

RAPID RESPONSE TEAM DESCRIPTION

What is the Rapid Response Team?

A Rapid Response Team (RRT) is a tool that provides communities with the information they need to develop realistic and effective underage drinking prevention plans.

The team consists of four experts from the areas of:

- ◆ Enforcement
- ◆ Prevention
- ◆ Education
- ◆ Public Policy

They spend two and half days reviewing information from the community, meeting with key community leaders and providing the local coalition or organization with a series of recommendations on ways to improve efforts to reduce underage drinking. At a day and a half coalition meeting, the community determines which of the team's recommendations best suit their needs, and develops those recommendations into a measurable strategic plan. The RRT works with the community to insure the plan is workable.

The concept was tested and successfully implemented in ten communities by the Governors Highway Safety Association (GHSA) under a grant from the National Highway Traffic Safety Administration (NHTSA).

What Do Communities Receive?

- ◆ Assistance in completing a self-assessment to determine the nature and extent of the underage drinking problem in their community.
- ◆ A three- and a half-day site visit by the team of nationally recognized experts who develop recommendations for ways to improve the community's underage drinking prevention efforts.
- ◆ A measurable strategic plan that has the buy-in and acceptance of the community.
- ◆ Additional technical assistance from the team by phone, email, fax or correspondence.

Community Responsibilities

Communities that wish to participate in the Rapid Response Team project must have an established organization or coalition to lead the effort and decide on a future course of action. Prior to the team's visit, the coalition conducts the following activities.

- Completes a community assessment that enables the team to more accurately target their assistance and provide the necessary help and support. This assessment also benefits the coalition because it alerts them to what is working and where additional assistance is needed.

The community assessment package includes a coalition checklist, a data checklist, and a review of activities, policies and procedures relating to enforcement, prevention, education, public policy, media, youth, evaluation and self-sufficiency.

- Arranges meetings for the team with key individuals who provide more in-depth information on the community's underage drinking problem. These individuals include law enforcement, alcohol beverage control officials, substance abuse prevention and treatment experts, judges, juvenile justice officials, young people, parents, secondary and higher education officials, members of the faith community, alcohol industry representatives and elected officials.
- Organizes a day and half meeting involving all members of the coalition and those individuals who will participate in meetings with the Rapid Response Team.

ROLES AND RESPONSIBILITIES

Team Manager Roles and Responsibilities

1. Serve as primary contact with local community.
2. Distribute community self-assessment questionnaire, collect information from site coordinator and send to team members.
3. Establish schedule and timetable and manage logistics.
4. Work with community in setting up reconnaissance day meetings with key community leaders.
5. Type up team's findings and recommendations following community meetings.
6. Type up strategic plan agreed to by the community at their coalition meeting.
7. Type up and distribute to community members the final strategic plan to address underage drinking prevention.
8. Prepare site visit reports with input from team members and prepare final report on the project.

Team Member Roles and Responsibilities

1. Review information on the community prior to the site visit. The information is designed to give team members basic information on the community, the nature of their underage drinking problem and the current response to that problem, i.e., enforcement, laws, activities, etc.
2. Be available to respond to questions from the community following the site visit. Questions may be received by phone, fax and email.
3. Provide findings and recommendations to the community in their area of expertise.
4. Provide input into the site visit report, which the team manager prepares.
5. Provide feedback at the conclusion of the project on how it could be improved and expanded in the future.

Site Coordinator Roles and Responsibilities

1. Serve as primary contact for team leader and members of rapid response team.
2. Assist in determining dates for rapid response team visit.
3. Distribute self-assessment form to members of the coalition.
4. Collect and return the self-assessment form to the rapid response team as quickly as possible.
5. Organize a one and a half day meeting with members of the coalition including selecting date, time, place, sending out a notice and making follow up phone calls.
6. Organize reconnaissance day meetings (day one of protocol) including identifying appropriate contacts, calling and scheduling meetings and making follow up phone calls prior to the visit.
7. Participate in meetings and events during reconnaissance day.
8. Attend and participate in meeting with coalition.
9. Follow-up with rapid response team, as needed, to apprise of progress, problems, etc.

RAPID RESPONSE TEAM TRAINING

COMMUNITY SELF ASSESSMENT

TELL US ABOUT YOURSELVES AND YOUR COMMUNITY

Before the NAGHSR Underage Drinking Prevention Project Rapid Response Team visits your community, there is some information we need to know. This information will enable the team members to more accurately target their assistance and provide the necessary help and support. It will also be of great benefit to you and your coalition because it will alert you to what is working in your community and what needs additional assistance. A complete needs assessment is a valuable document that can help generate media attention and financial support, and this document is a good start.

Attached is a series of questionnaires requesting information in a number of key areas, including the following:

- ◆ Coalition Building
- ◆ Needs Assessment
- ◆ Needs Based Strategic Planning with emphasis in the areas of
 - Enforcement
 - Prevention/Education
 - Public Policy
 - Evaluation
- ◆ A plan for self-sufficiency

All responses to the questionnaires are confidential and will only be shared with members of the rapid response team. Not every question must be answered, but it is a good idea to distribute the questionnaires to as many people as possible. If there is an existing organization, distribute it to members or to a board of directors.

These key areas reflect the elements of a **comprehensive underage drinking prevention project**, which will enable a community to do the following:

- ◆ Be prepared to positively respond to a crisis or critical incident that generates media attention.
- ◆ Develop a coalition/organization plan that can continue addressing the problem of underage drinking over the long term.

INFORMATION NEEDED BY THE RAPID RESPONSE TEAM

1. COALITION/ORGANIZATION BUILDING

Attached is a list of potential coalition members. Below each suggestion is a rating system requesting the respondent's perception on the importance of having this group in the coalition and whether or not it would be feasible to attain the support and participation of this group in the coalition. For existing coalitions, check off any groups that already participate in the coalition and rate their level of involvement.

In addition to building a coalition, the community must identify a project director or leader who will be the "point person" for the rapid response team's visit.

2. BEGIN TO COLLECT DATA FOR A NEEDS ASSESSMENT

Attached is a listing of the various data elements, which the project should attempt to collect prior to a visit from the rapid response team. **If data is not available or is very difficult to obtain, the project should indicate this fact and inform the rapid response team.**

If a needs assessment has already been completed, please send a copy of the document to the technical assistance team.

3. DEVELOP A STRATEGIC PLAN THAT IS BASED ON THE INFORMATION COLLECTED IN THE NEEDS ASSESSMENT.

Attached are a series of questionnaires reflecting the key elements of a comprehensive plan:

- ◆ Enforcement
- ◆ Prevention/Education
- ◆ Public Policy
- ◆ Evaluation

Respondents should answer these questions as best they can and indicate where the information was obtained (data, surveys, focus groups, personal opinion).

By developing goals, objectives and action steps in these key areas, coalitions can begin to demonstrate ENVIRONMENTAL CHANGE which are the policies, programs and procedures that affect a community's attitude and behavior toward underage drinking.

4. ASSESS AVAILABLE FUNDING FOR A PREVENTION EFFORT

Determine how much support is available for the prevention effort, including support for staff and possible programs. If necessary, seek additional money to launch program, fund needs assessment, provide initial support for coalition (phones, rent, mailings, etc.).

5. OBTAIN OR DEVELOP A MEDIA LIST FOR THE COMMUNITY/REGION

A strong presence in the media can help to promote the prevention effort, recruit new participants and secure funding. One of the purposes of the rapid response team visit is to assist coalitions/communities in developing a comprehensive, long term, needs-based plan that can be used to respond to incidents that receive a great deal of media attention.

6. IN COOPERATION WITH THE TECHNICAL ASSISTANCE TEAM LEADER, ESTABLISH A TIME AND PLACE FOR A COALITION MEETING WITH THE TEAM AND ENSURE THAT COALITION MEMBERS WILL ATTEND.

Coordinating a meeting for a new or recently expanded organization can be challenging and may demand juggling conflicting schedules, locating appropriate space, developing an effective notification system and solving other logistical problems. The local group leader or temporary coordinator must be responsible for coordinating the meeting and ensuring a strong local presence.

7. BE PREPARED TO FOLLOW-UP ON THE RECOMMENDATIONS FROM THE RAPID RESPONSE TEAM.

The coordinator for the project should be prepared to follow-up on the meeting by sending minutes or a meeting summary to participants, scheduling the next group meeting to pursue the recommendations made by the rapid response team.

COALITION MEMBERSHIP CHECKLIST

Please rate the participation of the following organizations in the areas of their importance to the work of the coalition, the feasibility of getting them involved, and if they already participate, the level of their involvement. The number 1 indicates less and 5 indicates most.

<u>Government</u>	<u>Importance</u>	<u>Feasibility</u>	<u>Involvement</u>
Elected Officials (national, state and local)	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Mayor or City/County Council	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Substance Abuse Prevention and Treatment	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
City/County Department of Health	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Department of Recreation	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Licensing Agencies	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Public Safety/Fire Department	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
The Military	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Army, Navy, Air Force, Marines			
Other _____	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
<u>Law Enforcement Community</u>			
Chief's Office	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Local and State Police/Sheriffs Departments	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Alcohol Unit/Traffic Safety Unit			
Community Relations/Affairs			
Alcohol Beverage Control Agency/Department	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Other _____	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
<u>Judicial Community</u>			
Prosecutors/County/City Attorneys	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Judges			
Juvenile Court Judges	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
District/Adult Court Judges	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Juvenile Justice System	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Admission/Intake			
Family/Parent Education Program			
Probation			
Probation and Parole (18 to 20 year olds)	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Other _____	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
<u>Education</u>			
Secondary Education (K-12)			
School Superintendent(s)	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

<u>Education Cont.</u>	<u>Importance</u>	<u>Feasibility</u>	<u>Involvement</u>
Drug Free Schools Coordinators	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
High Schools	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Middle & Junior High Schools	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
PTA Organizations	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
School Resource Officer	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Colleges & Universities			
<i>(if they are present in the community)</i>			
Administration	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Student Affairs	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Resident Managers	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Substance Abuse Prevention	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Judicial Review	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Campus Police	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Fraternities and Sororities	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Other _____	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
<u>Health Care Community</u>			
Hospitals/Trauma Centers	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Physicians	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Pediatricians	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Medical Associations	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Emergency Room Physicians/Nurses	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Health Maintenance Organizations	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Health Insurance Companies	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Emergency Medical Technicians and Paramedics	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Other _____	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
<u>Businesses</u>			
Businesses Who Employ Underage Youth	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Fast food	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Movie theaters	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Amusement parks	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Alcohol Industry	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Bars	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Restaurants	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Liquor Stores	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Beer Distributors	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Liquor and Wine Wholesalers	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

<u>Businesses Cont.</u>	<u>Importance</u>	<u>Feasibility</u>	<u>Involvement</u>
Insurance Companies	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Chambers of Commerce	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Labor Unions	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Local Major Employers	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Arenas	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Record and video stores	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Media	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Television Stations	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Radio Stations	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Newspapers	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Other _____	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

Youth and Youth Organizations

(Some youth may not come from organized groups)

SADD Organizations	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
MADD Chapters	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Boys & Girls Clubs	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Boy Scouts/Girl Scouts	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
YMCA	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
4-H Clubs	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Substance Abuse Prevention Groups	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Church & Synagogue Groups	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Other _____	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

Community

Parent groups	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Churches	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Civic Groups	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Kiwanis	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Lions	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Rotary	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Junior League	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Other _____	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Minority/Culturally Specific Organizations	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Urban League	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
NAACP	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

Community Cont.

Importance

Feasibility

Involvement

LULAC

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

Other _____

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

Neighborhood Associations

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

Citizens

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

Other _____

1 2 3 4 5

1 2 3 4 5

1 2 3 4 5

COMMUNITY PROFILE

The following is a comprehensive list of all possible data sources. The more information you can provide, the greater the assistance from the rapid response team. **However, if the data is unavailable or difficult to obtain, indicate that fact and move on to other questions. Don't feel overwhelmed by the list of questions and don't worry if you can't answer every one of them. Give it your best effort.** Distribute this checklist to members of your coalition or key members of the community and request their assistance.

A. Demographics

1. Population

Total population of city/county/area (circle one) _____

Don't know/unavailable _____

2. Ethnic breakdown (by %)

White _____

African American _____

Hispanic _____

Asian _____

Native American _____

Other _____

Don't know/unavailable _____

3. Under 21 youth

Number of youth _____

% of the total population _____

Don't know/unavailable _____

Source: Census Bureau (Census data is available in any library or can be obtained via the Internet at www.census.gov)

4. The number of licensed drivers who are under 21 and what percentage of the total number of licensed drivers they represent.

Number of licensed drivers under 21 _____

% of total licensed drivers _____

Don't know/unavailable _____

Source: Motor vehicle licensing agencies

B. Highway safety data

1. DWI/DUI

Number of underage DWI/DUI arrests _____

Number of underage DWI/DUI convictions _____
% of total DWI/DUI arrests _____
% of total DWI/DUI convictions _____
Don't know/unavailable _____

Source: Police departments, highway safety agencies, juvenile and criminal justice agencies.

2. Motor vehicle alcohol-related crashes

Number of underage alcohol-related crashes _____
% of total alcohol-related crashes _____
Don't know/unavailable _____

Source: Police departments, highway safety agencies

3. Motor vehicle alcohol-related injuries

Number of underage alcohol-related injuries _____
% of total alcohol-related crashes _____
Don't know/unavailable _____

Source: Police departments, highway safety agencies, hospital emergency rooms

4. Motor vehicle alcohol-related fatalities

Number of underage alcohol-related injuries _____
% of total alcohol-related crashes _____
Don't know/unavailable _____

Source: Police departments, highway safety agencies

C. Liquor Law Violations

Liquor law violations, which may be referred to by another name, indicate any acts committed by an underage youth or an adult in violation of the state's and/or locality's liquor laws and regulations or motor vehicle licensing laws.

Underage attempts to purchase _____
Underage purchase _____
Underage possession _____
Underage consumption of alcohol by an underage youth _____
Underage possession or use of a fake ID _____
Adult purchase and/or providing of alcohol to a minor _____
Don't know/unavailable _____

Source: Police departments, alcohol beverage control agencies, juvenile and criminal justice agencies.

Driver license suspensions _____
Driver license revocations for alcohol-related offenses _____
Don't know/unavailable _____

Source: Motor vehicle departments/agencies, provided the state's underage drinking laws include a licensing action.

D. Alcohol Sales

Includes retail liquor establishments, restaurants, bars or any other licensed alcohol venue that sells alcohol to a minor.

Number of sales to minors _____

Number of license suspensions for sales to minors _____

Number of license revocations for sales to minors _____

Don't know/unavailable _____

Source: Police departments, alcohol beverage control agencies.

Number of retail outlets _____

Number of alcohol beverage control agents/inspectors/police officers _____

Don't know/unavailable _____

Source: Alcohol beverage control agencies

E. School Data

Number of suspensions, expulsions and other events _____

Vandalism and campus disruptions. _____

Don't know/unavailable _____

Source: School systems, colleges and universities, community college campus and local police departments.

F. Criminal Justice Data

Number of parties to which police were called because of underage drinking _____

Don't know/unavailable _____

Source: Police departments

Underage alcohol involvement in cases involving

Vandalism, property damage, rape, robbery, assault, murder, etc. _____

Don't know/unavailable _____

Source: Juvenile and criminal justice agencies, juvenile services, police departments including any campus police departments, probation and parole

Incidents on college campuses including

Rapes, robberies, assaults, property damage, etc. _____

Don't know/unavailable _____

Source: Colleges and universities

G. Injuries and Deaths Involving Alcohol (except those involving motor vehicles)

1. Recreational injuries or death where alcohol was a factor.

- Swimming _____
- Boating _____
- Climbing _____
- Roller blading, skate boarding _____
- Biking _____
- Walking _____
- Don't know/unavailable _____

Source: Hospital emergency rooms, hospital inpatient and discharge data, hospital financial data, police departments

- Underage youth alcohol-related emergency room admissions/EMS data _____
- Don't know/unavailable _____

Source: Hospital emergency rooms, insurance companies

H Alcohol Treatment

- Number of beds for underage youth _____
- Number of beds filled by underage youth _____
- Number of alcohol-related admissions _____
- Don't know/unavailable _____

Source: State alcohol and other drug abuse treatment agencies

I. Prevention Initiatives

- Number of parent programs _____
- Number of alcohol-free activities for youth _____
- Number of substance abuse prevention organizations _____
- Number of youth substance abuse prevention organizations (SADD etc) _____
- Don't know/unavailable _____

Source: School systems, state substance abuse prevention agencies

J. Youth

- Youth behavioral risk survey is available _____ Yes
- Youth behavior and attitude toward alcohol use survey is available _____ Yes
- No surveys available _____

Source: State Departments of Health, secondary school systems, colleges and universities, and other groups such as PRIDE.

ENFORCEMENT

*The following is a list of questions on the nature of underage drinking enforcement in your community. The more information you can provide the greater the assistance from the rapid response team. **However, if the answer to the question is unknown or difficult to obtain, indicate that fact and move on to other questions. Don't feel overwhelmed by the list of questions and don't worry if you can't answer every one of them. Give it your best effort.** Distribute this checklist to members of the law enforcement community and inform them the information is confidential and will only be seen by members of the rapid response team.*

1. Do you have support of top law enforcement officials?
2. What are the underage drinking enforcement programs your law enforcement agencies are currently doing such as compliance checks, Cops In Shops, etc.? Are they working? Which was the most successful?
3. What is the perception of law enforcement to enforcing underage drinking and DWI/DUI laws?
4. What obstacles does law enforcement face in youth alcohol enforcement?
5. Is it easy for minors to buy alcohol?
6. Where do youth obtain their alcohol?
7. Where does underage drinking occur?
8. Out of 10 retailers, how many do you estimate would sell to an underage youth?
9. Are any law enforcement agencies in your community committed to youth alcohol enforcement in terms of providing manpower, doing programs, etc? If so, name the agency and provide a contact person with a phone number.
10. How well do the various law enforcement agencies work together?
11. Is there one good officer from local law enforcement who could take lead in contacting other local law enforcement agencies?
12. What are the attitudes of prosecutors, judges in your community toward underage drinking? Is there any training for the judiciary with respect to youth alcohol?
13. Do juvenile justice and law enforcement agencies cooperate on underage drinking issues?
14. What is the attitude and policy of alcohol beverage control agencies?
15. Are there a sufficient number of alcohol beverage control agents and inspectors to regulate establishments that sell alcohol?
16. Is there anything else you want to tell us?

PREVENTION

*The following is a list of questions on the nature of prevention programs in your community. The more information you can provide the greater the assistance from the rapid response team. **However, if the answer to the question is unknown or difficult to obtain, indicate that fact and move on to other questions. Don't feel overwhelmed by the list of questions and don't worry if you can't answer every one of them. Give it your best effort.** Distribute this checklist to members of your coalition who work in the prevention field or key members of the community and request their assistance.*

1. What underage drinking prevention programs already exist?
2. Is there a underage drinking prevention program that is successful? Is there a underage drinking prevention program that is weak?
3. Are the underage drinking prevention programs evaluated and is that evaluation available?
4. What institutions, organizations, agencies take primary responsibility for prevention and education programs?
5. What kinds of alcohol-free activities are available to youth and are they well publicized?
6. How does the media report incidents involving underage drinking?
7. Are parents involved in prevention/intervention strategies?
8. Are there prevention programs targeted at adults?
9. Are there campus-based prevention/intervention programs?
10. Is there any server/seller training for liquor licensees? Is it mandated?
11. Is there anything else you want to tell us?

EDUCATION

*The following is a list of questions on the nature of education in your community. The more information you can provide the greater the assistance from the rapid response team. **However, if the answer to the question is unknown or difficult to obtain, indicate that fact and move on to other questions. Don't feel overwhelmed by the list of questions and don't worry if you can't answer every one of them. Give it your best effort.** Distribute this checklist to members of your coalition who work in the education field or key members of the community and request their assistance.*

1. How many high schools are in your community? How many colleges/universities? Are these colleges or universities residential or commuter?
2. Does the school system have a policy on underage alcohol use and is it enforced?
3. Are police officers assigned to secondary schools in the community? What is their role?
4. Are students permitted to leave high schools for lunch? If yes, describe what happens.
5. Is there a student assistance program?
6. What type of alcohol education is conducted in the schools?
7. What is law enforcement's role in university/college campuses?
8. Are alcohol incidents part of disciplinary programs and are they reported to the police?
9. Is alcohol served at college/university events?
10. What emphasis is alcohol given in college freshman orientation sessions?
11. What is the environment like around college/university campuses, i.e., number of bars, advertising of drink specials, etc.?
12. Has your public school system adopted a prevention model curriculum? If so, briefly describe or give the name.
13. Is there anything else you want to tell us?

PUBLIC POLICY

*The following is a list of questions on the status of public policy in your community. The more information you can provide the greater the assistance from the rapid response team. **However, if the answer to the question is unknown or difficult to obtain, indicate that fact and move on to other questions. Don't feel overwhelmed by the list of questions and don't worry if you can't answer every one of them. Give it your best effort.** Distribute this checklist to members of your coalition who work in the public policy field or key members of the community and request their assistance.*

1. What are the state's and/or locality's underage drinking laws and regulations? Check the ones which apply.
Zero tolerance
Purchase, attempt to purchase,
Consumption
Public Intoxication
Use/lose (motor vehicle suspensions, revocations)
Drinking and driving
Adults who provide alcohol to minors
Sales to minors
Keg registration
Graduated licensing
Fake IDs – making, selling, using
2. Are youth involved in any public policy initiatives?
3. What is the state's and local community's number one public policy issue involving youth?
4. How do legislators view the importance of preventing underage drinking?
5. Does the industry have influence in the way public policy initiatives are decided?
6. Does the coalition regularly brief policy makers on the underage drinking issue?
7. Has the coalition ever testified before a federal, state or local government body? If so, which one.
8. Has your coalition been involved in a public policy victory or defeat? If so, describe.
10. Are public officials actively involved in your coalition? If so, who are they?
11. What type of alcohol advertising (other than television) exists in the community, i.e., billboards, subway or bus signs, retail establishments, sponsorship of local sporting or entertainment events, etc.?
12. What are the regulations on getting and keeping a license to sell alcohol?
13. Is your state a control or non-control state with respect to the sale of alcohol?
14. Is there anything else you want to tell us?

EVALUATION

*The following is a list of questions on the nature of evaluation within your coalition or organization. The more information you can provide, the greater the assistance from the rapid response team. **However, if the answer to the question is unknown or difficult to obtain, indicate that fact and move on to other questions. Don't feel overwhelmed by the list of questions and don't worry if you can't answer every one of them. Give it your best effort.** Distribute this checklist to members of your coalition who work in the evaluation field or key members of the community and request their assistance.*

1. Does the project have an evaluation plan? If yes, please send a copy.
2. If the project has no evaluation, how are you measuring effectiveness?
3. What is evaluation's relationship to the planning process? Is it linked to the strategic plan?
4. How does the coalition view evaluation?
5. Is the evaluation donated or paid? Indicate who has donated or paid for the evaluation?
6. Does the project have access to an evaluator?
7. Is there anything else you want to tell us?

SELF-SUFFICIENCY

*The following is a list of questions on the nature of self-sufficiency opportunities in your community. The more information you can provide the greater the assistance from the rapid response team. **However, if the answer to the question is unknown or difficult to obtain, indicate that fact and move on to other questions. Don't feel overwhelmed by the list of questions and don't worry if you can't answer every one of them. Give it your best effort.** Distribute this checklist to members of your coalition who work in the fundraising field or key members of the community and request their assistance.*

1. What type of funding does the coalition currently receive?

State government funding? What agency?
Federal funding?
Foundation funding?
Corporate donations?
Non-profit funding?
Other (please specify) _____?
2. What percentage of the overall project budget comes from the following:

Local government funding _____
State government funding _____
Federal government funding _____
Foundation support _____
Private sector support _____
3. What is the project's current and projected budget?
4. How does the project intend to continue in the future with respect to funding options?
5. Does the project have access to self-sufficiency expertise?
6. Does the coalition include prominent members of the business community and are they willing to assist the project in attaining self-sufficiency?
7. Has the project considered obtaining self-sufficiency from dedicated funds such as taxes, fees, etc.?
8. Does the coalition believe it would benefit from specific training in achieving self-sufficiency?
9. Is there anything else you want to tell us?

MEDIA

*The following is a list of questions on media coverage of the underage drinking issue in your community. The more information you can provide the greater the assistance from the rapid response team. **However, if the answer to the question is unknown or difficult to obtain, indicate that fact and move on to other questions. Don't feel overwhelmed by the list of questions and don't worry if you can't answer every one of them. Give it your best effort.** Distribute this checklist to members of your coalition who work in the media or key members of the community and request their assistance.*

1. Has there been an alcohol-related incident involving underage youth in the past year?
2. If yes, did this incident receive widespread coverage in the media?
3. Estimate how many stories have been in the media in the past year that concerned underage drinking?
4. Does the coalition have a media plan with a complete, updated media list?
5. Has the coalition ever conducted a media event? If so, was it successful?
6. How does the coalition view the media? Is it important or not important?
7. Does the coalition include members of the media? If yes, what is their role?
8. Briefly describe what the coalition believes the media would be interested with respect to the activities of the coalition?
9. Is the coalition involved in any national media efforts such as the National Youth Anti-Drug Campaign, Partnership for a Drug Free America, Marin Tobacco Initiative? If yes, please give the names.
10. Is there anything else you want to tell us?

YOUTH QUESTIONNAIRE

The following is a list of questions about young people and their attitudes and behavior regarding underage drinking. The more information that can be gathered, the more effective the strategic plan will be for youth. However, if the answer to the question is unknown or difficult to obtain, indicate that fact and move on to other questions. It is recommended that a young person from the community take on the responsibility of getting these questions answered by underage youth.

1. Do the majority of young people in the community think alcohol use by minors is a serious problem? If yes, why? If no, why not?
2. What percentage of young people in this community drink alcohol – less than 50%, 50%, 75% or more?
3. Do most parents in the community take the issue of underage drinking seriously? If so, what actions do they take?
4. What do young people in the community do for entertainment?
5. What kinds of alcohol-free activities are available in the community? Do a majority of young people in the community participate in these activities? If yes, why? If no, why not?
6. Where do most young people obtain alcohol – from their homes, from older friends or family members, from alcohol establishments (bars, restaurants, liquor/convenience stores)?
7. What information about alcohol do young people receive in school?
8. What are the serious legal or other consequences for underage drinking?
9. What do young people think of law enforcement efforts to stop underage drinking?

Underage Drinking Coalition Strategic Planning Worksheet

Essential Steps

1. A well-crafted strategic plan answers the following basic questions:

Why?	What is the reason for your action?	Goal Objective Measurement Method Science-Based Strategy Tasks and Dates of Completion
What?	What change [an increase or decrease] will you accomplish?	
How Much?	How will you prove that the change takes place?	
How?	What strategy will you use?	
Who and When?	Who will make change and when will they do it?	

2. A goal tells your community WHY your strategic plan has merit. Goals are broad, general statements that may include a vision of what you want your community to become.
3. An objective states WHAT kind of change you intend to accomplish. An objective is specific and measurable, and simply states an increase or a decrease in knowledge, attitude, or behavior.
4. Measurement Method will prove that the change takes place. What method of measurement will you use? Samples of measurement methods are:
- Data collected by agencies in the course of their work (arrests, emergency room admissions, etc.)
 - Survey data (student survey of use; parent survey of attitudes)
 - Interviews (before and after the strategy)
 - Attendance records with evaluations (how many attended alcohol-free events or participated professional training)
5. A science-based strategy is what you will do to make the change *that has worked in other communities*. In this case, you should pick among a list of strategies that have proven to be effective in underage drinking prevention. Some of those strategies include the following:
- Reduce access to alcohol
 - Change community norms
 - Community education
 - Professional training
 - Increased bonding
 - Mentoring
 - Alternative activities
 - School based programs (instructional and behavioral)
 - Treatment
 - Policy and law changes
 - Community involvement
6. Tasks list specific steps you will do, when you will do it, and who will be the individual or group to accomplish the task.

Underage Drinking Prevention Strategic Planning Worksheet

GOAL <i>Why?</i>	OBJECTIVE <i>What?</i>	MEASUREMENT METHOD <i>How Much?</i>	STRATEGY <i>How?</i>	TASKS(S) <i>Who & When?</i>	SUB TASKS <i>Who & When?</i>

Underage Drinking Prevention Strategic Planning Worksheet

GOAL <i>Why?</i>	OBJECTIVE <i>What?</i>	MEASUREMENT METHOD <i>How Much?</i>	STRATEGY <i>How?</i>	TASKS(S) <i>Who & When?</i>	SUB TASKS <i>Who & When?</i>

RAPID RESPONSE TEAM PROJECT PROTOCOL

The following information details what the rapid response team, in partnership with the local coalition, organization or committee, will accomplish during the site visit.

PRE-SITE VISIT

1. Coalition site coordinator distributes self-assessment form to members of the coalition.
2. Site coordinator collects information from the self-assessment and returns to NAGHSR Rapid Response Team Manager.
3. Rapid Response Team reviews information prior to the visit.
4. Site coordinator schedules a series of meetings with key members of the community (see schedule on following pages).
5. Site coordinator schedules a day and a half coalition meeting. Purpose of the meeting is to hear what the Rapid Response team has learned from the self-assessment information and meetings with key members of the community. Coalition members consider team's recommendations and work with the experts on the development of a strategic plan.

SITE VISIT SCHEDULE

Day One – Introductions

Meeting w/site coordinator to review schedule and answer any questions.

Evening meetings with youth and parents (separate meetings)

Day Two - Reconnaissance Meetings

* *Site coordinator will attempt to schedule meetings with as many of the groups identified below as possible.*

Enforcement Team Member

Meetings with the following:

- ◆ Law enforcement (police chief, group of street level officers)
- ◆ Alcohol beverage control officials.
- ◆ Juvenile services.

Suggested Activities

- ◆ A meeting with the local chief of police.
- ◆ A ride along with local and/or state law enforcement.
- ◆ A review of law enforcement policies and procedures.
- ◆ A discussion group with command level officers from state and local law enforcement.
- ◆ A discussion group with street level officers from state and local law enforcement.
- ◆ A discussion group with juvenile service workers, particularly intake personnel.

Education Team Member

Meetings with the following:

- ◆ Secondary and college and university educators
- ◆ Teachers
- ◆ Principals

- ◆ Drug free schools coordinator
- ◆ Professors
- ◆ Dean of students
- ◆ Health Center/Substance abuse prevention individuals
- ◆ Youth at the high school and college/university level.

Suggested activities

- ◆ Meetings with several high school principals and counselors about the extent of underage drinking.
- ◆ A meeting with the school system's drug free schools coordinator.
- ◆ A meeting with the dean of students to determine a university's alcohol policy.
- ◆ A meeting with health center officials to determine the number of referrals that may be alcohol-related.
- ◆ A meeting with campus police officers to determine their opinion on the level of underage drinking.
- ◆ A discussion group with young people from area high schools and a separate discussion group with students at the local college/university.

Public Policy Team Member

Meetings with the following:

- ◆ Elected officials, i.e., mayor, city/county council.
- ◆ Judges, prosecutors
- ◆ Media outlets

Suggested Activities

- ◆ Meetings with the mayor/county executive or his/her designee about their opinion of the underage drinking situation in the city/county.
- ◆ A meeting with a member of the city/county council to determine their view of the underage drinking situation.
- ◆ A meeting with a state legislator about the legislature's attitude toward underage drinking issues.
- ◆ A meeting with a juvenile judge about legal consequences for youth cited for underage drinking offenses.
- ◆ A meeting with a local government reporter or education reporter about their view of the underage drinking situation.
- ◆ A meeting with the community affairs director of a local television station about coverage of the underage drinking issue.

Prevention Team Member

Meetings with the following:

- ◆ Substance abuse prevention and treatment officials.
- ◆ Businesses that hire youth, i.e., fast food, movie theaters, etc.
- ◆ Alcohol outlets, i.e., bars, restaurants, retail outlets.
- ◆ Churches
- ◆ Parent groups, i.e., PTA members and/or brown bag lunches with parents of underage youth at an area employer.

Suggested Activities

- ◆ A meeting with a fast food restaurant manager about his/her views on the level of underage drinking among employees and whether the restaurant or other business has a policy on underage drinking.
- ◆ A meeting with alcohol retailers and bars and restaurants to determine whether they have a server/seller training program, and if they do, how they insure their employees attend the programs. Also, to determine what sanctions or punishment is given to employees who sell alcohol to underage youth.
- ◆ A meeting with a local pastor, reverend or youth coordinator to obtain their views on both the level of underage drinking and parental attitudes toward drinking by minors.

- ◆ A meeting with parents to determine their views on underage drinking, what they say to their children about alcohol use, and how they feel the problem could be solved.
- ◆ Several meetings, if possible, with a variety of youth, i.e., student leaders, young people who have alcohol-related problems, various ethnic groups, etc. It is recommended that the team have an opportunity to go to a popular youth gathering place to talk with the young people.

Team Members Meeting

1. Review information gathered during the day.
2. Compare with information gained from the self-assessment.
3. Develop recommendations based on strengths and weaknesses the team has identified.
4. Type up recommendations in each subject area and make sufficient copies for coalition meeting.

Day Three – Coalition Meeting

Proposed Agenda

8:30 a.m.	Continental Breakfast <i>(to be paid by coalition, if allowed)</i>	
9:00 a.m. to 10:00 a.m.	Welcome	Coalition Chair
	Introductions	Coalition Members
	Introduction of Rapid Response Team	Site Coordinator
	Explanation of Rapid Response Team Purpose	Team Leader
10:00 a.m. to 10:30 a.m.	Community Positives	Team Leader
10:30 a.m. to Noon	Enforcement Report & recommendations	Enforcement Team Member
	Education Report & recommendations	Education Team Member
	Prevention Report & recommendations	Prevention Team Member
	Public Policy Report & recommendations	Public Policy Team Member
	<i>(15 minute break during this time)</i>	
Noon to 1:00 p.m.	Lunch <i>(to be paid by coalition, if allowed)</i>	
1:00 p.m. to 1:30 p.m.	Team member with strategic planning experience leads facilitated discussion on how to write goals and measurable objectives, measurement methods, strategy, tasks and subtasks.	
1:30 p.m. to 2:30 p.m.	Coalition members are divided into four working groups to work on the identified issue areas. Team members works with groups to develop list of potential solutions.	
2:30 p.m. to 2:45 p.m.	Break	
2:45 p.m. 3:15 p.m.	Coalition Members continue to work on solutions and to insure measurements for success and timeline are included.	
3:15 p.m. to 4:00 p.m.	Coalition work groups report on their parts of the strategic plan Closing and review of activities for second day	

Team Meeting

1. Review information developed by coalition members.
2. Type information into strategic planning form.
3. Write information on flip charts that copy the strategic planning form grid.
4. Make copies of plan for distribution to coalition members.

Day Four – Plan for the Future

Proposed Agenda

9:00 a.m. to 11:30 a.m.	Review of Previous Day's Activities	Team Leader
	Presentation of the Plan	
	Report on Enforcement portion of the plan	Coalition Enforcement Group
	Report on Education portion of the plan	Coalition Education Group
	Report on Prevention portion of the plan	Coalition Prevention Group
	Report on Public Policy portion of the plan	Coalition Public Policy Group
	Review of strategic planning elements	Team Strategic Planning Expert
	Review and adoption of plan <i>* Team should select a coalition member who has experience in leading facilitated discussions and can assist the coalition in reaching agreement on the final plan.</i>	Coalition Member
11:30 a.m. to Noon	Next Steps	Team Members
	Lead coalition in discussion of what needs to be done immediately, what can be done in the short-term and what should be done in the long-term.	

Team Debrief

Following each site visit, the team will gather for a team debrief. Issues to be addressed during the debriefing include the following:

1. The site visit itself
2. The recommendations
3. Evaluation
4. Follow-up with site

Each team member will also fill out a feedback form before leaving the site to insure all relevant issues are discussed at the team debrief.

The team debrief and all other activities at the site should end no later than 3:00 p.m. on the 4th day to allow team members to travel back home.

RAPID RESPONSE TEAM TRAINING**QUESTIONS FOR RECONNAISSANCE MEETINGS**

1. Is underage drinking a serious problem in your community? If yes, why? If no, why not?
2. Has there been an alcohol-related incident (crash, death, injury) involving an underage youth in this community within the past year?
3. Is underage drinking more of a problem for some young people than others?
4. Is underage drinking just a common right of passage?
5. Is there strong enforcement of underage drinking laws?
6. Are there sufficient consequences for youth who violate underage drinking laws?
7. Are there sufficient consequences for retailers who violate underage drinking laws?
8. Does the problem of underage drinking receive enough attention in the media?
9. Do schools pay enough attention to the problem of underage drinking?
10. What do you think causes underage drinking? Is it the fault of parents? Is it the fault of youth? Or is it the fault of everyone in the community?
11. Does the community send mixed messages to youth about underage drinking? Is there a lot of outdoor alcohol advertising? Do adults permit underage drinking?
12. What are the barriers to solving the problem of underage drinking?
13. Who or what would stand in the way of effective solutions?
14. What prevents the problem from being solved now?
15. What are your suggestions for solving the problem of underage drinking? Should there be more education in the schools? Should there be stricter enforcement?
16. What do you think your agency/organization/institution's role is in addressing the problem of underage drinking?
17. What kinds of programs or activities does your agency/organization/institution do for youth?
18. Does your agency/organization/institution pay enough attention to the problem of underage drinking?