



Agency Priority Goal Action Plan

Combat the Opioid Crisis

Goal Leader(s):

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Overview

Goal Statement

- The opioid epidemic affects a broad cross-section of the United States population without regard for age, gender, race, ethnicity, or economic status. Communities across the United States, including those in rural, suburban, and urban jurisdictions, have been hit by the opioid epidemic. By September 30, 2021, the Department of Justice will reduce illicit opioid overdoses by: increasing the percentage of opioid-related Priority Target Organizations (PTOs) disrupted and dismantled by 3% as compared to the FY 2019 baseline (35.7%); increasing the percentage of opioid-related PTO investigations initiated by 3% as compared to the FY 2019 baseline (39.2%); increasing the number of diversion criminal cases initiated by 3% as compared to the FY 2019 baseline (1,725); and increasing the number of training, outreach and public education events completed by 34% as compared to the FY 2019 baseline (3,125).*

Challenges

- The proliferation of synthetic drugs requires additional analytical resources in order to accurately identify and schedule the compounds.
- Continued high levels of heroin abuse to put a strain on Department resources, particularly in terms of need for additional outreach and education.
- Increased diversions of pharmaceutical drugs create a challenge for prosecution, as the process is extremely technical, time-consuming and document intensive.
- Illicit drug abuse is both a public safety and public health challenge – leading to drug trafficking, gang violence, and death.
- More than 70,200 Americans died from a drug overdose in 2017, with nearly 68% of all drug deaths being opioid related and 41% of these opioid-related deaths involving a synthetic opioid other than methadone.

**The baseline numbers in the goal statement have been revised from those originally published in February 2020, due to a correction to the baseline.*

Overview Cont.

Challenges cont.

- Lawful access impacts the Department's ability to investigate crimes and collect evidence on the operations of drug trafficking organizations and their members.
- Increased use of the dark web and cryptocurrencies challenge the Department's ability to identify and intercept the distribution of illegal narcotics, and affiliated money laundering.
- Globalization continues to create challenges as the location of Consolidated Priority Organization Targets (CPOTs) and other drug traffickers in foreign countries requires increased focus on extradition and international intelligence sharing agreements.

Opportunities

- To continue extensive collaboration with DOJ components, agencies of the U.S. Federal Government, international, state and local partners in order to achieve results.
- To expand technical capabilities to disrupt and dismantle drug trafficking organizations
- To foster the expansion of DEA's 360 Strategy to support enforcement and community outreach efforts to tackle the cycle of violence and addiction generated by the link between drug cartels, violent gangs and the growing problem of prescription opioid and heroin abuse in U.S. Cities.
- To broaden DEA's partnership with Discovery Education, a division of Discovery Communications, to continue the development and distribution of prevention and educational, opioid and heroin related content curricula for middle and high school students, their teachers, and parents.
- To encourage industry participation in and sponsorship for programs, activities and media campaigns that promote more responsible pain management and dispensing practices.
- To increase public awareness on opioids through training, outreach and other public events.

Leadership & Implementation Team

Core Leadership Team

- Drug Enforcement Administration (DEA)
- Office of the Deputy Attorney General (ODAG)
- Criminal Division (CRM)
- United States Attorneys' Offices/Executive Office for U.S. Attorneys (USAO/EOUSA)

Other Participating DOJ Components

- Organized Crime Drug Enforcement Task Forces (OCDETF)
- Civil Division (CIV)
- Federal Bureau of Investigations (FBI)
- Office of Justice Programs/Bureau of Justice Assistance (OJP/BJA)
- Community Oriented Policing Service (COPS)

Other Federal Partners

- Health and Human Services
- Treasury
- Postal Service
- Homeland Security

Stakeholders

- State and local partners
- The public and government officials (*community safety, death reduction*)
- Pharmaceutical and Drug industry (*compliance, regulation, enforcement*)
- Law enforcement (*information sharing, partnerships*)

Goal Structure & Strategies

STRATEGIES	GOALS	RISKS <i>(External Factors that may affect goal achievement)</i>
<p>Strategy 1: Identify and disrupt organized crime and drug networks.</p> <ul style="list-style-type: none"> Dismantle entire drug networks by targeting and prosecuting drug trafficking organizations' leadership and seizing the profits that fund drug operations through coordinated efforts to disrupt the traffickers' financial dealings and to dismantle the financial infrastructure that supports these organizations. OCDETF investigations strive to determine connections among related investigations in order to identify and dismantle the entire structure of the drug trafficking organizations, from international supply and national transportation cells, to regional and local distribution networks. <p>Strategy 2: Enforce drug trafficking laws including opioid-related healthcare fraud to reduce drug addictions and deaths.</p> <ul style="list-style-type: none"> Develop and transition to an effective method of evaluating DEA's work, accomplishments, and impact on public safety and the lives of individuals within the most at risk communities. 	<p>Strategy 1:</p> <ul style="list-style-type: none"> Goal: By 2021, the Department will increase the percentage of opioid-relate Priority Target Organizations (PTOs) disrupted and dismantled by 3%, as compared to FY 2019 (35.7%). ➤ Performance Indicator: Percentage of opioid-related PTOs disrupted and dismantled Goal: By 2021, the Department will increase the percentage of opioid-related PTO investigations initiated by 3%, as compared to FY 2019 (39.2%). ➤ Performance Indicator: Percentage of opioid-related PTO investigations initiated <p>Strategy 2:</p> <ul style="list-style-type: none"> Goal: By 2021, the Department will increase the number of diversion criminal cases initiated by 3%, as compared to FY 2019 (1,725). ➤ Performance Indicator: Number of Diversion Criminal Cases 	<ul style="list-style-type: none"> Ongoing opioid crisis (opioid crisis driven by fentanyl and fentanyl-analogue related deaths continues to have a significant impact in the U.S.) Diversion of pharmaceutical drugs International shipment of fentanyl

Goal Structure & Strategies

STRATEGIES	GOALS	RISKS <i>(External Factors that may affect goal achievement)</i>
<p>The Threat Enforcement Prioritization Process (TEPP) increases DEA’s ability to report the impact of DEA’s efforts and balance quantitative metrics (statistics) with qualitative assessments of the impact of casework within communities.</p> <p>Moreover, it represents a change by DEA to a strategic and contextual management and reporting system that is consistent with transitions already implemented by the Department.</p> <p>Strategy 3: Engage the community to raise awareness and reduce the demand for opioids and illicit drugs.</p> <ul style="list-style-type: none"> The Department will engage with the community to raise awareness and reduce the demand for opioids and illicit drugs. 	<p>Strategy 3:</p> <ul style="list-style-type: none"> Goal: By 2021, the Department will increase the number of training, outreach and public education events completed by 34%, as compared to FY 2019 (3,125). ➤ Performance Indicator: Number of training, outreach, and public education events completed 	

Summary of Progress – FY 20 Q1 and Q2

The FY 2020 – FY 2021 Combat the Opioid Crisis tracks performance measures and key milestones, as part of the Department's goal to reduce drug overdose deaths.

The Combat the Opioid Crisis Priority Goal tracks four performance measures. The measures track the progress of the three strategies outlined in the previous slides. All of the measures report progress towards the annual goal. To date, the Department has met all four of its quarterly targets for Q1 FY 2020, and one of its quarterly targets for Q2 FY 2020. DEA continues to anticipate that it will meet each of its FY 2020 targets.

Sensitive law enforcement operations involve close, publicly based activities that the COVID-19 pandemic has temporally affected, and therefore, second quarter performance for certain metrics has also been impacted. There has been a reduction in the overall number of cases initiated due to the pandemic, hence the number of diversion criminal cases initiated and opioid related investigations have been similarly affected and reduced.

The Department's outreach effort necessitates many interactive, publically based activities (meetings, presentations, trainings, etc.). Due to the COVID-19 pandemic, and in accordance with social distancing guidelines, several outreach events have been postponed. While some events are capable of being administered virtually, not all events can be done in this manner at this time. The second quarter performance for this metric has been directly affected.

- For Q1 and Q2 FY 2020, the Department met its quarterly targets for Opioid-related PTOs Disrupted and Dismantled. Number of disruptions and dismantlements of TCOs was a new performance measure, established in FY 2020. The intent of this measure is to increase the overall sum of disruptions and dismantlements of PTOs each fiscal year.
- For Q1 FY 2020, the Department met its target for Percentage of Opioid-related PTOs Investigations Initiated. For Q2, the Department achieved 96 percent of the quarterly target. The Department's Percentage of Opioid PTOs investigations initiated is a new performance measure established in FY 2020. To date, quarterly performance for this measure is 101 percent of the annual target. As such, DEA anticipates it will meet its FY 2020 target for this metric. The intent of this measure is to increase the overall sum of opioid related PTO investigations each fiscal year.

Summary of Progress – FY 20 Q1 and Q2

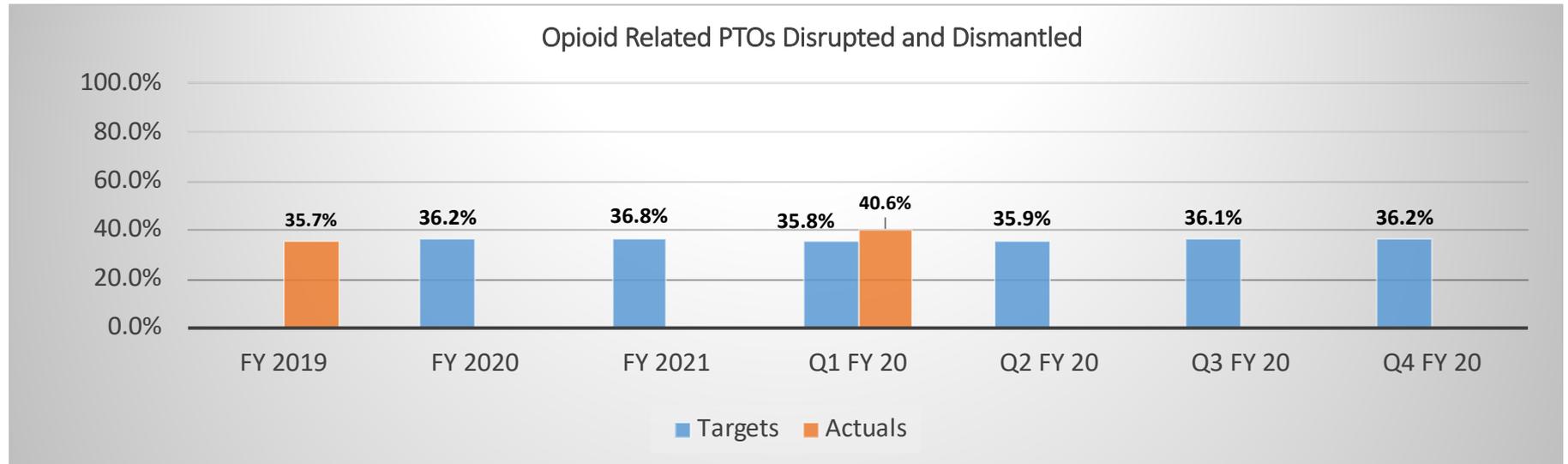
- For Q1 FY 2020, the Department met its target for Number of Diversion Criminal Cases Initiated: Quarterly performance for this measure is 22 percent of the annual target of 1,750. DEA initiated an additional 419 diversion criminal cases in Q2 – achieving 86 percent of the quarterly target. To date, 812 diversion criminal cases were initiated. As such, DEA anticipates it will meet its FY 2020 target for this metric.
- For Q1 FY 2020, the Department met its target for Number of Outreach and Public Education Events Completed. Quarterly performance for this measure is 23 percent of the annual target. The Department conducted 482 outreach events in Q2 – achieving 65 percent of the quarterly target. To date, the Department has conducted a total of 1,345 outreach and public education events. As such, DEA anticipates it will meet its FY 2020 target for this metric.

In early March, the Department hosted the 2020 National Opioid Summit, a three-day conference with speakers from throughout the Department and Administration discussing topics such as reducing both the supply and demand of opioids, case studies on successful investigations and prosecutions, and best practices for training and outreach.

Key Indicators

Performance Measure: Percentage of opioid-related Priority Target Organizations (PTOs) disrupted and dismantled [DEA]

Progress Update – Q1 FY 2020

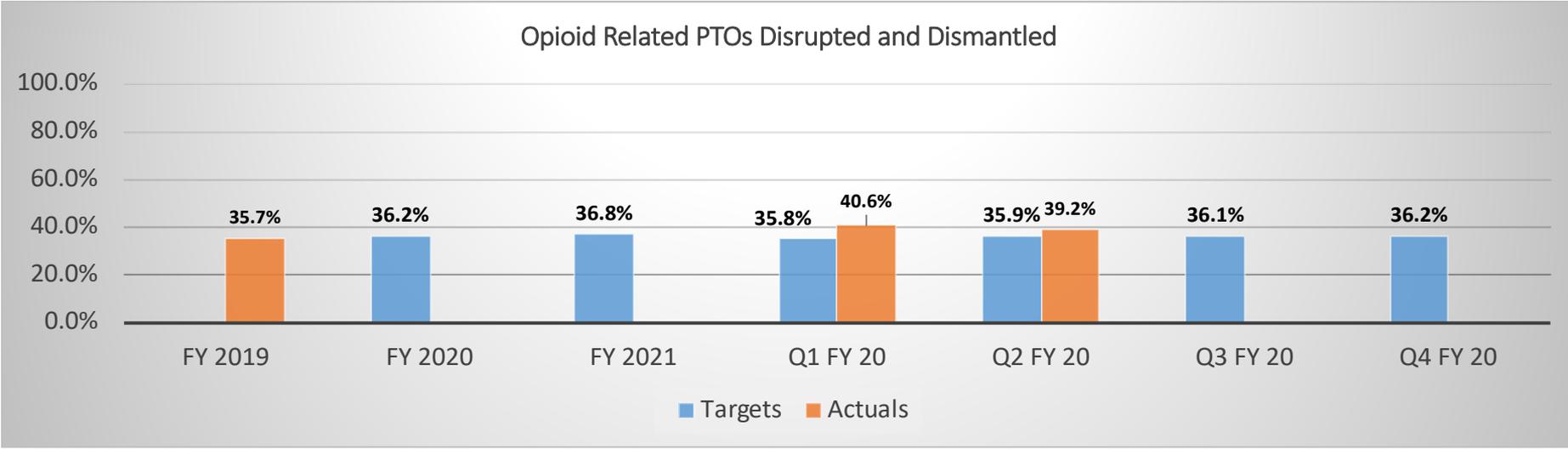


- This is a new DEA measure. Therefore, limited historical data is available.
- For Q1 FY 2020, DEA exceeded its quarterly target, and its year to date performance is on track.
- DEA reports 157 of 387 PTO disruptions and dismantlements for the first quarter were opioid related. Priority Target Organizations (PTOs) engage in the highest levels of drug trafficking and/or drug money laundering operations that significantly impact international, national, regional, or local drug availability.

Key Indicators

Performance Measure: Percentage of opioid-related Priority Target Organizations (PTOs) disrupted and dismantled [DEA]

Progress Update – Q2 FY 2020

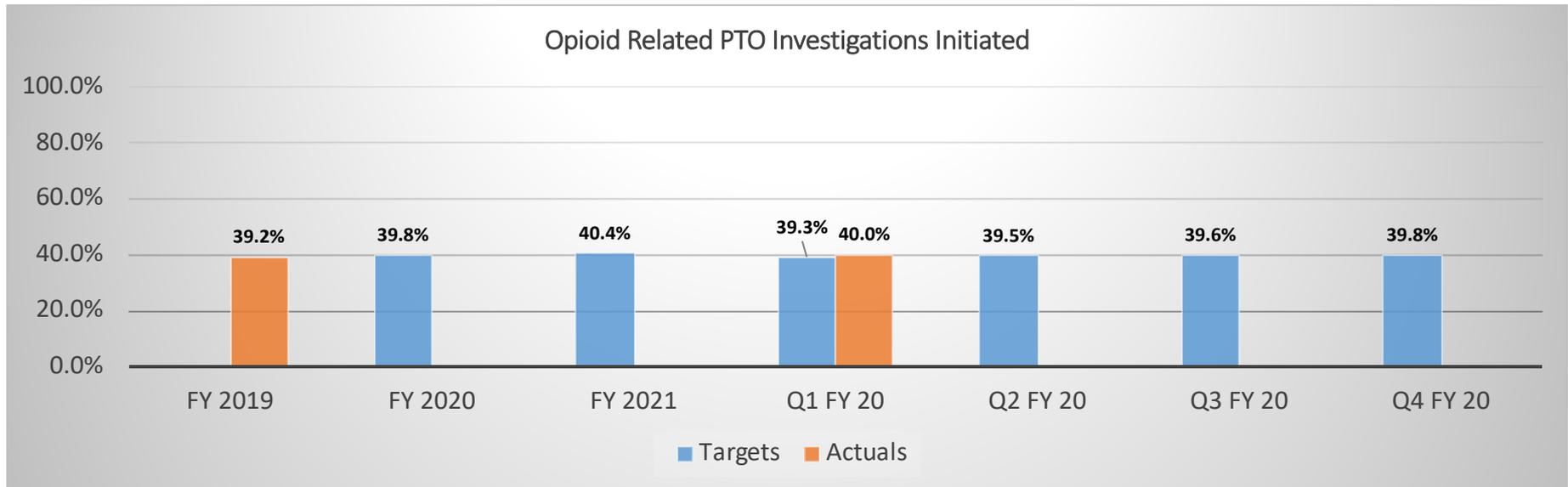


- This is a new DEA measure. Therefore, limited historical data is available.
- For Q2 FY 2020 DEA exceeded its quarterly target, and its year to date performance is on track.
- For Q2, DEA reports 217 of 554 PTO disruptions and dismantlements for the second quarter were opioid related. Priority Target Organizations (PTOs) engage in the highest levels of drug trafficking and/or drug money laundering operations that significantly impact international, national, regional, or local drug availability.

Key Indicators

Performance Measure: Percentage of opioid-related PTO investigations initiated [DEA]

Progress Update – Q1 FY 2020

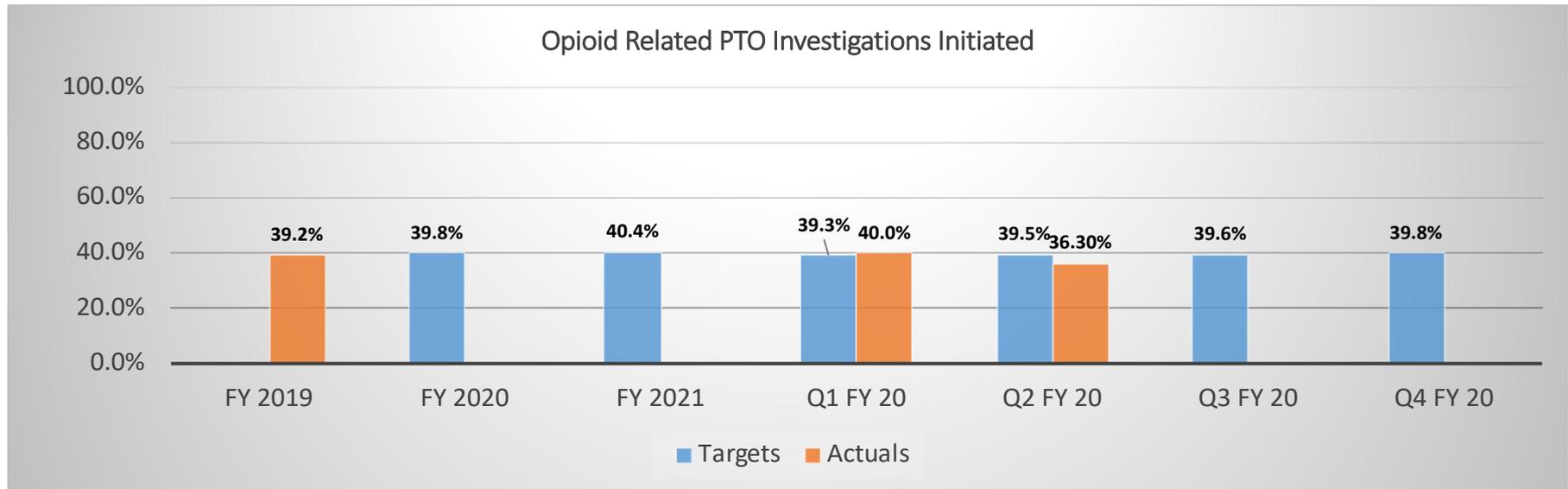


- This is a new DEA measure. Therefore, limited historical data is available.
- For Q1 FY 2020, DEA exceeded its quarterly target, and its year to date performance is on track.
- For Q1, DEA reports 223 of 557 PTO investigations initiated for the first quarter were opioid related.

Key Indicators

Performance Measure: Percentage of opioid-related PTO investigations initiated [DEA]

Progress Update – Q2 FY 2020



- This is a new DEA measure. Therefore, limited historical data is available.
- For Q2 FY 2020, DEA achieved 92 percent of the target for the
- DEA reports 202 of 557 PTO investigations initiated for the second quarter were opioid related.
- Sensitive law enforcement operations involve close, publicly based activities that the COVID-19 pandemic has temporally affected, and therefore, second quarter performance for this metric has been impacted. There has been a reduction in the overall number of cases initiated due to the pandemic, hence the number of opioid-related cases initiated has been similarly affected and reduced. Since mid-year (YTD) performance is approximately 96 percent to target, DEA anticipates that it will meet its FY 2020 target for this metric.

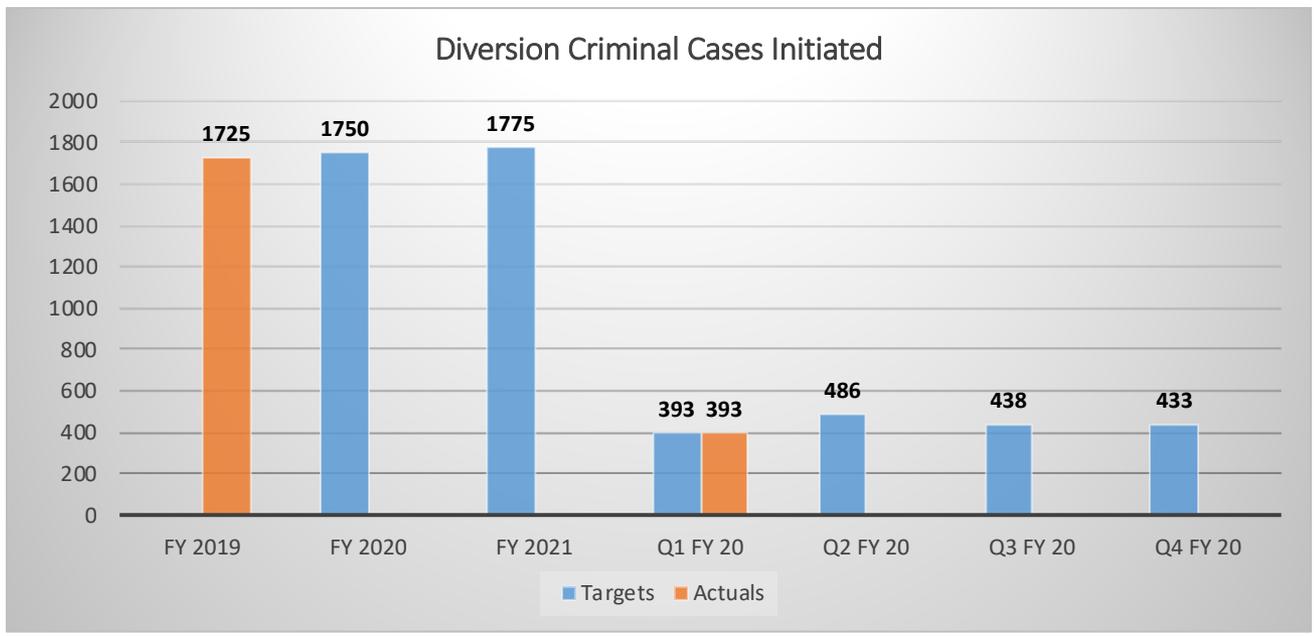
Key Indicators

Performance Measure: Number of diversion criminal cases initiated [DEA]

Historical Data

Fiscal Year	Actuals
FY 2014	1,965
FY 2015	1,713
FY 2016	1,748
FY 2017	1,729
FY 2018	1,853
FY 2019	1,850
*Baseline (FY 2019 Target)	1,725

Progress Update – Q1 FY 2020



- For the baseline DEA used the FY 2019 target (1,725) for the number of diversion criminal cases initiated.
- DEA met its quarterly target, and its year to date performance is on track.
- For Q1 FY 2020, DEA reports 393 diversion criminal cases initiated for the first quarter.
- The target for this quarter was 393.

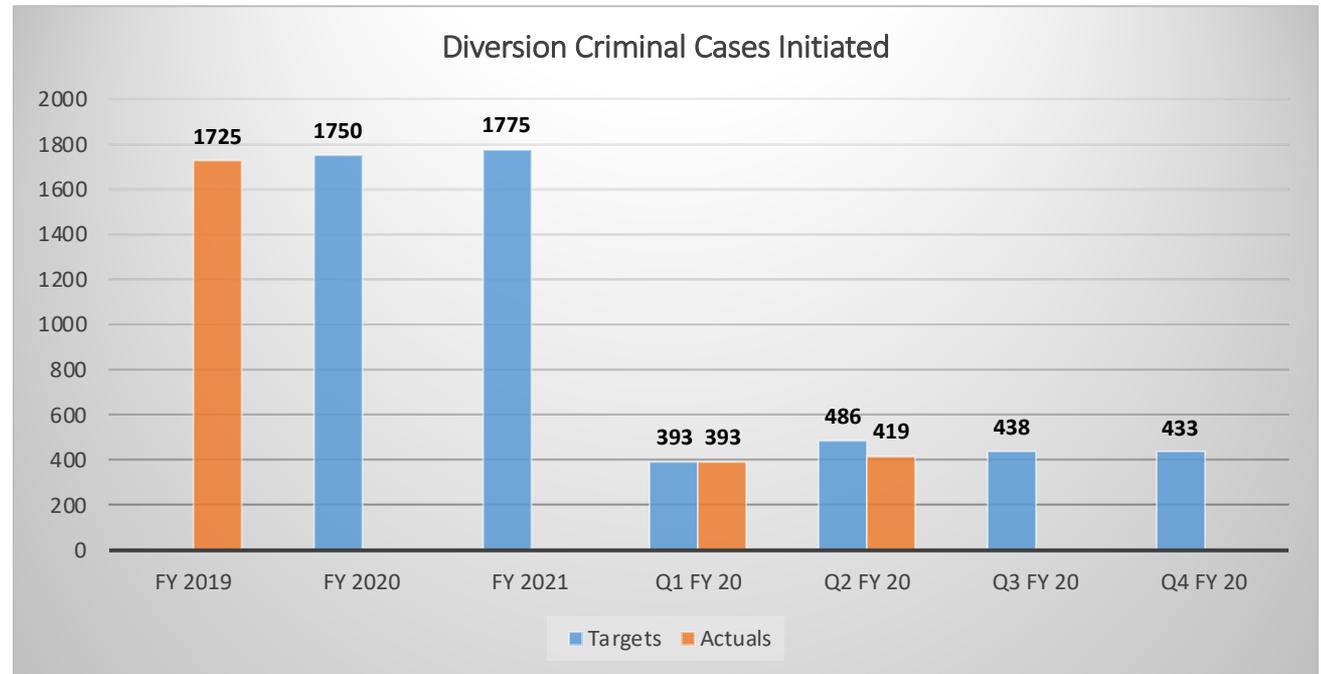
Key Indicators

Performance Measure: Number of diversion criminal cases initiated [DEA]

Historical Data

Fiscal Year	Actuals
FY 2014	1,965
FY 2015	1,713
FY 2016	1,748
FY 2017	1,729
FY 2018	1,853
FY 2019	1,850
Baseline (FY 2019 Target)	1,725

Progress Update – Q2 FY 2020

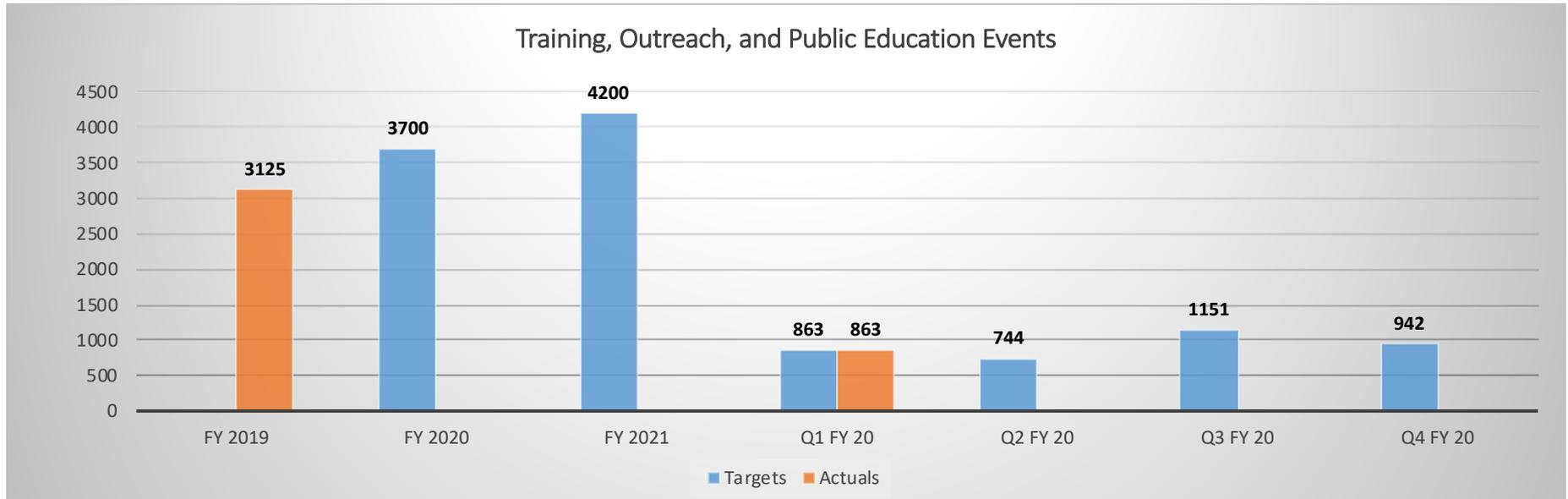


- DEA initiated 419 diversion criminal cases in the second quarter – achieving 86 percent of the quarterly target.
- To date, DEA has initiated a total of 812 diversion criminal cases.
- Sensitive law enforcement operations involve close, publicly based activities that the COVID-19 pandemic has temporally affected, and therefore, second quarter performance for certain metrics has also been impacted. There has been a reduction in the overall number of cases initiated due to the pandemic, hence the number of diversion criminal cases initiated has been similarly affected and reduced. Since mid-year (YTD) performance is 43 percent of the annual target, DEA anticipates that it will meet its FY 2020 target for this metric.

Key Indicators

Performance Measure: Number of training, outreach, and public education events completed [DEA]

Progress Update – Q1 FY 2020

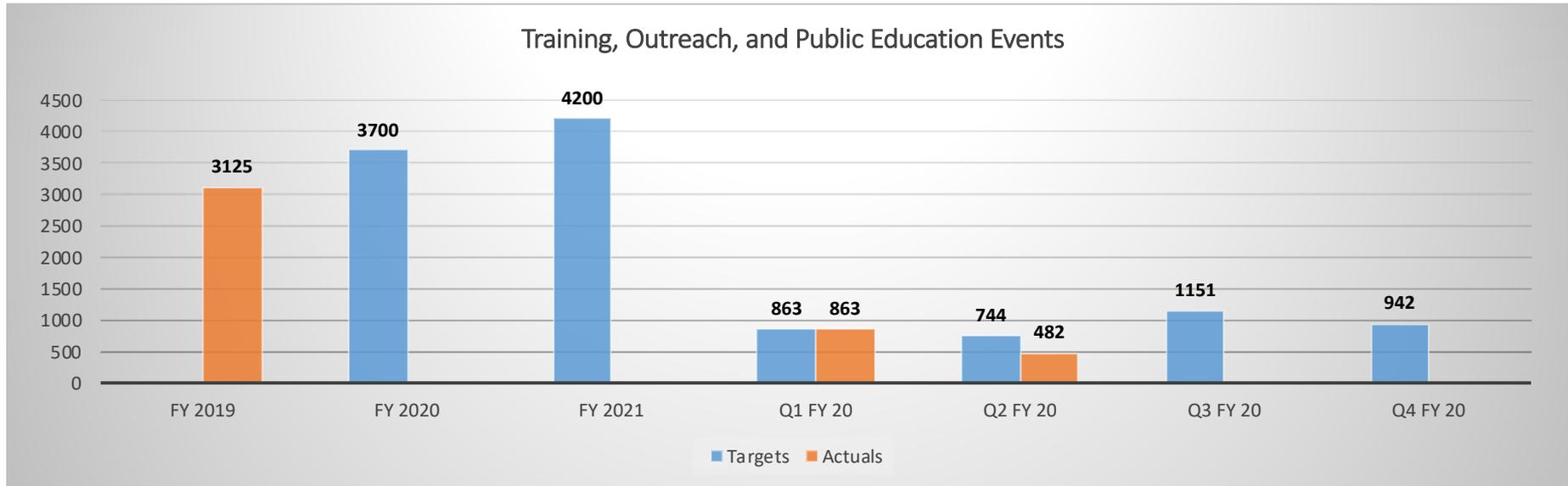


- The quarterly performance for this measure is 100 percent of the target. As such, DEA anticipates that it will meet its FY 2020 target for this metric.
- For Q1 FY 2020, DEA reports 863 trainings, outreaches, and public education events for the first quarter. Some of the activities undertaken in the first quarter include release of a report on how to properly dispose of unused medicines, and public education events involving or in coordination with schools, public officials, communities, and neighborhood leaders, industry, and the general public.

Key Indicators

Performance Measure: Number of training, outreach, and public education events completed [DEA]

Progress Update – Q2 FY 2020



- DEA achieved 65 percent of its target for the second quarter.
- To date, DEA has conducted 1,345 training, outreach, and public education events, and achieved 36 percent of the annual target.
- This intervention effort necessitates many interactive, publically based activities (meetings, presentations, trainings, etc.). Due to the COVID-19 pandemic, and in accordance with social distancing guidelines, several outreach events have been postponed. While some events are capable of being administered virtually, not all events can be done in this manner at this time. The second quarter performance for this metric has been directly affected. DEA continues to anticipate that it will meet its FY 2020 target.
- In early March, the Department hosted the 2020 National Opioid Summit, a three-day conference with speakers from throughout the Department and Administration discussing topics such as reducing both the supply and demand of opioids, case studies on successful investigations and prosecutions, and best practices for training and outreach.

Data Accuracy and Reliability

Priority Targets [inclusive of Opioid-related PTOs] – Priority Target Activity Resource and Reporting System provides a means of electronically validating and verifying PTO data through a restrictive chain of approvals. Through DEA's PTARRS, Special Agents (SAs) or Diversion Investigators (DIs) begin the process by creating and proposing a PTO. The GS, ASAC and SAC review the PTO and provide case assessment through a hierarchical approval process, for or against, the nomination of the PTO. Once approved and nominated by the SAC, PTARRS generates and saves a unique identification number for the nominated PTO.

At Headquarters, PTOs nominated by the SAC are assigned to the appropriate sections within DEA's Operations Management, Domestic Operations (DO) and Foreign Operations(FO). Once assigned, the corresponding Staff Coordinator validates all information reported on the PTO nomination. The validation process includes a review of the PTO nomination for completeness, compliance with established criteria, and confirmation of all related case linkages, including links to CPOTs. Staff Coordinators coordinate with DEA's Special Operations Division and Intelligence Division to ensure that available facts exist to support all case linkages. In the unlikely event the documentation submitted is insufficient to validate the reported link(s), the Staff Coordinator will coordinate with the submitting GS to obtain the required information.

Diversion Criminal Investigations Initiated – includes but are not limited to criminal investigations targeting registrants and criminal enterprises engaged in the illegal manufacture, distribution, and trafficking of controlled substances, chemicals, counterfeits and analogues synthetics.

The Diversion Investigator and the field office Group Supervisor (GS) are tasked to ensure that timely and accurate reporting is accomplished as the investigative status of a case changes. Both GS and the Diversion Program Manager (DPM) have the ability to view the report of ongoing and completed Investigative actions for their office/division at any time during the quarter or at the quarter's end, since the actions are in real-time. The content of the quarterly reports is restricted to CSA-related Investigative action on controlled substances and chemicals.

All statistics are limited by a lack of a relational link between case files and enforcement outputs (e.g. arrest, seizure, and work hour data). The link is inferred through data manipulation, but some areas are prone to error until all data systems are linked in a relational manner, and errors are prevented through data validation and referential integrity.

Data Accuracy and Reliability

Outreach and Public Education Events Completed - includes activities in support of the Department's goal to aggressively combat the opioid crisis and reduce licit and illicit opioid overdoses. Specifically, administering and facilitating awareness briefings, PSAs and trainings to community, state, local, federal and key international partners, registrants, member of the pharmaceutical/chemical industry, schools and the general public.

Every DEA field division has a diversion investigator who is assigned as the outreach coordinator, each year an outreach agenda is developed for regularly scheduled outreaches. There are also solicited and headquarters driven events that cannot be anticipated in advance. Each coordinator submits the number of outreach events for their field division on a quarterly basis via spreadsheet to headquarters. These spreadsheets are then compiled and the data is scrubbed for accuracy.