



U.S. Department of Justice

Office of Justice Programs

Office of Juvenile Justice and Delinquency Prevention

Community Strategies to Reduce Underage Drinking: Developing a Work Plan

Introduction

Communities all over the country (and the world) are increasingly concerned about underage drinking and the toll it takes on young lives and on the quality of life of residents. Underage drinking causes a host of health and safety problems, both for the drinkers and for those who share roads and neighborhoods with them. From alcohol related traffic crashes, to noisy parties and vandalism, to long range health problems for early drinkers, underage drinking creates problems for all of us.

When communities take action, they may seek funding from a variety of sources, including the Enforce Underage Drinking Laws (EUDL) program sponsored by the Office of Juvenile Justice and Delinquency Prevention (OJJDP) of the U.S. Department of Justice. Developing a practical, integrated, well-grounded work plan can be a key factor in obtaining funding. In addition, a well-developed work plan can provide the road map for success in creating a healthier community environment with respect to alcohol and in preserving a safe and healthy future for our young people.

This document provides practical guidance for communities in developing a work plan to reduce underage drinking. The principles outlined here can also be applied to other types of community action.

About the EUDL Program

Several Federal agencies now include the prevention of underage drinking in their mandates and have developed programs with this goal; however, OJJDP was the first federal agency to implement a program to exclusively address underage drinking. Congress has appropriated approximately \$25 million each year since 1998 to support the EUDL Program, administered by the OJJDP. Funding is provided through block grants to states, as well as discretionary grants to special populations, such as the military and college and university communities. The program's strategic goal is to reduce the availability of alcoholic beverages to minors and the consumption of alcoholic beverages by minors by enforcing underage drinking laws. With the help of the Underage Drinking Enforcement Training Center (UDET), EUDL has been making steady progress in states, territories, and communities. State, territory, and local laws and ordinances have been changed to make alcohol less accessible to young people; programs have been implemented to deter adults from providing alcohol to minors; enforcement agencies have been trained to develop appropriate strategies for preventing and terminating underage drinking parties, and strategies have been developed to prevent the use of false identification.

The EUDL program includes attention to state-level/territory-level structures and resources, including laws, policies, and state/territory agency resources. Much of the efforts of EUDL focus on community environments with regard to alcohol, especially as related to proven science-based strategies and environmental conditions that affect minors' access to alcohol and the promotion of alcohol in the community. Since its inception, EUDL has emphasized that the first priority of prevention efforts must focus on changing the behavior of adults who manufacture, promote, sell, and provide alcohol. New research findings that expand our understanding of how the community environment and adult behavior can affect underage drinking further strengthen these efforts.

The Art and Science of Community Based Prevention

More than a decade of experience in helping communities reduce underage drinking has yielded important guidance about how communities can most effectively reduce youth access to alcohol and prevent underage drinking. This experience includes both art and science.

The “art” includes learning how to build relationships and enhance capacities in the community. Strong coordinated efforts make effective action possible. The “science” comes from thinking through what is necessary to achieve goals and objectives through use of evidenced-based strategies and best practices. The most successful efforts at the community level result from careful planning that combines both the art of community organizing with the scientific knowledge of the underlying causes of underage drinking and the most effective strategies for addressing it.

What is a Work Plan for Reducing Underage Drinking?

Avoiding the “Ready! Fire! Aim!” trap

A work plan is designed to help communities make the best possible use of the financial and human resources that go into any prevention effort. A well designed work plan accomplishes several tasks:

- It defines the nature of the problem to be addressed, based on local conditions;
- It matches scientifically supported strategies with the nature of the problem locally;
- It lays out measurable goals and objectives;
- It helps ensure that the appropriate individuals and organizations participate in the effort;
- It clarifies the roles and responsibilities of each participant;
- It provides a timeline for accomplishing goals and objectives.

By having a work plan in place, communities avoid generating a flurry of activities that are not linked to their real local underage drinking problems. Participants (all of whom have many competing needs and priorities) know what they are expected to contribute to the effort and how long their commitment is likely to last. When the strategies have been implemented, the community can assess what progress they have made.

Each community is unique and situations evolve and emerge. Plans, therefore, cannot be adhered to rigidly. But having a well-thought-out work plan in place can help with a smooth start-up and mid-course corrections as they are needed. A work plan helps ensure that accomplishments are recognized and that participants are not burned out by efforts that seem to be going nowhere.

Steps in Work Plan Development

1. Lay the Groundwork and Obtain Buy-in

In most communities, involving key constituencies is the first step in developing a work plan. Talking to representatives of each group can guide the development of a work plan that addresses real community concerns. This process also helps ensure buy-in from these important groups. Key constituencies will vary depending on the nature of the community, but the most likely candidates include:

- Law enforcement (Federal, State/Territory, Municipal, County)
- Legal representatives, such as judges, prosecutors, and juvenile justice representatives
- Youth
- Parents
- Prevention organizations/agencies,
- Medical representatives (such as emergency medical technicians and physicians)
- Faith communities
- Local colleges
- Military leaders
- City, county and state/territory officials
- The business community, especially vendors of alcohol
- Concerned citizens
- Advocacy groups (such as MADD)

These groups and individuals should be informed of the planning effort. It should be made clear to them that their input will really shape the effort and that their assistance will be needed throughout planning and implementation.

2. Select the Planning Team

Not everyone who will ultimately contribute to the effort should be recruited to help draft the actual plan. This is an important stage in which the issues will be framed and priorities established. It is probably not the best time to try to operate on the basis of consensus. The

drafters of the plan should include those who understand the importance of environmental strategies and are committed to their implementation. The members of this group should include individuals with credibility and legitimacy in the community. Preferably, the planners should not include polarizing figures – so as not to undermine the potential of the effort from the beginning. Law enforcement leaders are critical to this stage of plan development. Law enforcement of various kinds is likely to be at the heart of the effort and leadership should be involved from the beginning.

3. Define the Problem & Establish the Goal

While the overarching problem that is being addressed here is underage drinking, this general issue includes a variety of different specific problems, each of which may require a different prevention approach. Some of the variations on the problem of underage drinking include:

- Convenience and grocery stores are selling to minors without checking IDs
- Older siblings or friends are providing alcohol to underage drinkers
- Underage drinkers are using fake IDs to buy or be served alcohol
- Underage drinking parties are common in homes
- Underage drinking parties occur in parks or on beaches or in remote outdoor locations.
- A college community has a mix of underage and of-age students drinking at fraternities or in off-campus apartments
- A college community has a problem of underage students being served at bars near campus

Often, there is a combination of alcohol related problems. But it is important for communities to have a sense of what their main problems are and to make sure that the strategies they focus on address those problems. For example, a law enforcement effort to carry out party patrols would not make much sense if the main problem is underage drinking in bars. Efforts to crack down on fake IDs would not be very effective if the main problem is stores selling to underage buyers without checking for ID.

The best way to develop an accurate and useful definition of the problem is to use existing data or collect data regarding various aspects of underage drinking in the community. Data to define the nature of the problem and the relevant characteristics of the community are available from a wide range of sources, as shown in the following table. Keep in mind that the data types listed are quite comprehensive and it may not be necessary or desirable to collect all of the information described. This caution will be discussed in more detail below.

TABLE 1: Possible Data and Potential Sources¹

Demographics

Population

Ethnic breakdown (by %)

Number/% under 21 youth

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

Driver information

Number of licensed drivers who are under 21 and what percentage of the total number of licensed drivers they represent

Source: Motor vehicle licensing agencies

Highway safety data

Number/% of underage DWI/DUI arrests/convictions

Number/% of underage alcohol-related crashes

Number/% of underage alcohol-related injuries and fatalities

Number of driver license suspensions/revocations for underage drivers

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

Liquor Law Violations

Underage attempts to purchase

Underage possession

Underage consumption of alcohol

Underage possession or use of a fake ID

Adult purchase and/or providing of alcohol to a minor

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

Alcohol Sales

Number of sales to minors

Number of liquor license suspensions/revocations for sales to minors

Source: Police departments, alcohol beverage control agencies.

Number of retail outlets

Number of alcohol beverage control agents/inspectors/police officers

Source: Alcohol beverage control agencies

School Data

Number of suspensions, expulsions and similar events

Incidents of vandalism and campus disruptions

Source:

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

Criminal Justice Data

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

Source: Police departments

Underage alcohol involvement in cases involving vandalism, property damage, rape, robbery, assault, murder, etc.

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.

Source: Colleges and universities

¹ Adapted from *The Community How to Guide On...Needs Assessment and Strategic Planning* by the National Highway Traffic Safety Administration.

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

Recreational injuries or death involving underage youth where alcohol was a factor (for example, swimming, boating, biking, etc.)

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

Underage youth alcohol-related emergency room admissions/EMS data

Source: Hospital emergency rooms, insurance companies

Alcohol Treatment

Number of beds available for underage youth

Number of beds filled by underage youth

Source: State alcohol and other drug abuse treatment agencies

Prevention Initiatives

Number/type of parent programs

Number/type of

alcohol-free activities for youth

Number/type of substance abuse prevention organizations

Number/type of youth substance abuse prevention organizations (SADD etc)

Source: School systems, state substance abuse prevention agencies

Youth behavior and attitudes

Survey data on attitudes and behavior regarding alcohol and other substance use, drinking and driving, other risky behaviors

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

4. Collect Data Strategically: *Avoiding the perpetual planning trap*

Accurate and comprehensive information about the community and the nature of the underage drinking problem is very helpful in developing a work plan that will direct the community's efforts into useful channels. It is essential, however, not to get bogged down in collecting more and more data about more and more variables and sifting through the data in more and more detail.

Community coalitions sometimes get stuck in this part of the process. They expend valuable resources collecting information that isn't easily available and then aren't sure what to do with it once they have it. Being conscientious and thorough about understanding the community and its problems is important, but the ultimate goal of the effort must always be kept in mind. The goal is to take effective action. Sometimes the nature of the problem is reasonably clear at the outset. Some additional data can help refine the understanding of what needs to be done, but there is no need to let that process be an end in itself. Too much problem assessment can lead to a squandering of valuable financial and human resources. Funds are limited. The interest and patience of key participants are also limited.

Keep in mind that data sources can include qualitative data, that is, data based on reports from reliable sources that may not always include precise numbers and statistics. For example, neighbor and police accounts of loud and destructive underage drinking parties in private homes can provide a strong indication that a problem exists even if no systematic reports of the exact number and type of these parties are available. In most cases, it is more important to deal with the perceived problem rather than spend a long time collecting data before implementing a prevention strategy.

5. Establish a Goal

Based on the problem assessment described above, the community should select a goal (or a few related goals). For example, if adults buying alcohol for underage drinkers is a major problem, the goal might be: “Reduce the social availability of alcohol to underage persons by 10% through the implementation of shoulder tap operations.”

6. Track where you have been and how far you have come

While it is important not to get bogged down in elaborate problem assessments, it is important to have some sense of the magnitude of a problem so that changes can be tracked. Being able to demonstrate progress is important to sustaining enthusiasm and engagement as well as to convincing skeptics that the problem is real and that the efforts are worthwhile.

It is also important to keep in mind that while problem definition and strategic planning are important at the outset, they should also be an ongoing part of the implementation process as progress is assessed. Planning and action take place as a continually renewing cycle. Data collection, analysis, needs assessment, and problem solving should be part of the work of coalitions. There should always be a balance of strategic thinking and action working together. The work plan provides a road map, but plans may need to be adjusted as the effort unfolds. The work plan also helps to create a historical chart of where you have been and what you have accomplished. But as with any journey, the route may need to be adjusted over time. It is probably a good idea to build in periodic review of the work plan to see where changes may be needed.

7. Create a Clear Objective

Once a goal has been selected, a more detailed statement of the objective of the community effort should be outlined. This should be a quantifiable statement of the project’s desired results clearly linked to the goal. Examples may include, “The Anytown Police Department will conduct five shoulder tap operations per year”; or “By June 20, 2011, the City Police Department will adopt and implement a comprehensive alcohol enforcement plan that includes incorporating regularly scheduled controlled party dispersal operations.” Each of these sample objectives can be measured and progress towards the goal assessed.

8. Create Action Steps and Specify Who Is Responsible

Action Steps are the activities that will lead to producing quantifiable results by the established deadline. This is an important part of a work plan because almost any strategy to reduce underage drinking will be a collaborative effort. No single person or agency is likely to be able to bring about the changes needed.

A work plan should include what individual or agency is responsible for each particular step. Outline the responsibilities of all coalition members. If it is a law enforcement issue, law enforcement personnel should be responsible for many steps. But keep in mind, all efforts – especially law enforcement based efforts - need community support if they are to achieve maximum results. Make sure that the collaboration and cooperation among segments of the community are included in the work plan.

When assigning responsibilities and highlighting cooperation, it is important to keep in mind that the buy-in of all segments of the community is not automatic. Efforts to enhance buy-in may be needed. For example, the mayor might be asked to sign a proclamation at a public event in support of an enforcement effort. This type of ceremony may enhance the visibility of the effort and ensure that city government will remain committed to the effort.

In assigning responsibilities to various participants in the effort, be mindful of the strengths and limitations of each individual or organization. For example, some agencies may be willing to provide assistance but prefer to keep a low profile for political or other reasons. Organizations that receive federal funding must make sure that they adhere to limitations on lobbying set forth in federal regulations.

The level of enthusiasm and commitment of each participant must be kept in mind in order to make sure that their contribution is maximized but not overdrawn. For example, an advocacy organization might have strong commitment and avid enthusiasm but no official standing in order to carry out policy changes. An enforcement agency might have considerable official power but limited enthusiasm. In this case, the advocacy group can help persuade the enforcement agency to try a desired strategy, provide community support and visibility, and deliver public accolades as the strategy is implemented.

9. Enlist the Media as a Strong Ally

Media advocacy is a key component of almost any work plan to address underage drinking. The definition of media advocacy is the strategic use of news media to advance a policy and/or enforcement goal – especially to enhance public health or safety. In the past, communities have tended to see news media as outside their control. Reporters would simply cover events as they occurred – sometimes to public advantage and sometimes not. Now, communities recognize that they can help shape news coverage of their particular issue or goal. The key to garnering

positive coverage is to create newsworthy events and make sure that reporters have access to them. A coalition meeting to develop a plan is probably not a newsworthy event. The mayor signing a proclamation in support of underage drinking enforcement surrounded by Eagle Scouts and youth representatives from MADD would probably attract news coverage. Inviting the media to ride along on a party patrol or be present at a DWI/DUI Checkpoint with a focus on underage drivers would almost certainly gain visibility for these events.

Keep in mind that media should be strategically utilized to advance enforcement and policy change efforts. It is strongly recommended that media be used before, during, and after enforcement operations and policy development efforts to maximize opportunities to raise awareness in the local community and report on intermediate outcomes of operations and activities conducted. It is often a good idea to have individuals with experience engaging in media advocacy involved in thinking through all of the media support work (across all activities)

10. Identify Resources Needed to Implement the Activity

Each activity in the work plan will entail the need for specific resources. Needed resources may be informational or logistical in nature or involve a need for manpower. Resources may also include training or technical assistance. Planning how these resources will be obtained is key to the successful implementation of the activity.

11. Establish the Timeframe

The development of a realistic schedule of events for the accomplishment of the plan is very important to recruiting participation in the effort and sustaining interest and enthusiasm. Participants need to know when events will occur, when they will be expected to carry out tasks, how long the effort will last, etc. The frequency of an activity should be clearly and concisely represented. For example, if the goal states that compliance checks are to be conducted 6 times per year, the timeframe in the compliance check work plan should reflect when the 6 checks will occur.

Timelines should be detailed and realistic – with the understanding that changes may need to be made as the program unfolds.

Sample Work Plans

To illustrate how a work plan might appear and the types of steps that might be outlined and responsibilities assigned, following are two sample work plans. The first is one that a college community wishing to implement an enforcement strategy might use. The second is one that a community wishing to bring about a policy change might use.

Sample Law Enforcement Work Plan

Definition of Problem: Retail outlet information is currently not available. The College Town Community has a high rate of alcohol availability reflected by the highest rate of retail outlets in the state: 308 retail alcohol outlets in the city and county, or about 70 per 10,000 residents. In comparison, the state average is 40 alcohol sales outlets per 10,000 population. The city and county also has high noncompliance rates for the Minor Decoy Compliance Checks with 43% in 2006 and 50% in 2007.

Team Policy Goal: To reduce the sales of alcohol to underage youth by educating, training and working with the retailers throughout the grant, and aim towards a goal of 100% compliance by all retailers.

Objective: Conduct a minimum of two compliance checks at 90% of the off-premise establishments each year and conduct at least two on-premise identification checks.

Activity/Action Steps	Responsible Party	Media Support	Resources Needed	Time Frame Start/End	Tracking Measures (Documentation of Progress)
Obtain complete list of off-premise retailers doing business in community	Local Coordinator, staff, and Liquor Authority/ABC	None	Time, Liquor Authority/ABC data	Spring 2011	List of off-premise retailers/ create in database format
Meet with Liquor Authority to set up dates and times compliance training can be provided to Law Enforcement and to establish how data will be collected and shared	Local Coordinator and staff	None	Time	Spring 2011	Calendar, meeting attendance sign in sheet
Provide education/training opportunity to alcohol retail outlets as needed	Local Coordinator, coalition members, Liquor Authority/ABC, and Police Department	Yes	Facility, computer, In Focus, press release	As needed	Press release, list of training attendees (sign in sheet)
Identify and recruit youth (under 21 years old) to be trained in Compliance Check / Minor Decoy Operations each year	Law Enforcement and Local Coordinator and coalition members	None	Time	Spring 2011; As needed	Youth contact list
Train identified youth each year	Liquor Authority/ABC, Law Enforcement and Local Coordinator to TTA support	None	Time, Location	Summer 2011 and ½ hour before each compliance check as refresher. Annually thereafter.	Attendance list, training documents / handouts

Select officers to be trained in Compliance Checks (Minor Decoy Ops) each year	Law Enforcement Supervisor	None	Time	Spring 2011	List of officers to be trained
Provide training on Compliance Checks (minor decoy ops) to officers annually	Trainers, Local Coordinator to provide technical assistance	None	Facility, Over Time and In Focus Machine	Summer 2011 and a ½ hour before compliance checks as a refresher, annually thereafter	Attendance list
Create a public awareness campaign	Local Coordinator, coalition members, campus POC and local media representatives	Yes	Press release and Time	Summer 2011; Ongoing	Press release
Inform alcohol establishments prior to the first round of Compliance Checks and provide a list of tips to enlist their cooperation in complying with applicable laws	Local Coordinator and coalition members	No	Letter to alcohol establishments	Summer 2011; semi-annually or as needed	Copy of the Letter
Inform Partners of Compliance Check schedule including local and campus Judicial reps, Juvenile Department and District Attorney	Local Coordinator, coalition members and campus POC	None	Time and supplies	Summer 2011	Copy of e-mail or letter send or calendar comment of personal contact
Recruit media for ride along during compliance checks / minor decoy operations	Local Coordinator	Yes	Time	Annually	Document media contacts on calendar
Conduct Compliance Checks (Minor Decoy Operation)	Law enforcement agencies and youth volunteers	Yes	Transportation, cash for purchasers and liquor enforcement required forms	Round 1/Year 1 Checks: Summer 2011; Round 2/Year 1 Checks Winter 2012; Round 1/Year 2 Spring 2012/Fall 2012; Round 2/Year 2 Winter 2013	Citations issued Copy of Police Report
Report compliance check data to local evaluator	Local Coordinator	No	Data Report (Determined by evaluator)	To be determined by evaluator	Reports
Send press release on compliance checks results	Local Coordinator and campus POC	Yes	None	One week following compliance checks	Copy of media coverage

Send or hand deliver letters of Congratulations for those who did not sell	Local Coordinator, Coalition members, law enforcement and Youth Members	None	Office supplies	One week following compliance check	Copies of letters of congratulations to compliant establishments
Send or hand deliver letter of information to non-compliant venues and provide helpful information on ways to be in compliance next time.	Local Coordinator, Coalition members, law enforcement and Youth Members	None	Office supplies	One week following compliance check	Copies of letters provided to non-compliant establishments
Inform alcohol establishments prior to the first round of Compliance Checks and provide a list of tips to enlist their cooperation in complying with applicable laws	Local Coordinator and coalition members	No	Letter to alcohol establishments	Summer 2011; semi-annually or as needed	Copy of the Letter

Sample Policy Work Plan

Definition of Problem: The statute states that it is unlawful for any person to sell, give, serve, or permit to be served alcoholic beverages to a person under 21 years of age or to permit a person under 21 years of age to consume such beverages on the licensed premises. Anyone convicted of violation of the provisions hereof is guilty of a misdemeanor of the second degree, punishable as provided in s. 775.082 or s. 775.083. The community does not feel that the penalties are strong enough for the business owner/license in the event that a clerk makes the underage sale.

Team Policy Goal: Passage of law(s) to increase penalties for non-compliant businesses that are cited violating minimum purchase age laws

Objective: Adoption of one new policy or improvement in at least one existing local policy related to underage drinking (Increased penalties for violation of MPA laws).

Activity/Action Steps	Responsible Party	Media Support	Resources Needed	Time Frame Start/End	Tracking Measures (Documentation of Progress)
Research current statutes to gain further incite regarding penalties placed on a business owner/license for selling to underage youth.	Local Coordinator	Articles about statues/arrests	Access to data/law enforcement	October 2011 December 2011	Copies of results
Develop and locate established educational materials outlining current fines and recorded case outcomes	Local Coordinator Task Force Members	Publication of printed materials	Materials	December 2011 February 2012	Materials user/created
Public Service announcements (Brevard TV & Local Radio outlining the current statistics of penalties)	Local Coordinator Task Force Members	PSA Broadcast	Media Support Effective PSA message	January 2012 May 2012	PSA Copies and run times
Conduct meeting to educate the community about youth access challenges, current penalties and proposed changes in penalty structure "Town Hall" style meeting. (Personal viewpoint of volunteers)	Volunteers	Publicity of meeting	Location	February 2012 June 2012	Meeting Attendance

Draft language change to MPA law re: increased penalties for violators.	Volunteers and Law Enforcement	N/A	Samples of successfully passed legislation	June 2012 October 2012	Copies of drafts
Send draft copy to appropriate authorities for review	Volunteers	N/A	Authorities to review & comment	June 2012 October 2012	Approved documents
Introduce language change to local government leaders for passage consideration	Volunteers and Law Enforcement	Press release	Samples of successfully passed legislation	June 2012 October 2012	Copies of bill language submitted.
Testify at hearings to promote change by providing personal viewpoint.	Volunteers	Press release	Hearing dates	June 2012 October 2012	Meeting Minutes
Volunteers attend vote regarding proposed penalty structure change to show support of the proposed law.	Volunteers	Newspaper	Hearing Dates	June 2012 October 2012	Volunteer attendance at the hearing.
Passage of law(s) to increase penalties for non-compliant businesses that are cited in violation of minimum purchase age laws	Local Government Leaders	Newspaper	Hearing Dates	June 2012 November 2012	Law Passage
Report policy adoption to the project evaluator	Local Coordinator	No	None	During the prescribed data reporting period(s) instructed by the evaluator	Copy of the new policy and confirmation of its passage (Copy of policy passage or media coverage regarding the policy passage.)
Roll out law change information to the public.	Coalition Members	Media	Language change in the law	June 2012 December 2012	Media Copy
Notify businesses of the law change.	Coalition Members	Letter Notification	Law change information	June 2012 December 2012	Copies of letters
Provide enforcement training re: the new law changes	Enforcement agencies	N/A	Law change information; training facility	June 2012 December 2012	Training attendance sign in sheet

12. Know How to Track Progress

It is important in order to sustain enthusiasm and support that progress towards the stated goal be tracked. Those working to achieve the goal and objectives are generally concerned with evaluating the effectiveness of their efforts.

Some measures are designed to indicate whether the planned activities occurred and how well they were implemented. They answer the question: “What did we do and how well did we do it?” For example, if the plan includes a training session, a tracking measure could include a sign-in sheet of participants. If the plan includes DUI checkpoints, tracking measures such as number of officers on patrol, number of people stopped, number of people underage who were cited/arrested, etc. should be included. Tracking measures help to garner support for further effort and to provide guidance on how to improve future work.

As is the case with problem definition and assessment, it is important not to get so bogged down in data collection that resources are not available to implement the important elements of the strategy. The effort required to collect solid process and outcome data must be balanced against the available time and resources. Before using any progress measure, it is important to know what guidance it will provide for shaping the future effort or what support it will provide for demonstrating the success of the effort.

Conclusion

Many different types of strategies can be used to prevent underage drinking. These strategies can be adapted to a wide array of specific problems related to alcohol access, drinking, and problems among young people. The strategies can be utilized in all types of communities. All of these efforts can be made more efficient and effective if they are carefully planned using the steps described above.

Many more specific resources for planning and executing underage drinking prevention strategies can be found at www.udetc.org.