launch assembly for all upper elementary students in the schools; DEA staff also attended these assemblies. In each school, the dance classes met once per week after school, and there were between 7 and 13 regular attendees, in addition to multiple drop-in attendees per class. At the end of the 10-week classes, there were final assemblies in each school for students to demonstrate their work for the school and community. These final assemblies were attended by all upper elementary students as well as DEA staff.

DEA 360 YDP Schools

- Chancellor Avenue Elementary
- Oliver Street School
- George Washington Carver Elementary



What people are saying about the YDP

YDP was considered highly successful. As a result, DEA's local office is pursuing funding through HIDTA to sustain YDP after DEA 360 has concluded. The program also launched at Abington Avenue Elementary in Newark on October 9, 2019.

YDP received positive feedback from students and the ASAC.

VICE PRINCIPAL

I'm so thrilled with the enthusiasm generated from today's assembly. I had a mother come to school midday to give her son his lunch. He came to the office with his application for DEA Dance so he could be the first to submit. How amazing is that?

STUDENT

It changed my life. Thank you for letting me come to this program.

STUDENT

It taught me to be strong when I dance. Thank you for picking 4th grade and for teaching me the dance.

DEA REPRESENTATIVE

We see the value in it. The kids love it. The principals love it ... and [it's] something we're going to try to continue to sustain through HIDTA funds as the 360 funds have gone away.

DEA REPRESENTATIVE

The key there was that it was fun, and they enjoyed it ... The dance troupe ... did a good job engaging the kids and getting an anti-gang, anti-drug message into the program as the kids were having fun with the dance itself. So that was our goal, for them to understand who we are and what we do. That we're just not out there to arrest mom and dad. I think that went a long way as far as them seeing that side of us. Overall very positive, very supportive, and obviously, we believe in [it] so much that we did it before 360 and we're going to do it after.



All Stars Project @AllStarsProject · 5 Oct 2018
 Since Operation Conversation: Cops & Kids was launched in Newark in 2016, @gstrickland3 & ASP of NJ hosted 38 workshops w/ 377 youth & police. Thanks to the @NewarkPoliceDep @rasjbaraka & @CityofNewarkNJ for helping build this important partnership! #AfterschoolDevelopment

K–12-FOCUSED INITIATIVES

Through DEA 360, various partners were involved in providing presentations in schools to share information about the opioid problem, prevention strategies, and DEA 360 initiatives in general.

For example, prior to the Youth Summit, DEA's local office provided a presentation to an audience composed of Newark Public Schools guidance counselors, teachers, and other stakeholders, at one of Newark's local schools. DEA spoke about the **Newark Cares program**, and representatives from the Newark Police Department spoke about ways in which the police department and schools can share in the responsibility of directing youth away from alcohol and drug use and toward healthier and more positive choices. The event was attended by about 300 people, according to one DEA partner.

Another initiative, The All Star Project's **"Cops and Kids,"** builds on the partnership between Newark Public Schools and the Newark Police Department and involves pairing up a police officer and a student to have a conversation. The initiative also involves a series of workshops to break down communication barriers between youth and the police.

“I think some of these kids see us in a ... completely different light when we start telling them some of the things that we do, some of the things that we won't do, and some of the things we can't do, and some of the things we want to tell them. And I think they start seeing ... that they ... had more in common [than] they realize.”

– Community partner

Other DEA partners, such as Rutgers School of Pharmacy and Horizon Blue Cross Blue Shield, provided extensive outreach, including numerous presentations, for school administrators and students. In some cases, these presentations included distribution of an opioid misuse toolkit¹¹ produced by Rutgers School of Pharmacy, which provided information about the opioid problem and prevention approaches. The toolkit was developed prior to DEA 360, and DEA 360 helped to improve and enhance it, as well as supported distribution of the toolkit to various stakeholders and audiences throughout Newark. Over time, the outreach provided to schools also strengthened relationships between partners and school administrators, and the schools continue to reach out to partners to request presentations and education for the school community.

¹¹ Rutgers Ernest Mario School of Pharmacy. Opioid Abuse Toolkit. Accessed from <https://pharmacy.rutgers.edu/info-for/opioid-abuse-toolkit/> on November 8, 2019.

Other efforts to provide outreach to Newark Public Schools included the following:

- Participation in events at six schools, including tabling at school events, participation in panel discussions, and presentations and outreach to provide parents and students information on the heroin and opioid crisis and DEA 360 activities.
- Celebrity Read at three schools.
- Training of health teachers on the opioid crisis at two schools.

SUMMARY

Consistent with DEA 360's focus on preventing opioid misuse and heroin use among youth, many of the outreach activities were designed to reach school administrators, teachers, and youth directly. Among related examples, many DEA partners considered the Youth Summit to be a major accomplishment, particularly in bringing together a significant number of youth and in engaging youth through an effective peer-to-peer format during breakout sessions. DEA 360 helped to expand the DEA YDP to three Newark public schools, a positive step considering that the dance program has been seen as effective in engaging youth in prevention activities, according to a DEA representative.

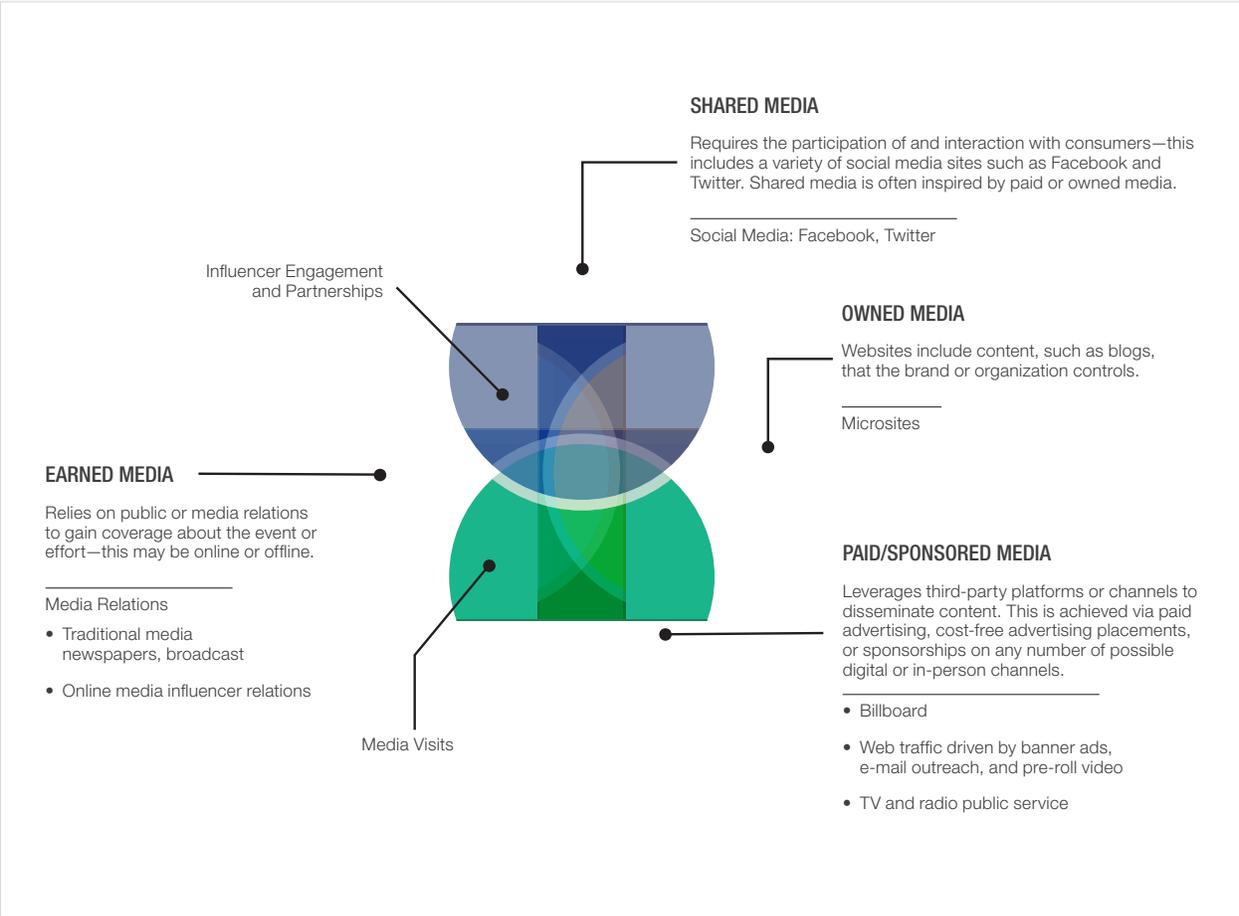
Finally, DEA 360 supported outreach to schools through various presentations provided by the DEA local office and DEA partners to share information about opioid misuse, heroin use, and the epidemic, as well as about DEA 360 initiatives in general. In some cases, these presentations included distribution of an opioid misuse prevention toolkit developed by a DEA partner that has been enhanced and more widely distributed with the support of DEA 360.



Media Outreach

The DEA 360 Strategy in Newark involved various media outreach efforts—television and radio ads, digital marketing, social media, and a billboard placement—in the Newark media market to raise awareness about the opioid epidemic and resources to address the epidemic in the community. In the following section, we present metric results from the four types of media used in Newark—paid/sponsored, earned, shared (social), and owned (microsites).

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



PAID/SPONSORED MEDIA

DEA 360 used several paid media opportunities to disseminate information broadly to the Newark/Essex area, including the following:

- A 13-week WakeUp Newark campaign intended to broadly reach the community, including parents, youth, and individuals struggling with opioid addiction, consisting of:
 - PSA spots on cable television
 - Outdoor billboard units
 - Digital advertising placements
- A series of Center on Addiction media visits, PSAs, and trainings

WakeUp Campaign

(December 3, 2018–March 3, 2019)

Each DEA 360 Strategy location included a 13-week WakeUp advertising campaign consisting of various offline and digital elements aimed to direct users to the WakeUp Newark landing page.

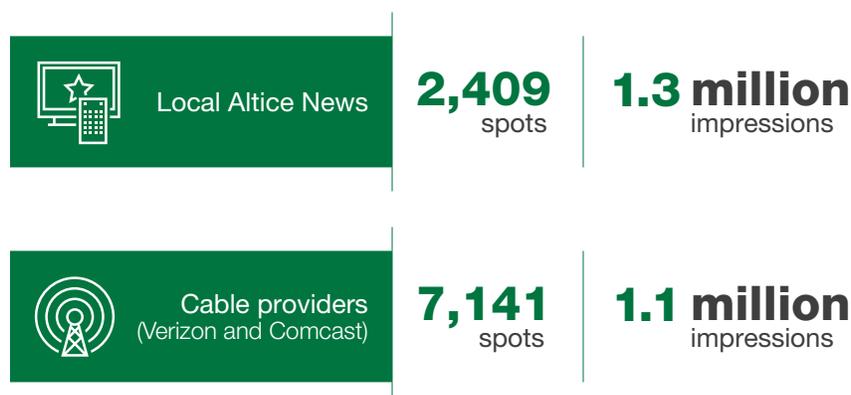


PSA Spots on Cable Television

(15- and 30-second spots)

Between December 2018 and March 2019, television advertising in Essex County directed users to visit WakeUp-Newark.com for additional information for prevention, treatment, and resources to help people struggling with opioid addiction. Television airings of the DEA 360 WakeUp Newark commercials spread broadly and created awareness in an effective way. Consumers are more likely to retain a message presented in audio or video format compared to an image alone, so broadcast ads can create higher recall than other placements.

In Newark, A. Bright Idea placed 9,556 television spots and three billboards for a total of 4.5 million impressions.¹² The digital campaign delivered 17.6 million impressions and 23,600 clicks, yielding an overall click-through rate (CTR) of 0.13 percent. Typically, a CTR above 0.10 percent indicates strong performance. The impression summaries include several added-value placements that ran without incurring any costs. These added-value placements delivered more than 1.8 million impressions.



¹² The WakeUp campaign in Newark did not include radio placements, which were used in the other DEA 360 cities.

TELEVISION AND RADIO DEFINITIONS

| | |
|----------------------------------|---|
| GROSS RATING POINTS (GRP) | An industry-standard measure of broadcast advertising's impact, calculated by reach and multiplied by frequency for a target demographic audience. In most cases, for radio and TV buys, reach and frequency oppose one another. For example, a message with a small, targeted reach may have a higher frequency, meaning the message is delivered to a particular group many times, while a message with a broader reach (delivered to more individuals) may have a lower frequency, meaning the message is delivered to the audience a fewer number of times. Because the GRP equation involves both of the above factors, comparison is allowed 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. |

Outdoor Billboards

Outdoor billboards drive high impressions at a low cost. In general, outdoor advertising delivers the message on a large scale for maximum reach within a highly targeted area, or more specifically, a pinpointed location.

The WakeUp Newark campaign included three billboards in the Newark area, and two of them had a no-cost added value.



| | | |
|--|---|---------------------------------|
|  Billboard • 1 | Located on I-280 south , facing west toward Sitckel Bridge in Newark , ran 12/3/18–12/30/18 | 1,104,608 impressions |
|  Billboard • 2 | Added-value digital billboard, located on Route 21 east , facing south , ran 12/30/18–1/27/19 | 556,054 impressions |
|  Billboard • 3 | Added-value digital billboard, located on Route 21 east , facing north , ran 1/28/19–2/24/19 | 515,170 impressions |

DIGITAL ADVERTISING

Digital advertising has the ability to be targeted toward the exact audiences that are relevant to the WakeUp Newark campaign, decreasing waste and delivering relevant and specific creative messaging. The ads also link directly to the campaign landing page, helping to drive interested users to the site for information and resources. Digital units are also trackable, and buys may be optimized and adjusted for peak performance.

Digital advertising efforts for the WakeUp Newark campaign included a variety of placements, including display banners, paid social ads, search engine marketing (SEM), online video, online radio, and over-the-top TV (OTT). The digital placements used messaging that drove users to visit the WakeUp Newark website for treatment resources, and the online video and online radio placements leveraged PSA creative.

Combined Digital Advertising Metrics

| MEDIUM | IMPRESSIONS | CLICKS | CTR |
|--------------------|-------------------|---------------|--------------|
| DISPLAY | 5,387,544 | 9,701 | 0.18% |
| SOCIAL | 3,127,108 | 1,599 | 0.05% |
| SEM | 84,967 | 2,053 | 2.42% |
| ONLINE VIDEO | 270,082 | 625 | 0.23% |
| ONLINE RADIO | 8,663,760 | 9,689 | 0.11% |
| OTT | 100,697 | | |
| GRAND TOTAL | 17,634,158 | 23,667 | 2.99% |



In total, the digital advertising efforts delivered more than **17 million impressions** and more than **23,000 clicks** with an additional **1.8 million added-value impressions**.

DIGITAL DEFINITIONS

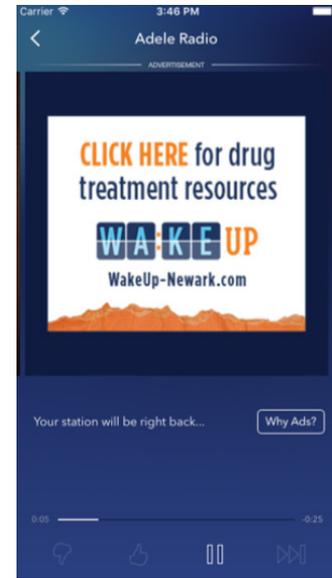
DIGITAL IMPRESSIONS When an advertisement or any other form of digital media renders on a user's screen. Impressions are not action-based and are merely defined by a user potentially seeing the advertisement. While media buys can guarantee impressions, they cannot guarantee action.

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

CLICK-THROUGH RATE (CTR) The number of clicks on an ad divided by the number of impressions, expressed as a percentage.

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

OVER-THE-TOP (OTT) A streaming TV service (such as Hulu, Sling, or Roku) that is offered directly to viewers over the internet.



Desktop and Mobile Display Banners

Desktop and mobile display banners, purchased programmatically through a third-party vendor partner, drove a total of **5.3 million impressions** and **resulted in 9,000 clicks**. The display ads were targeted to two audience groups: adults and young adults. Of the two audience groups, the young adults garnered the higher click-through rate of 0.22 percent, compared to 0.17 percent for adults.

Online Radio

The WakeUp Newark digital campaign included several online digital radio placements running on iHeart radio, Spotify, and Pandora. The ads for iHeart Radio totaled **1.5 million total impressions** with 1,500 added value. Digital audio delivered a total of approximately 2.0 million impressions (1.5 million digital display impressions and 495,000 digital radio banner impressions). There were more than 2,200 total clicks to the website for an overall click-through rate of 0.15 percent. Spotify and Pandora delivered a total of over 4.6 million impressions, 7,700 total clicks, and an overall click-through rate of 0.24 percent.

Search Engine Marketing (Paid Search)

Paid search ads delivered a click-through rate of 2.42 percent, with a high cost per click of \$3.23. The metrics were mixed results compared to the industry benchmark of a 2 percent click-through rate and \$2 cost per click. The search placement delivered over **84,000 impressions** and **2,053 click throughs**, running from January 7, 2019, to March 3, 2019.

Online Video (YouTube and Pre-Roll)

Online video ads on YouTube drove more than **169,000 impressions and 313 clicks**. The video ads were viewed to 100 percent completion 58 percent of the time and had a click-through rate of 0.18 percent, compared to an industry standard benchmark of 0.35 percent. Pre-roll video ads delivered 100,000 impressions and 312 clicks, for a click-through rate of 0.31 percent and a video completion rate of 73 percent.

Over-the-Top TV Video

Overall OTT delivered **100,000 impressions**, which included 697 added-value impressions at no cost. It had a 97 percent completion rate, as OTT placements are non-skippable.

Paid Social

The WakeUp Newark digital campaign included several paid social placements, including Facebook and Instagram ads. As a whole, the paid social placements totaled more than **3.1 million impressions** and **1,599 clicks**. Combined Facebook and Instagram ads delivered a click-through rate of 0.05 percent, well below the industry benchmark of 0.90 percent.



EARNED MEDIA

Earned media outreach in New Jersey consisted of **46 news clips**, reaching a total estimated audience of 319,430 related to several key events, including the kickoff press conference (June 7, 2018), the DEA 360 Youth Summit, National Drug Take Back Day activities, and notable coverage around a media visit by Center on Addiction in October 2019.¹³ Overall, coverage came from online media outlets, local magazines, television/radio stations, and broadcast television clips.¹⁴

Earned media coverage included the following:

- 7 online news articles reaching 367,194 internet users
- 38 broadcast TV clips reaching 292,680 viewers
- 1 print clip reaching 26,750 readers

Most stories ran in the New York, New York, designated market area, which includes parts of New Jersey. The majority of stories ran in Edison and Newark in New Jersey:

- News 12 New Jersey (Edison, New Jersey): 24 broadcast stories
- NJTV (Newark, New Jersey): 10 broadcast stories and 4 online stories
- WNJT-TV (Trenton, New Jersey): 4 broadcast stories
- New Jersey Business (Fairfield, New Jersey): 1 broadcast story and 1 online story
- SNJ Today Online (Millville, New Jersey): 1 online story
- American Journal of Managed Care (Plainsboro, New Jersey): 1 online story

¹³ Full media placements can be found in Appendix C.

¹⁴ Earned media coverage and data were provided using Cision. Cision is a media monitoring tool that provides news clips based on a specific set of keywords during a certain period. ICF conducted a Cision search of all news coverage of the DEA 360 program using the keywords *DEA360*, *Newark*, *Mayor Ras Baraka*, *Summit*, and *AG Grewal*. The time period for earned media analysis was June 7, 2018–October 15, 2019.



Source: PBS. "New Laws in NJ Regarding Distribution of Prescription Drugs." Accessed from <https://www.pbs.org/video/new-laws-nj-regarding-distribution-prescription-drugs-su6umr/> on December 31, 2019.

Kickoff Event and Press Conference

The kickoff event and press conference (June 7, 2018) was covered by local television stations, including News 12 New Jersey, WNJT-TV, and NJTV. Each of these TV stations aired the story about the launch of the DEA 360 Strategy in Newark multiple times throughout their daily programming. Most of these stories also mentioned Mayor Ras Baraka and Drug Take Back Day. NJTV also shared online versions of the broadcast clip, accompanied with an online story.

WATCH TOPICS ▾ ABOUT ▾ CONTACT SEARCH Q

DONATE

HEALTH

In Newark, DEA launches comprehensive plan for battling opioid epidemic

BY [Briana Vannozi](#), Correspondent | June 7, 2018, 5PM EST

SHARE:

Pablo Pizarro, pastor at Assembly of God Church in Newark recalled, "I've walked into bathrooms where my mother had a bag stuck to her, track marks all over, and she was overdosing."

WATCH WEEKNIGHTS
○ 6PM, 7:30PM, 11PM
WHERE TO WATCH

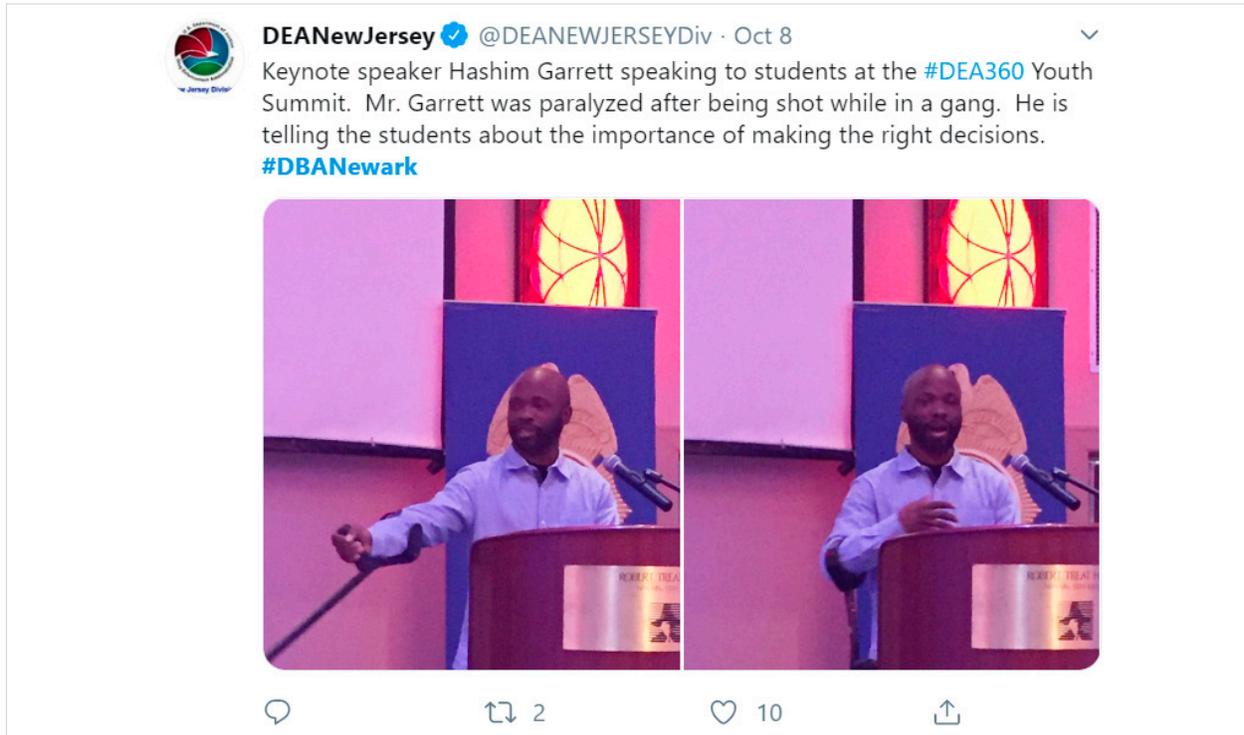
PROTECT MY PUBLIC MEDIA
Take a stand for the local stations and programs you love

JOIN THE CONVERSATION

NJ COMMUNITY EVENTS

DEA 360 Youth Summit

The DEA 360 Youth Summit was another driver of press coverage for DEA 360 Newark. The summit was held at the Robert Treat Hotel in Newark, New Jersey, on October 8, 2019. Overall, 12 news clips mentioned the Youth Summit. News 12 New Jersey aired a segment mentioning the summit multiple times throughout its daily programming. Most of these stories also mentioned keynote speaker Hashim Garrett's message that kids can say no to drugs and consider their future.



Recommendations

To improve the visibility of DEA 360 and encourage access to relevant materials through earned media, DEA 360 should:

- Encourage news outlets to include the name of the microsites and provide direct links if they are digital placements.
- Make messaging around DEA 360 and its associated events more consistent. Events and news clips that took place throughout the program could not be found without mentioning Newark.
- Ensure that there is proper coverage of all major program events. In Newark, media coverage was earned around the program kickoff and the Youth Summit. There was little to no event coverage at other events throughout the campaign.

SOCIAL MEDIA¹⁵

Social media was used minimally during the DEA 360 implementation year. A total of **18 relevant posts resulted in 389,000 total potential impressions** between June 7, 2018, and October 15, 2019. There were 12 unique authors and 6 retweets.

There were 6 posts from the @DEANEWJERSEY Twitter account that tweeted about DEA360. Those tweets had 7,227 total impressions and 55 total engagements (retweets, replies, likes, and URL clicks). They averaged 1,204 impressions per post and 9 engagements per post. The top tweet had 2,534 impressions and 10 engagements. The hashtag #DEA360 was found in 17 posts, and #DBANewark was found in 16 posts.¹⁶

OWNED MEDIA

Microsites

Three microsites were created for Newark's DEA 360 Strategy: WakeUp Newark, Just Think Twice Newark, and Get Smart About Drugs Newark. These sites were intended to provide resources and information related to opioid addiction, as well as highlight Newark's awareness, enforcement, and legislative efforts. The websites were intended for individuals in Essex County generally and Newark in particular.

The WakeUp Newark microsite was the primary destination for the digital advertisements, PSAs, and other outreach efforts conducted by A. Bright Idea as part of its campaign. This microsite served as a landing page for the other

Top Posts by Engagement

Below are the top posts based on engagement, which reflects comments, likes, and shares/retweets:

Followers
3,743

Total engagements

14



Followers
1,194

Total engagements

12



Followers
1,194

Total engagements

10



Retweeted by
Peoplesearches.com,
373,193 followers and
10 total engagements

¹⁵ Social media data were provided using the social media listening tool Netbase. Netbase allows users to search either a social media account or topics/keywords to determine what is being said about an account, brand, or topic and who is engaging in the conversation. It goes deeper than traditional social media analytics such as likes, shares, and engagement rate, and instead provides actionable insights to answer strategic questions, discover new trends in the conversation, better understand audiences, or identify content options to drive up engagement.

¹⁶ To get the results, the search included #DEA360 and #DBANewark between June 7, 2018, and October 15, 2019. We excluded the following terms and Twitter accounts: markwahlbergeryouthfoundation, redribbonweek, neworleans, newengland, baltimore, utah, manchester, @DEANEWENGLAND, @dealouisville, @DEAHQ, #NewOrleans, wahlberg, ribbon, @DEANEWORLEANS, @DEAPHOENIXDiv, @DEASTLOUISDiv, @DEADETROIITDiv, #Louisiana, @SLC_MNTF, New England, DEANEWENGLAND:twitter.com, dealouisville:twitter.com, DEANEWORLEANS:twitter.com, DEAMIAMIDiv:twitter.com, DEAPHILADELPHIA:twitter.com, DEAHQ:twitter.com, DEAPHOENIXDiv:twitter.com, DEASTLOUISDiv:twitter.com, DEADETROIITDiv:twitter.com, USAO_MDFL:twitter.com, SLC_MNTF:twitter.com. All non-New Jersey related posts were manually removed from the stream. If the location filter was not used, 586 posts came back with 6.8 million potential impressions. These were mainly due to the events in Manchester and New England that the Mark Wahlberg Foundation tweeted about.

two microsites, as visitors could choose between visiting Just Think Twice Newark (targeted to teens) and Get Smart About Drugs Newark (targeted to parents, educators, and caregivers). Two additional links for local treatment and resources, pointing to associated pages on Get Smart About Drugs Newark, were also added to the WakeUp Newark microsite.

- The Just Think Twice Newark microsite was built primarily for teen audiences. It includes facts about heroin use and prescription drug misuse, resources for users looking to get help, ways to get involved in community programs, true stories of people who previously misused drugs, and recent news items about heroin use and prescription drug misuse in Newark.
- The Get Smart About Drugs Newark microsite was built primarily for parents, educators, and caregivers. It includes a description of the heroin use and prescription drug misuse problem in Newark, resources for people seeking help, ways to identify people who may be misusing drugs, ways to get involved at the community level, and recent news on heroin use and prescription drug misuse in Newark.

Data for all microsites were collected using Google Analytics, and the time period for analysis was June 7, 2018–October 15, 2019.

Figure 1: Microsite Visits and Engagement

| MICROSITES | PAGE VIEWS | SESSIONS | USERS | PAGES PER VISIT | BOUNCE RATE | AVERAGE SESSION DURATION |
|------------------------------|------------|----------|--------|-----------------|-------------|--------------------------|
| WAKEUP NEWARK | 22,832 | 18,943 | 15,162 | 1.21 | 89.22% | 0:21 |
| GET SMART ABOUT DRUGS NEWARK | 4,188 | 2,190 | 1,756 | 1.91 | 73.42% | 1:48 |
| JUST THINK TWICE NEWARK | 1,043 | 480 | 387 | 2.17 | 62.92% | 1:32 |

The WakeUp Newark site saw the highest amount of traffic among the three sites, as it was the primary landing page for campaign efforts. Since the intent of this page was to direct users to one of two other microsites, the high bounce rate and low site engagement is expected. However, the WakeUp site did not effectively funnel users to either the Get Smart About Drugs Newark or Just Think Twice Newark websites.

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

| | |
|---------------------------------|---|
| PAGE VIEWS | The number of times a specific webpage is accessed. A page may be viewed multiple times in a single visit. |
| SESSIONS | The number of times the website is accessed. |
| USERS | 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. |
| PAGES PER VISIT | The total number of page views divided by the total number of visits. |
| 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. |

Get Smart About Drugs Newark had 334 sessions from users coming from the WakeUp Newark site (15 percent of all website sessions), and Just Think Twice Newark had 34 sessions from users coming from the WakeUp Newark site (7 percent of all website sessions). Seeing as WakeUp Newark had 18,943 overall website sessions, this means that only a fraction of users ended up visiting the other microsites once driven to this page. The specific links to resources and treatment did seem to get more engagement than the general links to the two microsites, as the link to Local, State, and National Resources led to 189 website sessions and the Find Treatment link led to 49.

Among the two audience-targeted microsites, the Get Smart About Drugs Newark website had more visits than Just Think Twice Newark, although the engagement on both of these sites (e.g., bounce rate, pages per visit, average session duration) was about equal. The fairly high bounce rate for both sites was driven primarily from users coming from Google organic search (non-paid Google search sessions); these users entered the sites mainly on pages such as “Photos: Past Heroin and Opioid Art Exhibition Entries” and “True Story: William ‘Will’ Christian Doerhoff, 20, Arkansas, Prescription Drugs and Heroin.”



"Cut Seams" by Brent Hartwell (2018)



"\$0.68" by Lora Marie Durr (2018)



"Hopelessly Addicted" by Leslie LoSasso (2018)



"Resting In Pieces" by Jennifer Nicole (2018)



"Anguish" by Matt Albanese (2018)



"Submissive" by Debbie Rappaport-Pine (2018)



"Stop the Violence" by Erin Mauterer (2017)



"Malady" by Chris Ogar (2018)



"Addiction is a Verb" by Jillian Rock (2018)

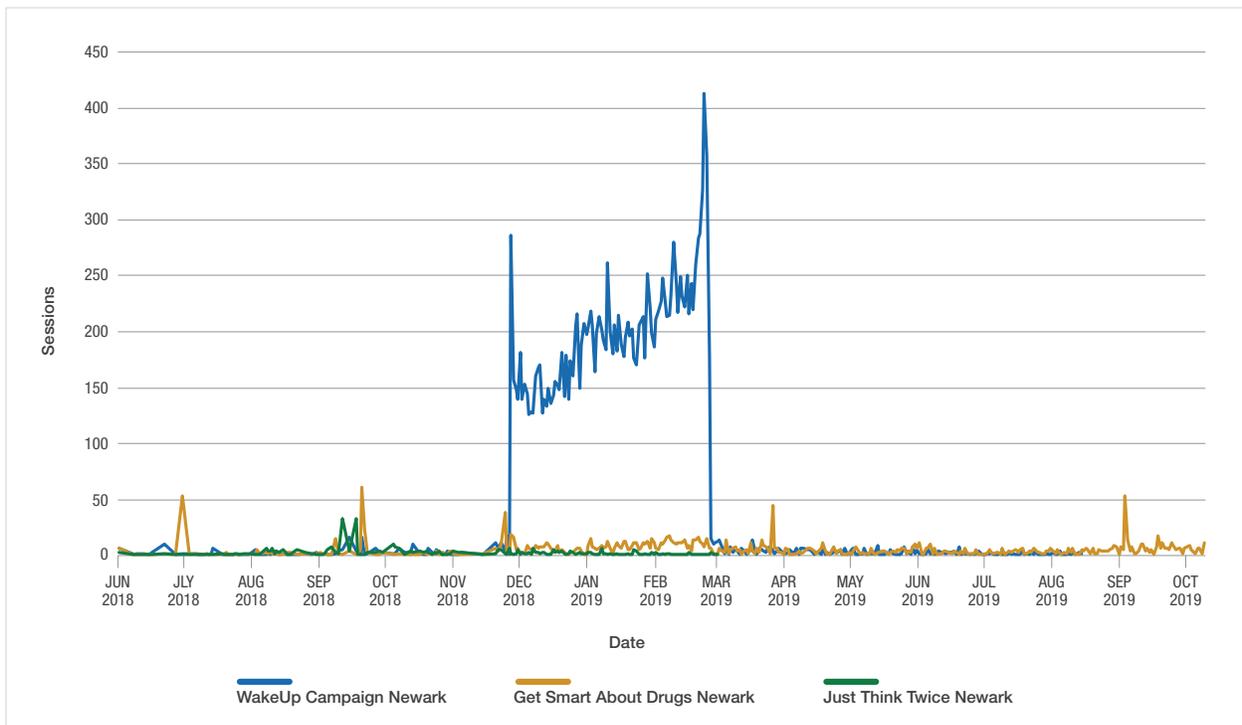


"Heroin the Puppeteer" by Fatou Ridgird (2018)



"Heroin's Kiss" by Laura Cain (2018)

Figure 2: Microsite Visitors*



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

The vast majority of visits to the WakeUp Newark website occurred from December 3, 2018, to March 1, 2019, during the WakeUp Newark paid media campaign run by A. Bright Idea. The spikes in traffic do not align with any particular events—in all cases, the increases were driven by direct (unidentifiable) traffic and seemingly did not correspond with any major event.¹⁷

Recommendation to Understand Google Organic Search

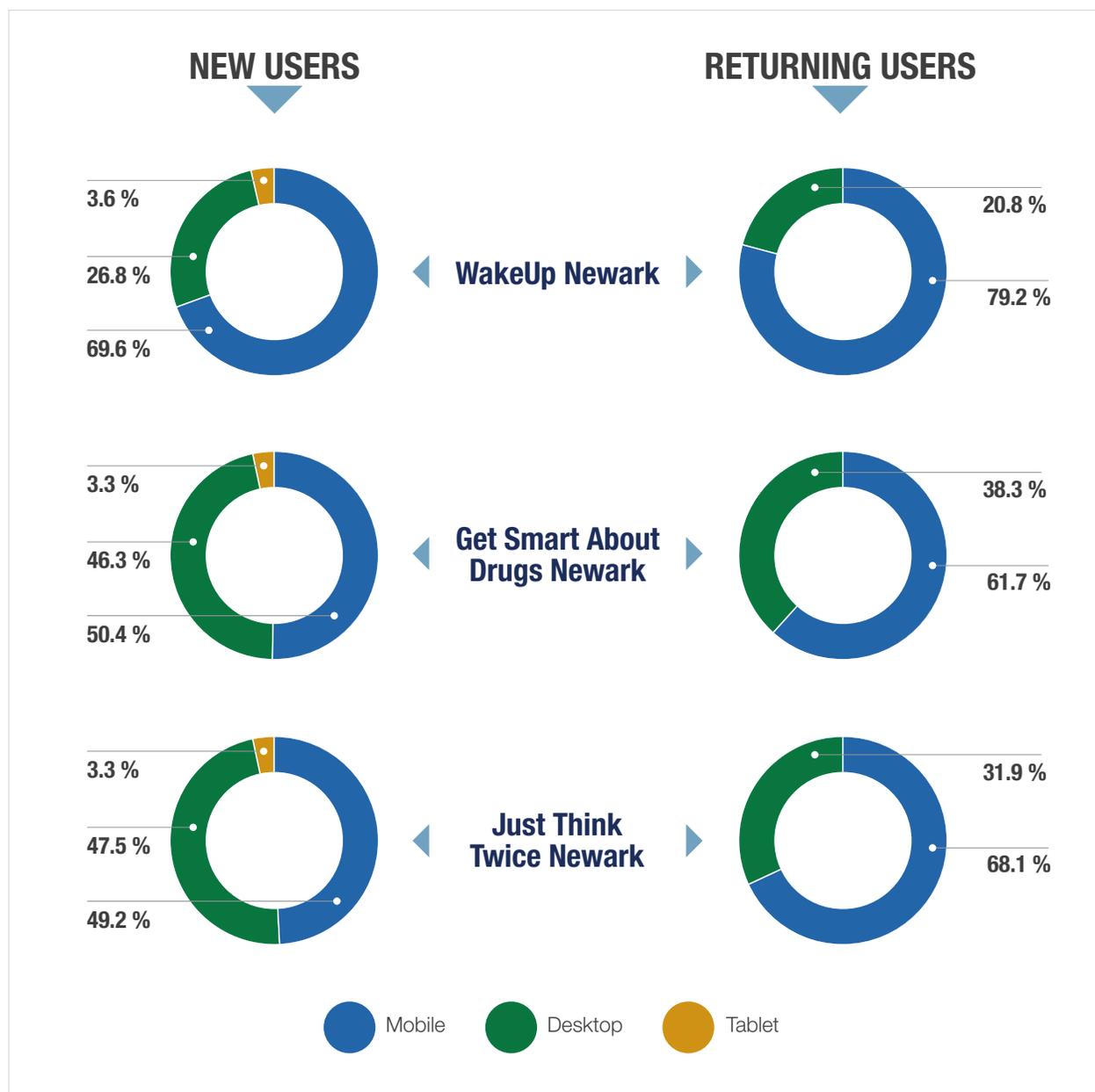
The users coming from Google organic search to Just Think Twice Newark or Get Smart About Drugs Newark were entering the sites on seemingly random pages that did not have the most vital treatment and resource information. Without knowing the specific search terms used to arrive on these pages, it is difficult to ascertain whether users found what they needed. DEA should set up a Google Search Console account for all three microsites to monitor how these sites are performing on Google Search, including identifying the search terms driving traffic to the websites, what pages users are arriving on from search, and the current search rankings of all microsite pages. This will aid in aligning content with the terms users are searching for or identifying keywords to target for future efforts.

¹⁷ There were spikes in traffic for Just Think Twice Newark on November 5, 2018 (33 sessions), and November 9, 2018 (33 sessions), primarily from direct (unidentifiable) and paid search traffic, that do not align with any public events. Get Smart About Drugs Newark saw spikes in traffic on July 6, 2018 (53 sessions), September 26, 2018 (61 sessions), November 30, 2018 (39 sessions), April 1, 2019 (45 sessions), and September 9, 2019 (53 sessions). In all cases, the increases were driven by direct (unidentifiable) traffic and seemingly did not correspond with any major events.

User Characteristics

Across all three microsites, more sessions occurred on mobile devices than any other device category. This is not surprising, as the number of Americans who use their mobile device as their main means of accessing the internet has increased over the past 15 years, particularly among low socioeconomic populations. This highlights the need for web-based resources to be mobile-friendly. However, the WakeUp Newark microsite's mobile responsiveness is not ideal, meaning that it does not adjust enough to be readable for users who access it on mobile or tablet devices. Examining the type of user each website receives, there is a fairly large segment of users who are also returning users, from 21 to 38 percent, meaning they have frequented one of the microsites more than one time during the analysis period. Because a segment of users for a website are returning users, it is critical to ensure that new and updated content is regularly posted to increase retention rates and create regular website users.

Figure 3: Device Usage by Sessions and New/Returning Users



Acquisition

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

“Direct” visits were the primary source of visits to WakeUp Newark and Just Think Twice Newark; unfortunately, direct visits provide no context to the website visit.¹⁸ Google organic search was the top driver of traffic to Get Smart About Drugs Newark, with most search users arriving on the Photos: Past Heroin and Opioid Art Exhibition Entries page. Unfortunately, users from Google organic search did not have optimal site engagement, with high bounce rates and lower pages per session than other acquisition sources. For both Get Smart About Drugs Newark and Just Think Twice Newark, users coming from WakeUp Newark had excellent website engagement, with an average session duration over double the average across all other acquisition sources.

While GovDelivery was seemingly used sparingly throughout the campaign, when used, it led to microsite visits that had better engagement than other acquisition sources. GovDelivery delivered the most engaged website users for the Get Smart About Drugs Newark website, although it only drove 132 website sessions overall.

From the acquisition data that are available for analysis, Google paid search drove the most sessions (1,639) to WakeUp Newark, followed by iHeartRadio display ads (1,274) and Google display ads (426 sessions). iHeartMedia video ads (136 sessions) and YouTube video ads (133 sessions) drove less website traffic than other tactics, but video ads are more of an awareness tactic (driving interest in a topic) than a tactic that drives website visits. The Google paid keywords that drove the most website visits included “drugs” (890 sessions), “drug addiction” (89 sessions), and “medications” (75 sessions). More specific keywords like “heroin drug” and “opioids” were not as effective in driving website visits.

Earned media (news media) was not a significant driver of organic traffic to any of the websites. It seems that most earned media articles did not explicitly link back to any of the microsites, so direct attribution of their influence cannot be measured.

Social media acquisition data for WakeUp Newark are difficult to interpret, as paid advertisements and organic posts are not distinguished in the data due to a lack of proper link tagging. Facebook led all social media referrers, with 257 sessions, although website engagement from this tactic was almost nonexistent. Instagram was similar, with 74 sessions and below average website engagement.

¹⁸ Direct visits are traffic for which Google Analytics cannot determine a specific source. This includes visits where a user inputted the website URL manually, had the URL bookmarked, visited from a mobile application, visited from paid advertisements that were not properly tagged with campaign source information, or a number of other reasons. It is impossible to tell which outreach tactics did or did not drive microsite traffic.

Geographic Location

As expected, the WakeUp Newark website had the highest percentage of website visits emanating from New Jersey and Newark. However, the other two microsities did not have a majority of traffic coming from New Jersey or Newark. The WakeUp Newark site did not drive a large amount of traffic to the other microsities, Google organic search (which has no geographic boundaries) drove a larger portion of traffic, and local media did not direct users to the microsities. Visits from New Jersey are primarily coming from Northern New Jersey, so any overlap with other DEA 360 efforts likely did not affect the microsities too heavily.

Figure 4: Geographic Location of Website Visits

| WEBSITE | VISITS FROM NJ | VISITS FROM NEWARK | % OF ALL U.S. WEBSITE VISITS COMING FROM NJ/NEWARK | |
|------------------------------|----------------|--------------------|--|-----|
| WAKEUP NEWARK | 14,448 | 8,384 | 78% | 45% |
| GET SMART ABOUT DRUGS NEWARK | 836 | 350 | 42% | 18% |
| JUST THINK TWICE NEWARK | 463 | 93 | 39% | 20% |

See Appendix C for a breakdown of visits to WakeUp Newark by New Jersey cities.

Site Behavior (Events)

Event data provides information on what users did on a particular page on each microsite:

- Get Smart About Drugs Newark: Most users clicked on the link “Photos: Past Heroin and Opioid Art Exhibition Entries” (740 page views)
- Just Think Twice Newark: Most users clicked on the “Resources” link (52 sessions)

Both the Get Smart About Drugs Newark and Just Think Twice Newark websites featured a number of different downloadable PDF documents, YouTube embedded videos, and links to news articles or websites with additional opioid addiction support services. Unfortunately, the data collection mechanisms for the downloads and outbound links clicks do not seem to be fully functional, so data are not available on those actions. The YouTube videos seemed to have fairly low views, based on the prominent placement of video content on the homepages of both websites and the number of users who could have interacted with the videos.

CENTER ON ADDICTION PSAs AND MEDIA VISIT

Two sister stations in New Jersey, WNYW and WWOR, ran cobranded PSAs from January to September of 2019. The PSAs were a cobranded partnership with Center on Addiction, featuring the organization’s name and state-specific landing page on www.drugfree.org. A total of 913 PSAs ran during this time, with an estimated media value of more than \$1 million. A media visit was also conducted on October 18, 2019, at these two stations.

Center on Addiction ran outreach efforts throughout the analysis period. Since October 1, 2018, 102,674 New Jersey residents visited www.drugfree.org, including 8,162 residents of Newark; and 967 people visited the www.drugfree.org/dea360 page, 55 of whom are from New Jersey.

Lessons Learned

The following section provides a summary of key themes and recommendations based on what worked during the implementation of DEA 360 in Newark.

RESPONDING TO THE COMMUNITY CONTEXT

The socioeconomic and cultural context of Newark was closely tied to a strong distrust of law enforcement. While some respondents reflected on initial trepidation about working with DEA, they were pleasantly surprised about DEA's "adaptability" and willingness to recognize prevention and treatment as critical components of the approach.

WHAT WORKED:

1 DEA had a meaningful presence at local events and supported initiatives that were important to the community. DEA's approach to reaching the community fostered a sense of true collaboration among community stakeholders.

Respondents applauded DEA's willingness to "come in and listen." DEA had a self-aware approach to collaboration and acknowledged the context of the city. Respondents praised DEA for its humbleness—rather than coming in and making demands or having exhaustive expectations for what needs to happen, DEA acknowledged the issues and consistently deferred to local experts to guide the initiatives. DEA 360 was able to augment existing efforts to bring real change to the community. DEA deferred to the expertise of the local community leaders. A respondent noted that the best way to collaborate was to "Bring some information, some guidance on what you're doing. But the more you look to collaborate, rather than coming in and enforce ... not enforce like law enforcement but enforce the things that you're doing, the more you look to collaborate rather than enforce goes a long way to making sure that your partners are amenable and your partners will continue around the table."

DEA demonstrated an understanding of the local context and attended ongoing community events or coalitions to identify local priorities. For example, DEA was instrumental in expanding the Hope One van program to support referrals to mental health services and drug rehabilitation facilities, and distribution of Narcan kits. In particular, DEA supported the purchase of a new van to enhance and expand services available through the Hope One program. While this was not a DEA-funded initiative, DEA's local office recognized that supporting local initiatives was critical to build trust.

2

DEA was transparent about the goals and scope of the initiative, which increased trust among community partners.

DEA prioritized transparency with the community to establish and maintain trust. As a DEA representative noted, their awareness of the community context, and the turnover of governmental organizations, university initiatives, and nonprofits in the community, caused them to be especially conscious of "... efforts to be transparent, to be open, to let the community know, [and to work] at that grassroots level to reinforce that." Respondents reinforced this notion of the importance of community trust, noting that DEA was transparent about its aims and goals and remained focused on building trust. A community respondent described, "we talked about it with [DEA] that [to] provide any real services, there has to be a level of trust. And DEA certainly extended that hand in terms of transparency. What their initiatives were and were not. What their aims and goals were, and just developing the trust in the community is something I find that they worked very hard in doing."

An important component of maintaining this trust was the public perception of DEA's commitment to the community. A respondent stated, "DEA has been a very strong partner, a very willing partner. And one in my personal experience has been... good for their word. If they came up with a strategy or WE came up with a strategy and they decided to participate in it, they fulfilled their obligations, and that's huge."

3

As is the case with urban communities across the country, there was a long history of distrust between police and the community in Newark. To repair these relationships, Newark initiated several local efforts aimed at shifting the general perception of law enforcement, which complemented DEA 360 nicely.

The City of Newark facilitated several initiatives, including a community volunteer program, mentoring opportunities, a "Cops and Kids" workshop that facilitated a conversation to break down existing barriers and perceptions, and police officers sponsoring a block to "make sure there's no crime or issues going on there."

An important component of the police-community relationship was facilitated by DEA. The agency served as a liaison between local law enforcement and the schools to support implementation of a trauma-informed approach to youth in the community by facilitating the adoption of Newark Cares, "a tool to assist law enforcement members in notifying school personnel about a child's exposure to a traumatic event involving the police." The goal was to foster a more positive school atmosphere and bring resources to students to divert them from gang involvement and drug use. As a respondent noted, training on ACEs was important to address "the culture and the mindset changes within the schools of a lot of the children who come into our building, [because they] are dealing with challenges before they even get to our doors."

COLLABORATION

Respondents reflected on the long history of drug misuse and violence in Newark—the city has a range of initiatives and services already in place. Rather than “recreating the wheel,” DEA was successful in embracing a multisector approach and integrating its efforts into services or activities.

WHAT WORKED:

1

DEA embraced local partnerships and grassroots initiatives that were reflective of community priorities.

DEA 360 aimed to tap into existing networks and infrastructure and worked to embed themselves into local resources. As one respondent noted, DEA prioritized its presence at community meetings and coalitions and made sure to consistently include local community leaders in its work.

2

DEA enabled expansive partnerships from across the spectrum, including corporate partnerships with Prudential, Horizon Health, hospitals, nonprofits, and faith-based organizations.

To accommodate the variety of stakeholders, respondents noted that collaborative meetings were available in person or online. By accommodating different work schedules and industries, stakeholders could be more consistent with their participation in meetings.

3

Respondents applauded Milken’s role in pre-planning and strategic coordination of partners.

The Milken Institute was instrumental in identifying resources, gaps, and barriers by conducting pre-interviews and gathering materials in advance. A respondent noted, “The coordinator of the program knows exactly what you do and how you do it and can really work in advance of the meeting to fit the puzzle pieces together, so when you show up, a lot of that work is already done. And it allows you to get through all that BS and really just dive right into the work. That was really important.”

4

Peers were an important part of engaging youth.

As one respondent noted, youth are more likely to listen to their peers and relate to their thought processes. Especially during the youth summit, DEA relied on organizations like The H.U.B.B. to connect with youth. The message was focused on making good decisions rather than forbidding drugs. Similarly, a peer-to-peer model was adopted among Rutgers pharmacy students to go out into the community to engage students.

SUSTAINABILITY AND FOLLOW-UP

From the start of DEA 360, sustainability and follow-up were key priorities of the initiative.

WHAT WORKED:

1

DEA 360 dedicated resources to reestablish a municipal alliance in Newark.

The CADCA training, hosted from March through May 2019, not only helped to develop organizational capacity, but also established a sustainability plan for the community. As of October 2019, the health department is filling out documentation to submit the application to reestablish the municipal alliance. The establishment of the municipal alliance will allow long-term, consistent funding for drug and alcohol misuse prevention activities in the community. The prioritization of the establishment of the municipal alliance was critical to build trust and confidence from the community in DEA's understanding of local issues.

2

To assess change over time and ongoing needs, respondents suggested there should be additional opportunities for follow-up with participants, especially at the Coalition Academy and train-the-trainer events.

This follow-up is needed after events to help support sustainability and to gather data to inform future programming. To maintain the established momentum from these events, there should be a clear plan for ongoing communication with participants. Similarly, a participant at the youth summit wished there were opportunities for assessing the student's familiarity with drug-related topics.

3

Based on qualitative feedback from DEA local staff, schools are eager to participate in the YDP.

Opportunities for additional programming in the school are well received and provide visibility to the community. A respondent recommended that in order to continue efforts, DEA should continue to invest in curriculum-based programming in the schools, such as a life skills program.

4

Several partners reflected on “ownership” and accountability in light of multiple waves of funding.

While community partners are dedicated to opioid-related initiatives, they described challenges with holding people accountable and engaged to make action plans and assignments when this work falls outside of the scope of their regular job responsibilities or has no sustained funding. While DEA was thoughtful about engaging community partners and identifying alternative funding to sustain the work, local organizations, particularly those in urban communities, are pressed for time and resources. Respondents recommended that local organizations receive more funding to do “pre-work,” including developing action plans and assigning roles and responsibilities, and recommended that funds should be maintained for longer periods of time so there is less turnover in who has ownership of tasks. Respondents did not express the sentiment that they feared DEA would disappear or no longer have a role, but they noted that it is always challenging to maintain momentum when individuals and organizations are pulled in many directions.

Appendix A.

METHODOLOGY

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

METRICS COMPILATION

The metrics compilation was conducted over two tasks:

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

Provision of Metrics From Program Facilitators

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

Following the individual discussions, designated representatives of the program facilitators provided the agreed-upon metrics to the metrics compilation lead at ICF 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 Jakim provided recommendations for community interviewees. Interviewees were invited to participate in the community interviews via e-mail. During October 2019, nine community interviews, lasting 60 to 90 minutes, were conducted via telephone. ICF used an interview guide that assessed key domains related to implementation of the DEA 360 Strategy in Newark, including perceived reach and impact, partnerships and collaborations, facilitators and barriers to implementation, technical assistance and support needs, and lessons learned. Each community interview included a lead interviewer; interviews were recorded and transcribed.

METRICS ANALYSIS

The metrics analysis was conducted over three tasks:

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

Social Media, Traditional Media, and Digital Metrics

Website data were collected using Google Analytics data from the DEA accounts. Traditional media data were provided by a number of sources, including the New Jersey DEA office and A. Bright Idea. Social media data were provided using the social media listening tool Netbase. Paid media data, including digital advertising, billboard, and PSAs, were provided by A. Bright Idea and Center on Addiction.

Outreach Activities

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

Appendix B.

GLOSSARY OF TERMS

Added-value: Includes free air time or spots.

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

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

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

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

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

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

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

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

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

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

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

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

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

Potential impressions: Calculated by adding up 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 in the Youth Dance Program, and the reach/frequency of the PSAs).

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

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

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

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

Visits: The number of times the website is accessed.

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

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

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

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

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

Appendix C.

MEDIA TABLES

Table 1: TV Spots and Impressions

| | Stations | Months | Total Spots | Second Spots | Impressions |
|-------------------|--|--------------------------|-------------|--------------------|------------------|
| Local Altice News | BET-TV, TNT-TV, VH1-TV, CNN-TV, HGTV, TLC, MNBC, VICE, BEIE, TWC, UP-TV, ESPN-TV, MSG-TV, NFLN-TV, ESP2-TV, N12-TV | December 2018–March 2019 | 2,409 | :15 and :30 | 1,293,563 |
| Verizon/Comcast | NHL, BRVO, CMDY, MTV, ENT, PAR, TBSC | December 2018–March 2019 | 7,141 | :15 and :30 | 1,107,125 |
| | | | | Grand Total | 2,400,688 |

Table 2: Digital Billboards

| Billboard | Run Date | Locations | Impressions |
|---------------------------|------------------|--------------------------------------|------------------|
| Digital Bulletin #1 | 12/3–12/30/18 | I-208S facing west by Stickel Bridge | 1,104,608 |
| Bonus Digital Bulletin #2 | 12/30/18–1/27/19 | Route 21 East, facing south | 556,054 |
| Bonus Digital Bulletin #3 | 1/28/19–2/24/19 | Route 21 East, facing north | 515,170 |
| | | Total Impressions | 2,175,832 |

Table 3: Digital Radio

| Digital Radio | IMP Delivery | Clicks | CTR |
|--------------------------|------------------|--------------|------|
| Online Radio (Spotify) | 1,496,929 | 5,545 | .37% |
| Online Radio (Pandora) | 3,158,661 | 2,171 | .11% |
| Radio Banner (iHeart) | 495,305 | 126 | .02% |
| Digital Audio (iHeart) | 2,011,314 | | |
| Digital Display (iHeart) | 1,501,551 | 1,847 | .12% |
| Grand Total | 8,663,760 | 9,689 | |

Table 4: Desktop and Mobile Display Banners

| Display | Impressions | Clicks | CTR |
|----------------------------|------------------|--------------|--------------|
| Newark Display | 2,128,450 | 3,569 | 0.17% |
| Newark Mobile | 2,139,830 | 3,664 | 0.17% |
| Newark Young Adult Display | 560,565 | 1,215 | 0.22% |
| Newark Young Adult Mobile | 558,699 | 1,253 | 0.22% |
| Grand Total | 5,387,544 | 9,701 | 0.18% |

Table 5: Paid Social Media

| Social | Impressions | Clicks | CTR |
|--------------------|------------------|--------------|--------------|
| Facebook | 750,294 | 520 | 0.07% |
| Instagram | 2,348,921 | 1,040 | 0.04% |
| Messenger | 27,893 | 39 | 0.14% |
| Grand Total | 3,127,108 | 1,599 | 0.05% |

Table 6: How Users Got to the Microsites

| Microsites | Top Referrers | Sessions | Users | Bounce Rate | Pages per Session | Average Session Duration |
|------------------------------|-------------------------|----------|-------|-------------|-------------------|--------------------------|
| WakeUp Newark | Direct | 12,881 | 9,647 | 88.93% | 1.22 | 0:24 |
| | Google Paid Search Ads | 1,639 | 1,512 | 91.09% | 1.11 | 0:12 |
| | iHeartMedia Display Ads | 1,274 | 1,121 | 94.35% | 1.08 | 0:09 |
| | Google Display Ads | 426 | 357 | 88.26% | 1.33 | 0:37 |
| | Google Organic Search | 379 | 305 | 82.85% | 1.25 | 0:48 |
| Get Smart About Drugs Newark | Google Organic Search | 742 | 668 | 85.04% | 1.25 | 0:48 |
| | Direct | 708 | 573 | 67.37% | 2.21 | 1:54 |
| | WakeUp Newark | 334 | 226 | 60.18% | 2.67 | 3:50 |
| | GovDelivery | 132 | 88 | 54.55% | 3.20 | 4:33 |
| | Google Paid Search | 100 | 92 | 79.00% | 1.15 | 0:12 |
| Just Think Twice Newark | Direct | 336 | 279 | 57.74% | 2.40 | 1:39 |
| | Google Organic Search | 71 | 63 | 81.69% | 1.35 | 0:26 |
| | WakeUp Newark | 34 | 29 | 61.67% | 2.71 | 4:03 |
| | Google Paid Search | 17 | 16 | 82.35% | 1.24 | 0:20 |
| | DEA.gov | 6 | 6 | 66.67% | 1.33 | 0:30 |

Table 7: Site Behavior

| Microsites | Top Visited Website Content | PDF Downloads | Outbound Link Clicks | YouTube Videos |
|------------------------------|---|---|---|--|
| WakeUp Newark | N/A | N/A | Overall: 1,396 Top Clicked Link: https://www.getsmartaboutdrugs.gov/newark/resources/local-state-and-national-resources (433 clicks) | N/A |
| Get Smart About Drugs Newark | Homepage (831 page views) Photos: Past Heroin and Opioid Art Exhibition Entries (740 page views) Local, State and National Resources (464 page views) Treatment Services Locator (208 page views) Events (205 page views) | 43 (No data available due to event not being created correctly) | N/A (The data was not accurately collected and could not be reported on) | Overall Video Views: 124 Top Video: DEA360 Newark TV30CC (103 views) |
| Just Think Twice Newark | Just Think Twice Newark (361 sessions) Resources (52 sessions) The Facts (47 sessions) Jason Surks, 19, Prescription Drugs (42 sessions) Get Involved (29 sessions) | 3 (No data available due to event not being created correctly) | N/A (The data was not accurately collected and could not be reported on) | Overall Video Views: 49 Top Video: DEA360 Newark TV30CC (28 views) |

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Office of Congressional and Public Affairs
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