

**BUILDING SUCCESSFUL COALITIONS
TO ADDRESS UNDERAGE DRINKING**

A Step-by-Step Guide

IN VIRTUALLY EVERY COMMUNITY
THERE IS A PROBLEM THAT IS
OFTEN HIDDEN: UNDERAGE KIDS
ARE DRINKING AND GETTING
THEMSELVES AND OTHERS IN
TROUBLE. THEY ARE STARTING
YOUNG, THEY ARE DRINKING
TO GET DRUNK, AND THEY ARE
PUTTING THEMSELVES IN DANGER —
THROUGH ACCIDENTS, ASSAULTS,
UNWANTED SEXUAL ACTIVITY,
SUICIDE, AND HOMICIDE. THEY ARE
PUTTING THEIR FUTURE AT RISK.

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THE COMMUNITY THEY LIVE IN OFTEN CONTRIBUTES TO THIS PROBLEM. ALCOHOL IS READLY AVAILABLE FROM MANY PARENTS OR CONVENIENCE STORES. BILLBOARDS EXTOL THE VIRTUES OF ALCOHOL. LAX ENFORCEMENT OF ALCOHOL LAWS CONTRIBUTE TO MISUSE. AND COMMUNITY NORMS TELL KIDS IT'S OKAY TO DRINK.

Underage drinking is a community problem that has a community solution.

With the problem of youth drinking so big and so multi-faceted, it is impossible for any one organization to take it on alone or with just one approach. That's where coalitions come in. Coalitions of concerned individuals and key organizations can come together and tackle underage drinking in effective and engaging ways.

An eight-year program called Reducing Underage Drinking through Coalitions (RUD) tested and refined the approach of coalitions in 10 states and Puerto Rico and Washington, DC. This guide represents their best lessons learned to help other coalitions form and be successful. We include stories of achievements and stories of approaches that did not work—all to help you plan, establish and run an effective coalition.



The Problem

and Consequences of Underage Drinking

ONE OF THE PROBLEMS OF UNDERAGE DRINKING IS THAT MANY ADULTS DO NOT SEE IT AS A PROBLEM. THERE IS A CULTURE OF DENIAL AND LACK OF INFORMATION ABOUT THE RISKS OF ALCOHOL TO CHILDREN—IT IS SEEN AS A BENIGN RITE OF PASSAGE. BUT THE RISKS ARE REAL.

- Alcohol is the number one drug of choice for youth—far eclipsing tobacco and marijuana. In 2003, 75 percent of high school students experimented with alcohol, compared with 58 percent who had tried cigarettes and 53 percent who had tried any illegal drug (including marijuana and cocaine), according to the Centers for Disease Control and Prevention.
- Kids who drink start drinking at an average age of 14 or about in the eighth grade. Drinking at such an early age puts them at high risk for developing alcohol problems later in life. People who report that they began drinking before the age of 15 were more than five times as likely to report past year alcohol dependence or abuse than people who first used alcohol at age 21 or older (16 percent vs. 3 percent), according to the Substance Abuse and Mental Health Services Administration.
- Kids drink to get drunk. In 2004, a fifth (20 percent) of 8th-graders and more than half (60 percent) of 12th-graders reported that they had been drunk at least once, according to the Monitoring the Future survey.

Alcohol contributes to a myriad of problems for young adults:

- Underage drinking is a factor in more than one-third of all teen automobile crashes, the leading cause of death among teenagers, according to the National Highway Transportation Safety Administration.
- Alcohol use contributes to youth suicides, homicides, drowning and fatal injuries—the leading causes of death among youth after auto crashes, according to the American Academy of Pediatrics.
- Alcohol abuse is linked to as many as two-thirds of all sexual assaults and date rapes of teens and college students, according to the U.S. Department of Health and Human Services.
- Alcohol is a major factor in unprotected sex among youth, increasing their risk of contracting HIV or other sexually transmitted diseases, according to the Kaiser Family Foundation.
- Alcohol affects the developing brain of adolescents, according to the National Institute on Alcohol Abuse and Alcoholism. The brain undergoes significant changes during adolescence and alcohol can seriously damage the long- and short-term growth processes. For example, even short-term or moderate drinking impairs learning and memory in youth far more than in adults.

A NEW APPROACH

We used to think that the problem of kids drinking alcohol was their responsibility. You teach adolescents about the dangers and consequences of drinking and make them responsible for any poor decisions they make. But science, research and common sense have shown that youth are strongly influenced by all the other messages and social norms that surround them. Simply saying no is difficult when youth are surrounded by alcohol advertising that equates drinking with fun, glamour and maturity. Trying to persuade kids not to start drinking is hard when convenience stores sell alcohol to minors. Or when parents host parties and supply alcohol for their kids and their kids' friends. Or when beer companies sponsor athletic events at the local college or community festivals. Or when nobody seems to think that it's a big deal that kids drink.

To combat underage drinking, a scientifically tested, comprehensive approach is needed.

This approach, sometimes called "environmental change," focuses on media, enforcement and policy strategies to create an environment to support healthy, safe behavior. For example:

- A media strategy educates the community through targeting community norms related to drinking, such as pointing out the harms of parent-sponsored alcohol parties.
- An enforcement strategy identifies establishments that sell alcohol to youth through compliance checks and imposes fines and other penalties to discourage them from that practice.
- A policy strategy increases alcohol taxes, which substantially reduces heavy and hazardous drinking among high school and college students because beer and other alcohol become more expensive to buy.

Changing the "environment" is hard but rewarding work and leads to long term solutions. Coalitions of concerned citizens and influential leaders are a key component of this approach.

ADVANTAGES OF COMMUNITY COALITIONS

"It is absolutely critical to have a coalition that addresses underage drinking," one RUD coalition director said. "Our 12 coalitions helped to bring focus to this problem not only at the state level but at the national level as well. Underage drinking has always been a number one problem among youth but has had the least focus."

Among the advantages that coalitions provide:

- A single source of contact on underage drinking, which is often spread out among agencies dealing with many problems such as tobacco and illegal drug use.

- An organization to counter powerful alcohol industry interests and the still widely held belief that youth drinking is simply a rite of passage.
- The clout of several organizations, rather than just one.
- A place to focus on policy change rather than individual prevention programming, which many agencies are more comfortable doing.
- A central organization to put into place environmental change that will last rather than depending on politicians or regulators who will likely change over the years.
- A place to work at the community, regional and state level.

OVERVIEW OF THE REDUCING UNDERAGE DRINKING THROUGH COALITIONS PROGRAM

The goal of the Reducing Underage Drinking through Coalitions program was to address the problem of drinking among youth from junior high to college. The Robert Wood Johnson Foundation funded 12 statewide coalitions from 1996 to 2005. The coalitions were in: Connecticut, Georgia, Indiana, Louisiana, Minnesota, Missouri, North Carolina, Oregon, Pennsylvania, Puerto Rico, Texas and Washington, D.C. The American Medical Association's Office of Alcohol and Other Drug Abuse administered the program.

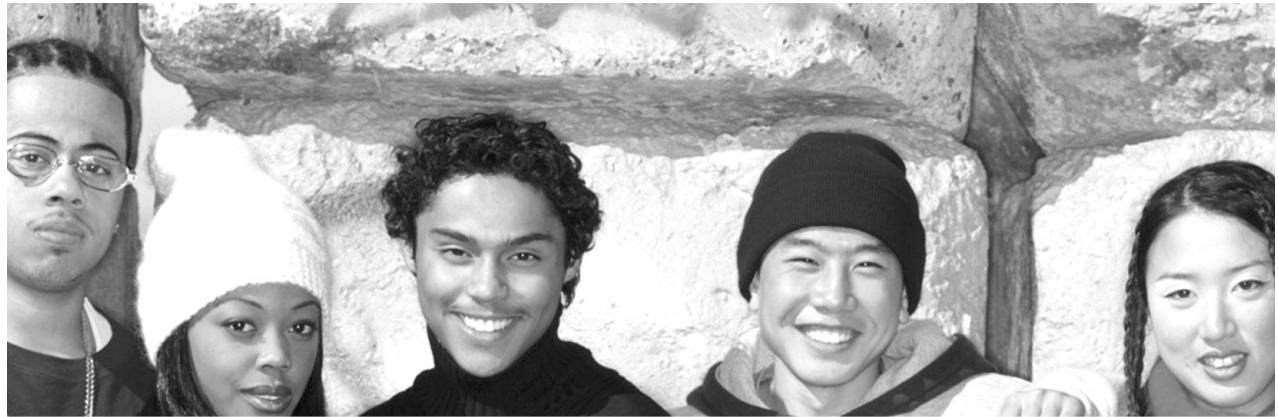
The coalitions built a base of advocates and communities that created an environment that addresses the epidemic of underage drinking. Coalitions focused on:

- Coalition development.
- Youth leadership development.
- Alcohol policy development.
- Public awareness campaigns.

SUCCESSSES OF THE COALITIONS

The coalitions have had many successes. Among them they:

- **Developed**, often for the first time in a state, a focused, organized, non-alcohol industry-based coalition to address underage drinking.
- **Increased** media and policymaker discussion of the underage drinking problem, which has been ignored or played down.
- **Presented** an alternative public health perspective on alcohol issues with a focus on the environment.
- **Helped** secure increased resources for alcohol law enforcement.
- **Worked** with law enforcement agencies to hold compliance checks and other initiatives to ensure that store clerks and alcohol servers do not provide alcohol to minors.
- **Reduced** the availability of alcohol at sporting and community events.
- **Established** statewide hotlines to report underage drinking and outlets selling alcohol to minors.
- **Tightened** ID checks, trained alcohol beverage servers, and reduced the use of special pricing that encourages over consumption.
- **Trained** youth leaders, who served as media spokespersons and testified before state legislatures about the harm of underage drinking.
- **Enacted** ordinances to increase the distance of billboards advertising alcohol from schools, churches, and rehabilitation centers.
- **Passed** keg registration, which ensures that keg purchasers are held responsible if minors are served.



Steps

to build a successful coalition on underage drinking

THIS GUIDE IS STRUCTURED AS A SERIES OF ACTION STEPS THAT ADVOCATES CAN USE AND MODIFY DEPENDING ON THE CIRCUMSTANCES OF A PARTICULAR STATE OR COMMUNITY. COALITION DIRECTORS, BOARD MEMBERS, EVALUATORS AND STAFF THAT OVERSAW THE REDUCING UNDERAGE DRINKING THROUGH COALITIONS PROGRAM DETAILED THE STEPS THAT THEY TOOK TO BUILD COALITIONS, WHAT THEY WOULD DO DIFFERENTLY NOW, AND THEIR LESSONS LEARNED.

1) *Form a coalition*

Coalitions that form around underage drinking take many shapes. They typically include individuals and representatives from organizations that have a stake in reducing underage drinking, such as parents, community activists and members of organizations such as law enforcement, public health, medical associations, advocacy groups and others. They come together for a specific purpose and pool their knowledge and skills to work together toward reducing underage drinking in their communities and state.

The purpose of a coalition is to build a broad base of support to implement and sustain policies that help prevent underage drinking. Putting together an effective coalition requires thoughtful choices. Some coalition leaders made the mistake of including everyone they could think of, or asking members to join simply because they represent a key organization. A coalition of five committed members will be more effective than one with 50 members who are inactive.

Consider these steps when forming a coalition:

- Look for organizations that have an interest in reducing underage drinking, such as law enforcement, public health, medical associations, advocacy groups, state health organizations and others. Cast your net far and wide. Find members through local coalitions and other prevention programs.
- Make sure that the representatives who will attend coalition meetings are passionate about this issue. It won't do the coalition much good if someone is coming simply because their boss told them to.
- Try to include a variety of members—community activists are critical. They provide the spark and the contacts in a community. They can also lobby for changes in ways that coalition members who work for the government cannot. However, members who work for the government can have critical inside knowledge about policies and politics that can help coalitions save time and energy in their work.
- Look for high-level representatives who can commit their organizations to carrying out action plans.

- Make sure members understand that the coalition focus is policy change and not simply programming and education.
- Decide whether you want the alcohol industry on your coalition. While some argue to include parts of the alcohol industry (e.g., retailers) in the coalition, the directors of RUD coalitions strongly advise against it.

According to RUD coalition program directors and “Friend or Foe,” a publication developed by the RUD National Program office, the alcohol industry seeks at least four benefits from entering into a collaboration with these coalitions:

- Create a positive public image. Viewed by most people as contributing to alcohol problems rather than helping to find solutions, the industry needs some positive press. A group that agrees to collaborate with an industry member can anticipate that the industry will use its name to show that the industry is working positively for change.
 - Defeat environmental proposals. As a coalition member, the industry is not going to support environmental proposals, which are core to the coalition’s work. Instead, the alcohol representatives will likely push to move the focus and energy of the coalition to only educational programs.
 - Create dependence. If a coalition accepts funding from the alcohol industry, they might be reluctant to tackle programs that the industry could object to, especially if the funding represents a substantial portion of the coalition’s budget.
 - Influence program content. If the alcohol industry is on a coalition, representatives will want final approval for any programs, which again could mean giving environmental issues short shrift (such as the influence of alcohol advertising on kids).
- Take time to build a coalition. It can take about a year, especially if it is a state-wide coalition.

HOW ONE COALITION WORKED IN PARALLEL WITH THE ALCOHOL INDUSTRY

At times the interests of a coalition and parts of the alcohol industry intersect. When that happens, RUD program directors recommend finding ways to work in parallel, not together. For example, the Minnesota coalition collaborated with some alcohol industry groups while fighting others. In this case, the Minnesota Grocers Association wanted grocery stores to be allowed to sell wine, a move opposed by the coalition as providing another easy way for young people to get alcohol.

The coalition found an ally in the retail liquor industry, which did not want competition from grocery stores. Coalition members agreed to do public education that would help the liquor industry defeat the proposal. In return, the liquor industry agreed not to oppose keg registration—a mandatory tagging system that enables police to trace the purchaser of a keg of beer. That was something many liquor store owners had fought in the past as being onerous. The grocery store proposal failed and the keg registration was successful. In this case, the coalition and a part of the alcohol industry found common ground on a specific issue. But because the industry was not part of the coalition, advocates could continue to push for other measures that the alcohol industry opposed, such as increasing the alcohol excise tax.



RUD coalition directors found that some organizations that had been recommended as coalition members were not interested in joining or they joined and did not participate. For example, some coalitions had difficulty recruiting medical and nurses associations. Coalition directors speculated that physicians and nurses are busy and confronted with many different issues, including high malpractice insurance rates and the nursing shortage. Directors had better luck recruiting physicians and nurses who saw first hand the consequences of underage drinking, such as pediatricians and emergency room doctors and nurses. Those health care professionals could bring the weight of their organization—often a university—to the coalition’s work. Coalition directors also suggested starting at the community level to find physicians and nurses.

The lesson is that the organization and its leaders need to have an active interest in reducing underage drinking. It is not enough that they “should” be interested.

Many project directors found that some groups who shared their goals did not automatically join or felt excluded. Increased personal outreach to such groups (e.g., faith groups and organizations representing minority groups) helped to recruit them.

One coalition recruited members through mini-grants to local coalitions. The coalition provided up to \$5,000 to local coalitions to work on an issue involving underage drinking. The results were mixed. The grants helped the state coalition assess who was interested in addressing underage drinking across the state. But the local coalitions struggled to recruit partners and often focused on issues that were not among the key goals of the state coalition. Looking back, a coalition staff member said it would make more sense to find local coalitions that wanted to work on the same issues as the state coalition. That way the work of the local coalition could filter up to the state level and the coalition staff could provide concentrated technical assistance to fewer local coalitions.

Coalition directors also found some allies that might not appear obvious at first. Those included members of the recovery community who knew that their children were most at risk for drinking. Coroners are concerned because they are ones who have to bury youth who are killed because of drinking. Insurance industry executives are concerned because their rates go up when there are more alcohol deaths.

One coalition director said that law enforcement organizations first joined the coalition “to make sure that nothing weird happened.” But those representatives turned out to be among the most valuable partners. They came from organizations that the coalition members knew little about and yet could have tremendous influence on combating underage drinking.

TYPES OF ORGANIZATIONS ON UNDERAGE DRINKING COALITIONS AND BOARDS

No one organization is critical to the success of an underage drinking coalition. What is critical are the people on the coalition who believe in the mission of reducing underage drinking through policy change. Coalition directors and board members suggested looking for a mix of government, nonprofit agencies and citizens for both the coalition and the governing board. The following are a list of some typical and not so typical members of coalitions and governing boards.

- Recovery community
- Insurance Industry
- Emergency Room or Adolescent Departments at Hospitals
- Schools of Public Health
- Parent/Teacher Associations
- Law enforcement
- Attorney General's Office
- Universities and colleges
- Medical associations
- Youth serving organizations
- Women's groups such as the Junior League and the National Organization for Women
- Highway traffic safety officials
- Mental health associations
- Nurses associations
- Liquor Control Board
- Nonprofit organizations with an interest in reducing underage drinking
- Religious groups
- Substance abuse treatment centers
- Business community

2) *Form a board*

The purpose of a board of directors or governing board is to set the mission, strategy and policy direction of the coalition. Board members take the lead in mobilizing others across the state or community.

Board members can provide critical guidance and assistance in leading the coalition so it is important to choose the members carefully. Similar to the coalition membership, it is important to draw from diverse organizations and members with varied backgrounds. Like the general coalition membership, board members should include community activists who can lobby their state and local policymakers for change.

In the experience of RUD coalition directors, an active board, rather than one that simply rubber stamps a director's actions, makes for a far more successful coalition. Those coalitions are drawing energy and expertise from a wider variety of members and are sharing the load of what can be a time consuming and difficult process.

One coalition director said she made the mistake of making her coalition led by staff rather than board members.

"No one person should be completely all powerful," she said. "You have to have the power shared. A lot of folks want staff to do everything but the whole reason that you have a coalition in the first place is to spread out the power and the expertise."

Consider these steps in forming a board:

- Establish an application process. Ask potential board members what they can offer. Most board members, at least at first, will probably come from the coalition membership.
- One coalition director said, "Look for your best friends and most credible critics."
- Have board members who can and will lobby for change. Some coalitions just had youth services or substance abuse organizations that focused on prevention education. You will not change policy with just them.
- Make sure that members support the ideas, goals and outcomes of the coalition and do not simply want to advance their organization by joining.
- Look for people who understand how to do fundraising, work with the media, and carry out public advocacy and public policy. Find people who have clout in the state legislature.
- Include people who are experienced in building a coalition.
- Have clear expectations and job descriptions for members (e.g., attend x number of meetings, financially contribute, act as spokespersons, build the coalition, etc.). Make sure that they understand their role is to grow and develop the coalition.
- Make the board small enough so that it can more easily reach consensus and make decisions.
- Ask who is missing from the table. Board membership needs to be diverse ethnically and geographically so that you can reach into those communities. But the diversity needs to be based on the community the coalition is serving. If the coalition is not targeting a particular group, simply having someone from that group won't mean much.

3)

Choose a director

Directors of coalitions on underage drinking facilitate and guide the work of a coalition. Ideally, they do not try and run it themselves with only nodding consultation to the board or general members. Some coalition directors confused the role of director as being the “star” of the coalition. This resulted in the directors becoming the primary activist and spokesperson, which ultimately weakened the coalition and its effectiveness. Effective coalition directors see their role as enabling the work of the coalition. The most effective ones ultimately gave much of the direction of the coalition to the board of directors. Those directors organized and carried out the work.

A good coalition director on underage drinking does not necessarily need to have a background in alcohol policy. He or she does need to learn about alcohol policy, however, and become an expert on these issues.

These are many qualifications and qualities to look for in a coalition director.

A director should be:

- Willing to be out on a limb, rally people and be flexible.
- Comfortable with conflict that comes with policy change, especially with challenging the alcohol industry.
- Experienced with volunteers and forming coalitions.
- Coming from a community organizing background.
- Effective at communicating and translating research into plain talk.
- Knowledgeable about the legislative process.

Because this work is difficult, coalition directors and others recommend finding a mentor for the director who can help guide him or her.



**ALCOHOL IS THE DRUG
OF CHOICE DRIVING KIDS TODAY**

4)

Choose a host agency, if needed

If your coalition is not incorporated and wants to receive funds, it will need to find a fiscal or host agency. The agency will receive and disperse the funds you receive, may provide housing and administrative support, and may provide oversight of the project as well. With the exception of fiscal oversight, the other responsibilities are negotiable between the coalition and the host agency.

If coalitions need to work with a host agency, it is important that they find one with compatible goals and a similar mission. It is also helpful to have a host agency that understands community organizing and the advocacy and policy approach rather than a prevention approach.

Several RUD coalition directors said that they ran into difficulties with host agencies because they had not spelled out clear expectations of each organization's responsibilities. They recommend that if coalitions work with a host agency then they sign memorandums of understanding (MOUs) that make clear the expectations of both the coalition and the agency. It is important to be as specific as possible. For example, will the host agency provide offices? If so, how many? Will they provide assistance in raising funds? Will the host agency compete for the same funds as the coalition?

It is also important to carry out annual reviews of the MOUs, especially when the host agency brings in new leadership who may not be supportive of the agreement.

A common conflict among the coalitions was that both the host agency and the coalition vied for the same resources (funds, media attention, political support, etc.). Host agency directors had a primary responsibility to keep their agency alive and well – some felt threatened by the coalition or tried to limit its activities and reputation in favor of the host agency's interests. In some cases the host agency ultimately killed the independence of the coalition. In other cases the coalition survived only by leaving and becoming independent or finding more favorable housing.

RUD coalition directors suggested thinking about the following questions if the coalition plans to work with a host agency:

- Will you apply jointly for funds, compete or divide up applications?
- Do the coalition and host agency see this as a first step to making the coalition a part of the host agency or that the coalition will spin off on its own?

- Will the host agency provide financial support to the coalition? Will it pick up financial support when the grant ends?
- Will the host agency focus on fiscal aspects or also play a policy oversight role with the coalition?
- Will the host agency support all coalition policies or at least take a hands off approach?
- Will the host agency take credit for the coalition's work?
- Will the host agency's executive director have a membership on the coalition governing board? If so, in what capacity (one vote or more influence than that?)
- Will the executive director of the host agency provide a mentoring role to the director of the coalition?

5)

Decide on youth involvement

Youth can bring real life experience to a coalition by sharing what it means to be a teen and deal with the pressures of drinking. They are freer to speak bluntly and truthfully to legislators about controversial policies in a way that adults with jobs cannot. Youth can provide a reality check to coalition members who are planning activities that adolescents might find boring. They can also conceptualize and produce public service announcements that are more convincing than ones that adults might produce.

Yet coalition directors also have mixed opinions about the necessity of youth involvement. Virtually all of them said that youth should play a role in coalitions. But they also said that coalitions need to be strategic in how they work with youth. Simply having youth on coalitions for the sake of showing youth involvement will not move the coalition's mission forward. Many RUD coalition sites trotted youth out sporadically with no ongoing involvement. Some coalitions took the approach of youth development where youth participated in programs and education and learned new skills. But that approach alone did not help change policy or the environment that encourages alcohol use. Instead, everything that a coalition does with youth needs to go back to its policy objectives. Does the work with youth move the policy objectives forward?

Coalition directors gave the following advice about working with youth:

- Decide whether and how best to work with youth—as spokespersons, testifiers, source of information about their lives and peers, etc.
- Don't make them token youth—give them real responsibility.
- Recruit youth from local prevention agencies and coalitions, SADD chapters, Boys and Girls Clubs, Boy Scouts and Girl Scouts, religious groups, 4-H clubs, teachers and Parent/Teacher Associations. Ask for references from an adult. Some youth are interested in participating in a state or regional coalition just to build their resume for college applications. Virtually all the youth who want to volunteer will be ones who are against underage drinking. Some, but not all directors, suggested also looking for youth are involved in drinking to provide practical advice on policy.
- Consider whether you want youth to participate on your governing board. Some RUD coalitions had success with youth in this area and others did not. In general, youth are less effective in strategic planning and board meetings. They want action and to be involved in projects. If they are on a board, you need to find youth who aren't afraid of working with adults. Youth also need training to participate on a board. You can also set up a parallel structure for youth such as a youth board or form youth action teams for specific purposes such as designing ad campaigns or planning youth rallies at the state capital.
- Decide what age level you want to work with —middle school, high school or college. A lot of organizations work with middle schools and high schools so college might be a good place to start. It is an especially good place to find students who were active in anti-drinking campaigns in high school and find themselves without a similar group in college.
- Form regional coalitions that youth can get involved with locally if you have a state coalition. It is difficult logistically to bring together youth from across the state for regular meetings.
- Have expectations and make them clear. What can the coalition expect from youth? What can youth expect from the coalition? What skills can the coalition provide in exchange for their work?
- Provide training for youth who will act as spokespersons. It is important that they stay on the message of the coalition.

HOW ONE COALITION WORKED WITH YOUTH

The Minnesota coalition worked with youth on specific projects to achieve its goals. Many coalition directors tout the effectiveness of youth testifying in front of legislators. But a Minnesota staff member said that she never heard from law makers that hearing from a youth about an alcohol policy tipped the balance in how they voted. However, at times youth were the best ones to provide a perspective to lawmakers and regulators. In one case, grocery stores lobbied to be able to sell wine, which the coalition opposed because it would provide another avenue for youth to obtain alcohol. The grocery industry argued that youth do not drink wine. The coalition found a teen who was in recovery from alcohol addiction and had worked in a grocery store. He provided compelling testimony that youth who abuse alcohol do not care what form it is in—they just want it to be accessible, which wine in grocery stores would be for teens. The proposal ultimately failed. Youth also helped secure media attention around underage drinking. Reporters were much more interested in talking to kids about the problems of underage drinking than to adults.



6)

carry out a needs assessment

One of the first steps in starting a coalition is to get a better picture of the problem of alcohol and youth in the community and state you are working in. You can do that through carrying out a needs assessment. A needs assessment looks at data to learn more about the issues of underage drinking and provides a picture that can guide a coalition in its priorities.

Carrying out a needs assessment does not have to be complicated or take a long time. In fact, it shouldn't take more than about three months to do. But it is a critical part of taking a thoughtful, data-based approach to tackling underage drinking. It is important to learn about the scope of the underage drinking problem and how it is already being addressed. It will also be necessary make the case for your work in underage drinking to policy makers and community members. The results of your needs assessment will provide the evidence that you require. It can also help you target limited resources and generate media coverage. What's more, it is an opportunity to involve your coalition members by asking them to collect data as well as their opinion about the issues around underage drinking. Several national organizations have ready made needs assessment tools (see the resource section for examples).

There are several steps that you can take to gather data. Among them:

- Review national, state and local data. Look at national reports, state agencies responsible for drug and alcohol prevention and private sources such as hospitals. Other local and state sources include police departments, alcohol beverage control agencies, highway safety agencies, school systems, courts, and public health departments.
- Hold focus groups with youth and other key informants like law enforcement, school officials and the medical community.
- Carry out GIS mapping. GIS is an acronym for "geographic information systems." It is a system to collect and analyze information based on geography. Using data from different sources, such as police reports and hospital emergency room data, it is possible to plot on a map where the alcohol outlets are located, where alcohol arrests take place and where underage youth have injuries that involve alcohol. Taken together, this information can help communities pinpoint where alcohol-related problems occur.
- Carry out compliance checks. These checks work with underage adults who attempt to buy alcohol at alcohol outlets as a way to gauge the availability of alcohol in local communities.

- Assess the state of the current laws and regulations and enforcement related to young people and alcohol.
- Review current underage drinking prevention programs.
- Write a brief report of your findings.



Undergo strategic planning

Once the needs assessment is completed, the coalition should carry out a strategic planning process. The purpose of strategic planning is to provide a road map of the coalition's work. It tells what the coalition wants to do and how it will do it. Consultants can be hired to walk coalition and board members through the process of strategic planning.

According to the Community How To Guide On "Needs Assessment & Strategic Planning" by the National Highway Transportation Safety Administration (www.nhtsa.dot.gov), the strategic planning process requires three steps:

- An examination of the needs assessment to determine the nature and extent of the underage drinking problem.
- A review of different courses of action to meet those needs.
- A decision on how to allocate resources to achieve solutions.

Further, the "Community How To Guide" suggests that coalitions follow this outline for the strategic planning process:

- Develop a coalition mission statement. If the group does not know why it exists, it cannot be effective.
- Review the needs assessment. The review should help the group focus on the goals of the strategic plan.
- Define broad-based goals. These goals are broad, general statements of what the coalition wants to accomplish. For example, reduce underage drinking by enforcing underage drinking laws and regulations.

- Identify objectives. These objectives describe the intermediate steps to accomplish the broader goals. They should be specific, attainable and timely. For example, by October decrease by 10 percent the number of retailers that sell alcohol to minors (as determined by compliance checks).
- Develop action steps and activities. These are the specific steps that an organization will take to accomplish the objectives. For example, conduct compliance checks each month.

It is critical that coalition members have a clear understanding of the mission, goals and objectives of the coalition. One coalition director who started working several years after the coalition began said that when she began her job, “I asked each person what the purpose of the coalition was. After I got a blank stare I would get very different messages. There was no real cohesive elevator speech on what was our purpose.”

An elevator speech is a short, planned and well-practiced description of an organization that a layperson should understand in the time it would take to ride up an elevator.

Coalition members need to be able to give the “elevator speech” so that they can explain the mission of the coalition to others. Having a clear understanding of a coalition’s mission is also a good way to check whether the work the coalition is doing matches the mission or is veering off course.

RUD coalition directors recommend choosing just a few goals to concentrate on to keep the work focused. It is also helpful to continually refer to those goals and ask whether a particular action will help promote one of the goals.

One coalition initially chose just two goals: reducing illegal sales of alcohol to minors and reducing the number of adults who provide alcohol to underage youth. Keeping their two goals at the forefront helped them to rebuff organizations that wanted them to get involved in other programs to reduce underage drinking. While worthy, these other programs did not relate to the coalition’s goals and would have stretched their resources.

Another part of this process is to determine if and how the coalition will conduct lobbying. Certain funders do not allow lobbying with their funds. But in order to make policy change, some type of lobbying or advocacy will have to take place. If the coalition staff cannot lobby, they will need to find coalition members or allied organizations that will carry out lobbying activities for them.



MAKING THE DECISION ABOUT LOBBYING

ONE OF THE KEY DECISIONS THAT COALITIONS MUST MAKE IS HOW THEY WILL HANDLE LOBBYING. IF THEY ARE FUNDED BY SOME FOUNDATIONS OR THE GOVERNMENT, COALITION STAFF MIGHT NOT BE ABLE TO DO LOBBYING THEMSELVES—AT LEAST DURING THE PORTION OF THEIR TIME THAT IS COVERED BY THOSE FUNDERS. NON-PROFITS CAN, HOWEVER, LOBBY. THEY JUST NEED TO MAKE SURE THEY ARE DOING IT WITH FUNDS THAT DO NOT RESTRICT THEM FROM LOBBYING.

If a coalition receives much of its funding from the government or foundations that do not allow lobbying, its leaders need to decide how they will work to persuade policymakers about their positions on underage drinking. When some coalition directors talked to legislators, they couched everything they said in terms of education and information. They were careful not to ask the legislators to take a particular action. But coalition directors also needed someone to make direct pitches for policy change.

Several organizations tapped into partner organizations that had lobbyists. If they wanted to do advocacy, they used the letterhead of other organizations. Some organizations raised separate money that they could use for lobbying time. Others hired contractors to lobby. Coalition directors could also make calls as private citizens, as could other members who work for government or other nonprofit agencies.

A coalition board member said that looking back, she would have hired a part-time lobbyist right away rather than waiting several years to do so. "She put us with the right legislators who were interested in our issues. She connected us with the right people on committees," the board member said.

Another director asked local community members to do much of the lobbying if it was a local bill. The director gave the proposed bill to local activists, told them who to contact and offered help in what to say. She also put expectations on the local activists. If they were going to talk to legislators, they had to report back what happened to keep the coalition director and staff in the loop.

Another coalition director hired a consultant who had a strong background in working with the legislature. The consultant developed a communications plan and helped the coalition nurture relationships with legislators. She took advantage of opportunities as well. For example, whenever a new research report appeared on underage drinking, she helped coalition leaders draft letters to policy makers about it. That work helped the coalition get a foot in the door. Soon, legislators began to call the coalition for their expertise on underage drinking. For more information on nonprofits and lobbying, see information about the Alliance for Justice in the resources section.

This is also a good time to gather scientific evidence for your goals and objectives. You will need to make the case to skeptical legislators and policymakers that there is a reason to change laws around underage drinking. There are many places to go for this evidence. For example, the Institute of Medicine's "Reducing Underage Drinking: A Collective Responsibility" provides current research on effective strategies in reducing underage drinking.

8)

Work with the media

The media is a key avenue of getting out messages about the dangers of underage drinking. It is also a way to counter the near constant advertising by the alcohol industry that youth see every day.

Working with the media goes beyond generating piles of newspaper articles and news tapes about a local coalition's work. Media advocacy has the goal of strategically using mass media to advance a social or policy initiative. Media advocates seek to re-frame media coverage to include broader perspectives that focus on a public health issue such as underage drinking. That re-framing could mean a shift from seeing the underage drinking as an individual issue to an environmental or policy issue. Another goal is to build concern among the public about underage drinking so that they will support policy changes.

In many coalitions, the director often learned the skills of media advocacy and served as a spokesperson. However, coalition or board members can just as easily serve that role and might, in fact, generate more interest among the media if they are a community activist or particularly articulate. They will be viewed as committed, whereas the staff may be dismissed as being paid to do the work.

One coalition director said that, looking back, she would have done more media work and would not have been as scared about doing that. She said they started out with soft messages about underage drinking. Eventually, the coalition started producing harder hitting ads that made clear the influence of the alcohol industry in kids' decisions to drink.

Several coalitions created public service announcements to get their message about underage drinking or staged youth rallies or other events to gain media attention.

MEDIA AND YOUTH: A NATURAL FIT

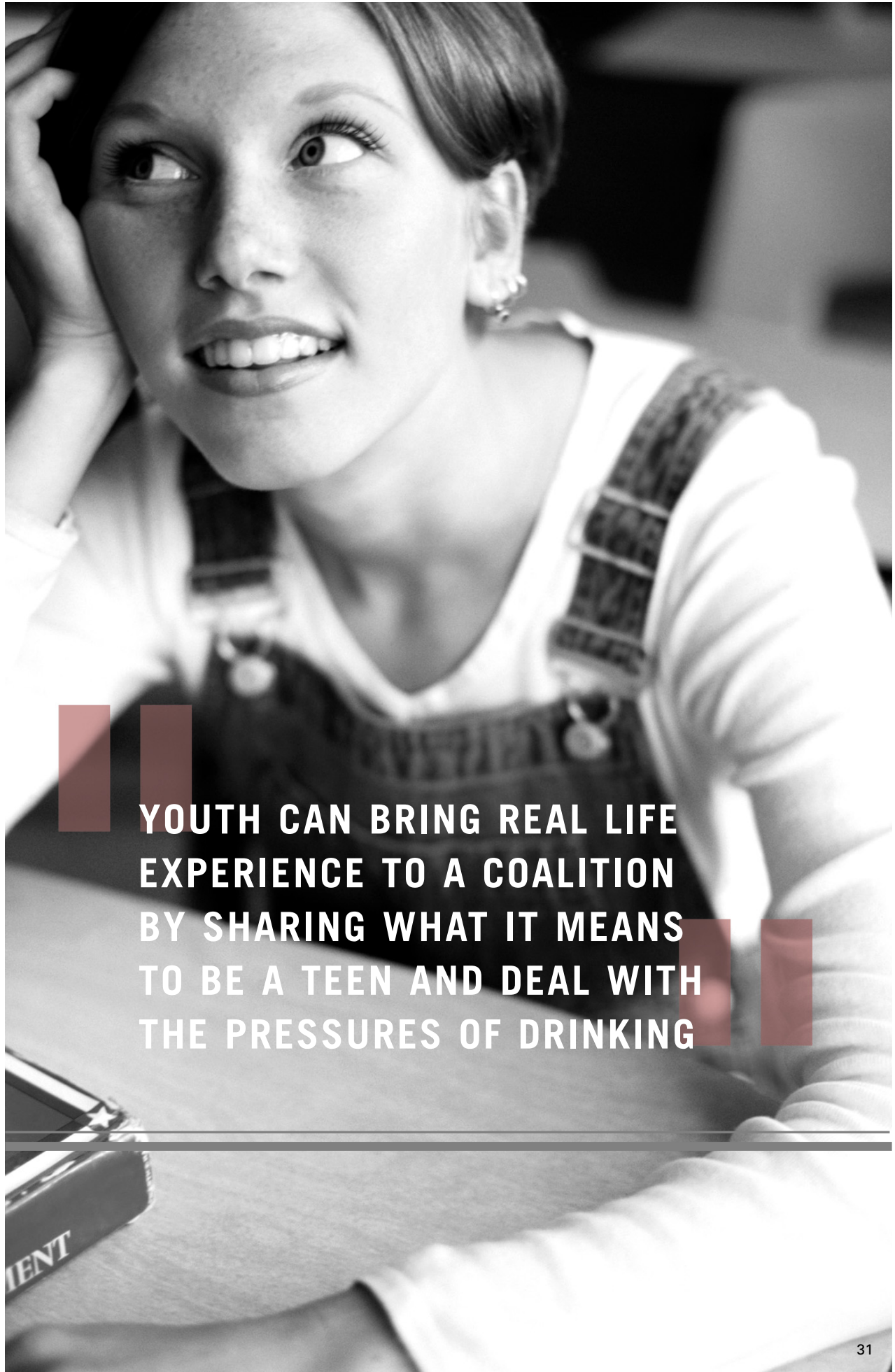
Coalitions worked closely with youth in creating media attention to the problem of underage drinking. One coalition generated interest and coverage by having youth hand out Snickers bars outside of liquor stores that had the message, "Underage drinking is nothing to snicker at." They urged adults not to buy liquor for youth.

In another coalition, youth created a radio ad where they talked about drinking. A young girl's voice said, "Hey Mom, Hey Dad, we get our booze from your refrigerator." At a third coalition, teens surveyed kids in a high school that had a reputation for heavy drinking. They found out that most students did not drink and developed a campaign around their findings.



Among the steps that coalition directors recommend are:

- Provide media training for all coalition members, including youth, who will talk to the media.
- Meet with members of the media before there is news so they have a contact to call. Become known as the expert in your state or area about underage drinking. One coalition director met with the editorial boards of newspapers and news directors of television stations in all the major markets in her state. She let them know that they should call the coalition for any story on underage drinking. She also called editors when she felt their editorials reflected the alcohol industry's position, which resulted in additional editorials supporting the coalition's position.
- Make sure that the coalition director or spokesperson knows the latest statistics on underage drinking and the research supporting the proposed policy; reporters will ask.
- Cultivate relationships with reporters. Give them tips on information that will help them in their job and ask them to pass tips along to you as well. They may know before you do about proposed changes in the law or regulations.
- Pitch stories to the media. Reporters tend to focus on the negative and react to events. Coalition members can give them positive stories to write about.
- Call when there is a new study out about underage drinking with a local angle.
- Write op/eds and letters to the editor. Newspaper and television outlets are always looking for fresh, well-written perspectives on issues.
- Encourage youth in the coalition to produce and narrate public service announcements (PSAs). Using their input and voice will give the PSAs credibility.
- Hold events such as youth rallies that can generate media attention. Make sure that everyone who speaks has the same message to communicate about underage drinking.
- Don't be afraid to buy advertising. Radio is affordable and an excellent way to reach youth. Paying for advertising gives you the opportunity to have your ads run at times when they are most effective (e.g., "drive times" when people are in their cars commuting).



**YOUTH CAN BRING REAL LIFE
EXPERIENCE TO A COALITION
BY SHARING WHAT IT MEANS
TO BE A TEEN AND DEAL WITH
THE PRESSURES OF DRINKING**

9)

Change policy

At the heart of this approach is changing policy to protect youth from underage drinking. The coalition will face a strong a strong adversary—the alcohol industry—that is much better funded and has strong ties into legislatures, city councils and other decision making bodies. To hope to counter that influence, coalitions need to be clear on why they are pushing for policy change and how they hope to accomplish change.

As mentioned earlier, make sure you have coalition members who understand policy change. Typically people in the alcohol prevention field work on programs, not policy. But you need savvy political activists as well. These members are often community activists or work for organizations lobbying for change themselves, such as Mothers Against Drunk Driving.

One coalition director commented, “When we finally pulled together our policy team I realized we didn’t have the right people. We had the do-gooder nonprofit types. We didn’t have the seasoned political animals. You have to know the legislators, the decision-makers and the relationships that exist. Otherwise we are out of our league.”

Make sure that coalition members understand that policy change takes time; it usually does not happen in a year. In one state it took three years to pass keg registration. Coalitions still have not been able to alcohol excise taxes in many states. Members need to celebrate small successes and be prepared for a long road ahead.

Coalition staff need to continually teach coalition members about policy change and why it matters. One coalition director suggested framing policy as a tool to protect kids from the dangers of alcohol. That perspective can make policy more concrete. For example, one rural community had a problem with kids drinking out in the fields. They came up with an ordinance that banned more than three cars parked after 10pm on their back roads. After enforcing the new policy just a couple of times, the problem was greatly reduced.

As this example shows, policy change can take place at a basic level—family policy about not serving their underage children alcohol, a school policy ending gifts of shot glasses on prom nights, or a community policy of prohibiting alcohol at community events. It also takes place with local ordinances that bans billboard advertising alcohol near schools or regulates the number of liquor licenses and state laws that regulate alcohol taxes and other areas. At times, policy change focuses on preventing bad law from getting enacted.

Part of policy change is also establishing credibility among legislators and other nonprofit and advocacy organizations. Coalitions can do that by becoming the experts on underage drinking, pitching in to help others, and doing what they say they will do.

COALITION PERSUADES D.C. TO RE-WRITE ALCOHOL CODE

The Washington, D.C. coalition director helped persuade district officials to completely re-write its alcohol code for the first time since the 1940s. The revisions included establishing for the first time a separate city department on alcohol regulation. The District also enacted mandatory compliance checks and used coalition youth advocates in conducting compliance checks. The RUD coalition project director was also appointed to regulations committee of department on alcohol regulation. There, she played a role in increasing penalties for alcohol violations.

TEXAS COALITION TARGETS ALCOHOL ADS IN FISHING AND HUNTING GUIDE

In Texas, the coalition was concerned about the impact of Texas Parks & Wildlife Department's hunting and fishing guide on young people. The guide drew about 40 percent of its ads from alcohol and tobacco companies and anyone who is older than eight must take a quiz on the guide to get a fishing or hunting license. Using Texas' open records law, coalition members learned that Anheuser-Busch, which produces Budweiser beer, had contributed millions of dollars to the Texas Parks & Wildlife Department. Working with the state legislature, the coalition put pressure on the Parks & Wildlife Department for several years. Eventually the department eliminated the ads.



Coalition directors and others offered this advice on changing policy:

- Learn the legislative process inside and out, including the legislators that are effective. It doesn't mean much to get a legislator to sponsor a bill if she has never gotten one passed.
- Build relationships with politicians, their staff and other policymakers. That means spending time at the legislature, regulatory agencies, city councils and other decision making bodies getting to know the key people and letting them get to know you. Legislative staff are just as important as elected officials—they do much of the ground work for their bosses.

One of the first things one coalition director did was go with lobbyists for the district attorney's office and drug and alcohol treatment providers to the state capital to meet legislators. The coalition also started bringing youth to the capital to rally and testify about underage drinking and recommend policy changes.

"Prior to our kids going to the capital and being involved in our organization the only information legislators were getting about underage drinking was coming from the alcohol industry itself," the coalition director said.

- Make sure that you have community activists who will contact their representative on key issues.

One coalition director said, "I would have looked for more grassroots spokespersons rather than people who represent government. The grassroots people are more passionate, better speakers and not as intimidated about losing their jobs."

- Learn where coalitions can make changes. In you live in a preemption state you can only work at the state level (preemption means the state has limited the authority of local governments in a particular policy area, such as alcohol regulation). In some states, legislators meet only once every two years. Change may need to take place at the local level first.



- In some cases you can achieve the change you want through administrative rules and regulations. Establishing relationships with alcohol regulating administrators and staff, alcohol licensing board members, and district and city attorneys can be very effective.
- Look at what's possible. An alcohol excise tax may not be. But other changes may be, including changes at the local level. One coalition started locally with keg registration and then got it passed at the state level.
- Talk to legislators early in the process before the legislative session starts. Some coalition directors found that once the legislative sessions started it was too late to introduce a bill and hope for passage. Whenever possible, make sure that the coalition has the votes before introducing a bill. Or introduce a bill solely for education and mobilization purposes.
- Set up the infrastructure so that you can pounce on opportunities. Many times legislation happens at the 11th hour and coalitions need to be ready with their members to respond.
- Involve as many people in your coalition as possible in the policy making process. The more people who are involved the more credible your proposal will be to legislators.
- Find mentors to help with policy work—people who are veterans in advocacy and can help guide you.

PUERTO RICO COALITION CHANGES CULTURE OF DRINKING

In Puerto Rico, drinking alcohol is ingrained in daily life. It has one of the highest per capita consumptions of alcohol in the world. The drinking age is 18 and many children start even earlier—at parties at their homes where parents often give their children tastes of alcohol at a young age. Scenes of public drunkenness are common, especially in Old San Juan, one of the main tourist areas. Bacardi Rum is one of the largest economic drivers in the island and the government receives significant tax revenues from the consumption of alcohol.

Against this discouraging background, the Puerto Rico Coalition to Reduce Underage Drinking made great strides. Coalition members worked closely with the mayor of San Juan to enact a code of civil order in Old San Juan. The code enforced previous ordinances that had gone unenforced in the past including public drunkenness. It also increased the fines for selling to underage alcohol to underage youth from \$200 to \$1,000. The coalition participated in public hearings about the code before it was enacted. The hearings helped garner support from citizens and even businesses. After the success of the San Juan code, the former mayor, who had become governor of Puerto Rico, created an office of public code of order. Local municipalities could apply for grants to implement codes. The coalition collaborated at the local level to hold community meetings about the code.

The coalition also assisted with building a Mothers Against Drunk Driving chapter and worked with it to support a proposal that became law that mandates zero tolerance for underage drinkers who are caught driving under the influence of alcohol.

The coalition worked on raising the minimum drinking age to 21 as well. While they have not been successful yet, they have gained support of key legislators. One of the ways they have been most helpful is in presenting data, according to a state senator in Puerto Rico. Many legislators argue against raising the drinking age because they say that it will decrease needed revenues to the island. The coalition presented a study that showed that the costs of underage drinking in Puerto Rico exceed the revenues that it brings in (in terms of medical costs, quality of life, traffic accidents and government expenses).

Their work is paying off. Statistics indicate the prevalence of alcohol use in schools decreased from 70 percent in 1998 to 56 percent in 2004.

10) *Keep coalitions active*

In the midst of media work and policy change, it is critical to work on keeping coalitions active. The liveliness of the coalition is central to its effectiveness. This type of coalition is particularly hard. It is not like some causes that everyone can agree on—like ending childhood cancer. In this case, the alcohol industry is a tremendous force that actively works against any changes that will impact its bottom line. And many people, including parents, do not see alcohol as a problem for young adults. In the face of those difficulties, it is important to keep coalitions energized. One coalition director said that directors should spend about 25 percent of their time on maintaining their coalition.

Coalition directors and others gave this advice for keeping coalitions active:

- Make sure there is a strategic plan with specific actions and outcomes. You cannot keep people engaged unless they feel that they are working toward specific goals.
- Convene the coalition and get to work right away. Don't have meetings for meetings sake.
- Follow up on offers to volunteer with meaningful work. When people say they want to volunteer, especially youth, you need to be ready with jobs for them to do. Make sure the jobs reflect their interests. For example some people love working with youth, others are comfortable in front of the camera and others would rather work behind the scenes.
- Keep board members involved in the process. They will not stay engaged if they just come to board meetings to hear reports. Give them responsibility, and have real work for them to do such as testifying, calling legislators or writing letters. Giving them roles energizes them.
- Make coalition members feel as if the work they are doing is critical to the coalition no matter what they do. Something as seemingly small as mailing five letters is important to recognize. Recognize their accomplishments and be specific in public.
- Use coalition and board members' time efficiently. At meetings, come prepared with staff work and possibly recommendations. Use the coalition and board members as sounding boards. If they do not like your recommendations, they will tell you.
- Keep in touch with members by email every couple of weeks so that they know what is going on.
- Be flexible on meetings--do conference calls when the cost of gas is high. One coalition director went from monthly to quarterly meetings and then to holding meetings on specific issues. Most of the work was done by committees overseeing particular issues.

- Include an education component to meetings so that members feel like they are learning something.
- Give members a chance to attend national meetings where they can learn what is happening around the country in underage drinking.
- Sit down with members on a regular basis to find out what is important to them, what they can contribute, and what is going right and wrong. Meet them on their turf.
- Learn why people aren't showing up at meetings and follow up with them.
- Recruit new members to add new life and perspectives to the coalition.
- Revisit the strategic plan annually. That allows people to contribute thoughts and issues that are important to them and see them reflected in ongoing discussions even if they were not part of original strategic plan.
- Celebrate successes even if they are small.
- Be prepared for the ebbs and flows of coalitions—they all have them.

11) *Sustain the Coalition*

Some coalitions can exist on volunteer efforts alone. Most, however, will need to seek some type of funding or to become self-sufficient to do their work.

These are some suggestions in sustaining a coalition:

- Scan the horizon for funding opportunities. They can include local and state foundations, state grants and funding from the federal government. The U.S. Department of Justice, Department of Transportation and Department of Health and Human Services often provide funding for work on underage drinking. Non-government funding such as local family or community foundations often fund mobilization activities.
- Consider charging for training that the coalition provides. Most coalition directors and members come from the non-profit world and do not realize that others will pay for something that they find valuable and that no one else provides.
- Have someone on the board who is a businessperson help write a business plan if the coalition's goal is to become incorporated and self-sufficient.
- Ask members to contribute dues.

CONNECTICUT COALITION SHAKES UP MEMBERSHIP

Children in Connecticut start drinking on average at age 11—the youngest age of any state in the country. The rates of drinking among young people are almost 30 percent higher than the national average. Despite those daunting statistics, early on the Connecticut Coalition to Stop Underage Drinking enjoyed success in meeting its goals. Members worked on public education campaign that helped secure three new state laws: (1) keg registration; (2) allowing compliance checks (sending young people to liquor stores to try to buy alcohol); and (3) banning alcohol sales at convenience store drive-up windows. But after a few years, many members became disengaged in the coalition. The project director and board members decided to shake things up. They instituted two categories of membership: advocates and general. Advocate members would be willing to take action with legislators and policy makers. In return, coalition staff provided them with individual technical assistance and training on issues of concern to them around alcohol policy in their community. The coalition recruited 200 advocate members. General members were not expected to take action but to lend their name and come to events. Often, coalition staff encouraged general members to upgrade to advocacy members. The change helped energize the members and brought fresh faces to the coalition, according to the project director.



WELL-PLANNED COALITIONS WITH ENTHUSIASTIC AND SAVVY MEMBERS CAN HELP REDUCE UNDERAGE DRINKING IN YOUR COMMUNITY. THESE STEPS WILL HELP COALITION MEMBERS GET OFF TO A STRONG START AND CAPITALIZE ON THE SUCCESSES OF OTHER COALITIONS. THEY WILL BRING YOUR COMMUNITY ONE STEP CLOSER TO FINDING SOLUTIONS TO THE FRIGHTENING PROBLEM OF YOUTH DRINKING.

Checklist of action steps

1) *Form a coalition*

- Find organizations that have a genuine interest in reducing underage drinking. Look for members through local coalitions and other prevention coalitions.
- Recruit high-level representatives who are passionate about this issue.
- Identify community activists to join—they are critical.

2) *Form a board*

- Include board members who can and will lobby for change.
- Make sure that members support the ideas, goals and outcomes of the coalition and do not just want to advance their organization by joining.
- Have clear expectations and job descriptions for members.

3) *Choose a director*

- Look for someone who is willing to go out on a limb and is comfortable with conflict.
- Consider someone who has a community organizing background.
- Look for someone who knows the legislative process.

4) *Choose a host agency, if needed*

- Sign a memorandum of understanding that spells out the relationship and responsibilities of the coalition and host agency.
- Decide whether the coalition will jointly apply for funds, compete or divide up applications.
- Determine whether this is the first step to making the coalition a part of the host agency or whether the coalition will spin off on its own.

5) *Decide on youth involvement*

- Don't make them token youth—give them real responsibility.
- Decide whether and how best to work with youth—as spokespersons, testifiers, source of information about their lives and peers, etc., and what level to work at—middle schools, high schools and colleges.
- Provide youth with training so that they can participate fully in the coalition work.

6) *Carry out a needs assessment*

- Review national, state and local data.
- Hold focus groups with youth and other key informants like law enforcement, school officials and the medical community.
- Assess the state of the current laws and regulations and enforcement related to young people and alcohol.
- Review current underage drinking prevention programs.

7) *Undergo strategic planning*

- Base the strategic plan on the needs assessment.
- Choose just a few goals and do not waver from them.
- Decide if and how you will conduct lobbying.

8) *Work with the media*

- Provide media training for all coalition members, including youth, who will talk to the media.
- Meet with members of the media before there is news so they have a contact to call.
- Provide everyone in the coalition with the same messaging, research being cited and relevant data to ensure that everyone is providing the same information.

- Encourage youth in the coalition to produce and narrate public service announcements (PSAs). Using their input and voice will give the PSAs credibility.
- Buy advertising that promote policy outcomes and does not just educate people on the problem.

9) *change policy*

- Learn the legislative process inside and out, including the legislators that are effective.
- Build relationships with politicians, their staff and other policymakers.
- Make sure that you have community activists who will contact their representatives on key issues.

10) *Keep coalitions active*

- Spend 25 percent of your time on coalition maintenance.
- Make sure there is a strategic plan with specific actions and outcomes to keep people engaged.
- Follow up on offers to volunteer with meaningful work.

11) *sustain the coalition*

- Scan for funding opportunities
- Consider charging for training that the coalition provides.
- Ask members to contribute dues.

Resource list

SCIENTIFIC AND POLICY

AlcoholPolicyMD.com

www.alcoholpolicy.com

This website, created by the RUD coalition national program office, promotes physician and community action on alcohol and health. It provides scientific information and education about the consequences of alcohol consumption on health, the family and society. The site includes several policy papers, including "Alcohol Industry 101: Its Structure and Organization;" "The Perils of Preemption" and "Partner or Foe? The Alcohol Industry, Youth Alcohol Problems, and Alcohol Policy Strategies."

American Medical Association Office of Alcohol and Other Drug Abuse
515 North State Street, Chicago, IL 60610
(312) 464-5073

"Reducing Underage Drinking: A Collective Responsibility"

www.nap.edu

(Washington, D.C., The National Academies Press, 2004). This book, a joint project of the Institute of Medicine and the National Research Council, provides an overview of the underage drinking problem, scientific evidence for promising practices and recommendations for addressing underage drinking. Many RUD coalitions used this book as a guide for their work.

National Academies Press
505 Fifth Street, N.W., Washington, D.C. 20001
(888) 634-8422

National Institute on Alcohol Abuse and Alcoholism (NIAAA)

www.niaaa.nih.gov

This federal agency provides research on causes, consequences, treatment and prevention of alcoholism and other alcohol related problems.

National Institute on Alcohol Abuse and Alcoholism
5635 Fishers Lane, MSC, 9304, Bethesda, MD, 20892

Substance Abuse & Mental Health Services Administration (SAMHSA)

www.samhsa.gov

This federal agency, part of the U.S. Department of Health and Human Services, provides resources for science base prevention strategies and programs.

National Survey on Drug Use and Health

<http://nsduhweb.rit.org>

This survey provides annual data on drug use in the United States. It is sponsored by the federal Substance Abuse and Mental Health Services Administration. The survey provides yearly national and state level estimates of alcohol, tobacco, illicit drug and non-medical prescription drug use.

Monitoring the Future

www.monitoringthefuture.org

This is an ongoing study funded by the federal National Institute on Drug Abuse of the behaviors, attitudes, and values of American secondary school students, college students and young adults. Each year, about 50,000 8th, 10th, and 12th graders are surveyed. The survey asks about their alcohol use and attitudes toward alcohol.

HOW TO INFORMATION

Community How To Guides on Underage Drinking

www.nhtsa.dot.gov

The federal National Traffic Highway Safety Administration funded pilot projects of eleven communities in developing and implementing comprehensive underage drinking programs. The federal agency then funded the preparation of a series of How To guides on the lessons learned for other communities that want to reduce underage alcohol consumption. Topics include: (1) coalition building; (2) needs assessment and strategic planning; (3) underage drinking enforcement; (4) public policy advocacy; and (5) prevention and education

Media and Marketing Division
National Traffic Highway Safety Administration, NTS-21
400 Seventh Street, S.W., Washington, D.C. 20590

Underage Drinking Enforcement Training Center

www.udetc.org

This website is sponsored by the federal Office of Juvenile Justice and Delinquency Prevention at the U.S. Department of Justice. It supports its Enforcing Underage Drinking Laws Program and provides services to state and local communities in their efforts to combat underage drinking and related programs through enforcing alcohol laws. The site includes state contacts, state information on underage drinking, summaries of research on what works and tools to conduct needs assessments.

Missouri Youth/Adult Alliance Community Tool Kit

www.myaa.org

Written by one of the RUD coalitions, this is a how to guide for communities and groups that want to address issue of underage drinking but aren't sure how to begin. The guide provides strategies and sample articles, news releases and letters to the editor. It also has a sample community profile to fill out on underage drinking.

Missouri's Youth/Adult Alliance
428 East Capitol Ave., 2nd Floor, Jefferson City, MO 65101
(573) 635-6669

ADVOCACY GROUPS

Alliance for Justice

www.allianceforjustice.org

This organization works to strengthen the voice of the nonprofit sector in public policy debates by giving tax-exempt organizations a better understanding of the laws that govern their participation in the policy process.

11 Dupont Circle, N.W. 2nd Floor Washington, D.C. 20036
(202) 822-6070

Leadership to Keep Children Alcohol Free

www.alcoholfreechildren.org

This is an organization of governor's spouses who are working to address the problems of underage drinking among children ages 9-15. The website provides information on the problem of underage drinking and contacts for states that are members of the organization.

Join Together

www.jointogether.org

This organization, based at Boston University, acts as a clearinghouse for publications, information and links between groups and individuals working on substance abuse prevention.

Join Together
One Appleton Street, 4th Floor, Boston, MA 02116-5223
(617) 437-1500

The Center on Alcohol Marketing and Youth

www.camy.org

This organization, based at Georgetown University, monitors the marketing practices of the alcohol industry to focus attention and action on industry practices that jeopardize the health and safety of youth. Its website includes research reports and fact sheets on alcohol advertising and its affect on youth.

Center on Alcohol Marketing and Youth
Georgetown University, Box 571444
3300 Whitehaven St., N.W., Suite 5000 Washington, D.C. 20005
(202) 687-1019

Marin Institute

www.marininstitute.org

This organization is an alcohol industry watchdog that provides information and tools on alcohol industry advertising and promotion practices. It also provides tools on environmental prevention strategies.

The Marin Institute
24 Belvedere St., San Rafael, CA 94901
(415) 456-5692

FACE

www.faceproject.org

This organization assists in the creation of messages, strategies and training designed to create public awareness and action on alcohol issues. Its website includes several free guides and assessment tools including a Community Alcohol Personality Survey.

FACE
105 West Fourth St., Clare, MI 48617
(888) 822-3223

List of RUD coalitions and contacts

CONNECTICUT

CT Coalition to Stop Underage Drinking
30 Arbor Street, Hartford, CT 06106
(800) 422-5422 www.preventionworksCT.org

INDIANA

Lisa Hutcheson
Indiana Coalition to Reduce Underage Drinking
1431 N. Delaware, Indianapolis, IN 46202
(317) 638-3501 ext. 232
L.icrud@mentalhealthassociation.com

LOUISIANA

Sharron Ayers
Louisiana Alliance to Prevent Underage Drinking
P.O. Box 65242, Baton Rouge, LA 70896
225-216-0910
lacoalition@yahoo.com

MINNESOTA

Sheila Nesbitt
Minnesota Join Together Coalition to Reduce
Underage Drinking
2720 Highway 10 NE, Mounds View, MN 55112
(732) 427-5310 ext. 128
snesbitt@miph.org

MISSOURI

Alicia Ozenberger
Missouri's Youth/Adult Alliance
428 East Capitol Ave., 2nd Floor,
Jefferson City, MO 65101
(573) 635-6669 www.mya.org
aozenberger@actmissouri.org

OREGON

Pamela Erickson
Oregon Coalition to Reduce Underage Drinking
6443 SW Beaverton-Hillsdale HWY, Suite 200,
Portland, OR 97221-4230
(800) 282-7035
perickson@orpartnership.org

PENNSYLVANIA

Felicity DeBacco-Erni
Pennsylvanians Against Underage Drinking
2413 North Front St, Harrisburg PA 17110
(717) 238 4354 www.padui.org
fdebacco@padui.org

PUERTO RICO

José Malave
(787) 641-1985 ext. 347
Paspr2005@yahoo.com

TEXAS

Nicole Holt
Texans Standing Tall
4115 Freidrich Lane, Suite 100, Austin, TX 78744
(512) 442-7501 www.TexansStandingTall.com
nholt@TexansStandingTall.com

WASHINGTON, D.C.

Nadine Parker
National Capital Coalition to Prevent Underage
Drinking 1616 P St., N.W., Suite 430,
Washington, D.C. 20036
(202) 265-8922 ext. 1006 www.nccpud.com
nparker@nlcatp.org

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RICHARD A. YOAST
Project Director

JANET WILLIAMS
Deputy Director
**REDUCING UNDERAGE DRINKING
THROUGH COALITIONS**

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MARILYN AGUIRRE-MOLINA
JOAN HOLLENDONNER
VICTOR CAPOCCIA
DWAYNE PROCTOR
Program Officers

SUSAN G. PARKER
Writer

BRIDGEWATER DESIGN, INC.
Design

AMERICAN MEDICAL ASSOCIATION
OFFICE OF ALCOHOL AND
OTHER DRUG ABUSE
515 NORTH STATE STREET
CHICAGO, ILLINOIS 60610

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