

CPCinfo

From: Ricchiuti, Peter F <pricchi@tulane.edu>
Sent: Thursday, July 16, 2015 11:53 AM
To: CPCinfo
Subject: Peter Ricchiuti

Hello CPC.

For the past 20 years I have been a resident of the Maple Street area. To keep this a charming residential neighborhood, it is VERY important that we have the overlay on Maple Street.

I have taught finance at Tulane for 29 years and keeping Maple Street in its current state is also very important to the University and its community.

We need the Overlay.

I appreciate your support.

Peter Ricchiuti

Sent from my iPhone

CPCinfo

From: m claudia garofalo <claudiagarofalo@gmail.com>
Sent: Friday, July 17, 2015 12:04 PM
To: CPCinfo
Subject: In Support of the Maple Street Overlay

Dear Planning Staff and Commissioners:

For nearly 23 years I have lived one and half blocks above Maple Street and close to Loyola and Tulane Universities.

Our neighborhood is constantly plagued by drunk students (and probably non-students) who disrupt the neighborhood late at night with unacceptable drunken behavior, who litter our streets, and more than once have banged on my door late at night either as a prank or thinking they were home.

It is my guess that you do not live in the neighborhood and maybe do not realize how the new CZO will affect our neighborhood and quality of life.

I am in support of the overlay and ask that you vote for the Maple Street Overlay.

Thank you.

Sincerely,
M. Claudia Garofalo
922 Adams Street
New Orleans, LA 70118
504.866.4763

CPCinfo

From: Annette Harper <annetteharper@earthlink.net>
Sent: Friday, July 17, 2015 3:32 PM
To: CPCinfo
Subject: Maple Street overlay for the CZO

From: M. A. Harper
Sent: Friday, July 17, 2015 3:10 PM
To: CPCinfo@nola.gov
Subject: Maple Street overlay for the CZO

Dear City Planning Commission,

The idea of allowing all Maple Street restaurants to feature amplified live music while serving alcohol until 2:00 A.M. is a TERRIBLE idea. I live a block and a half off Maple and am already besieged by loud, late-night drunken students leaving beer bottles on my stoop, or (worse) on the steps of the church next door. I've been here almost sixteen years and every year it gets worse, not better. This area was a residential neighborhood long before it became a commercial one— our architecture reflects that. Unlike the larger buildings of the Marigny or the French Quarter, with living quarters situated either several floors above loud music or several rooms behind it, our houses are no more than two stories tall. Some of us (like me) live in Creole cottages without front yards, our front doors opening right out onto the street. And these traditional houses of ours aren't brick, for the most part, or stucco. All we have are wood frames with siding, and no way to block out loud sound. Unlike the shared walls in cheek-by-jowl townhouses, our residences are separated from each other only by thin air and BOY, does sound carry through thin air!

What you're proposing is a nightmare for us, on top of what we've already been tolerating for years and years and years: the vomit on our steps, the broken glass on our sidewalks. Please reconsider. How would any of YOU like a nightly loud keg party in your own front yard? We're not built for this, literally.

Respectfully,
M. A. Harper
923 Adams Street
New Orleans, LA 70118
504-862-9262

CPCinfo

From: Annette Harper <annetteharper@earthlink.net>
Sent: Friday, July 17, 2015 3:45 PM
To: CPCinfo
Subject: I'm FOR the Maple Street overlay!

From: M. A. Harper
Sent: Friday, July 17, 2015 3:10 PM
To: CPCinfo@nola.gov
Subject: Maple Street overlay for the CZO

Dear City Planning Commission,

The idea of allowing all Maple Street restaurants to feature amplified live music while serving alcohol until 2:00 A.M. is a TERRIBLE idea. I live a block and a half off Maple and am already besieged by loud, late-night drunken students leaving beer bottles on my stoop, or (worse) on the steps of the church next door. I've been here almost sixteen years and every year it gets worse, not better. This area was a residential neighborhood long before it became a commercial one— our architecture reflects that. Unlike the larger buildings of the Marigny or the French Quarter, with living quarters situated either several floors above loud music or several rooms behind it, our houses are no more than two stories tall. Some of us (like me) live in Creole cottages without front yards, our front doors opening right out onto the street. And these traditional houses of ours aren't brick, for the most part, or stucco. All we have are wood frames with siding, and no way to block out loud sound. Unlike the shared walls in cheek-by-jowl townhouses, our residences are separated from each other only by thin air and BOY, does sound carry through thin air!

What you're proposing is a nightmare for us, on top of what we've already been tolerating for years and years and years: the vomit on our steps, the broken glass on our sidewalks. Please reconsider. How would any of YOU like a nightly loud keg party in your own front yard? We're not built for this, literally.

Respectfully,
M. A. Harper
923 Adams Street
New Orleans, LA 70118
504-862-9262

CPCinfo

From: Janet Plume <Plumeink@cox.net>
Sent: Saturday, July 18, 2015 12:07 PM
To: CPCinfo
Subject: Maple Street Overlay

Dear City Planning Commission:

The Maple Street area already has too many bars. Under current law, live music is prohibited on Maple Street. Even so, we frequently are subjected to live music from area merchants having parties.

We support a continued ban on live music, and we support the use of the conditional process for restaurants seeking to serve alcohol.

The new Comprehensive Zoning Ordinance will turn Maple Street into another Frenchman Street, which will permanently damage the residential atmosphere we currently enjoy and would encourage homeowners such as myself to sell our property and abandon the neighborhood.

Please vote to approve the Maple Street Overlay.

Janet Plume
826 Fern St.
New Orleans, LA 70118
Home: 1.504.866.7076
Cell: 1.504.872.4039
Email: plumeink@cox.net
Skype: Janet.Plume

CPCinfo

From: Barbara Read <baread@bellsouth.net>
Sent: Saturday, July 18, 2015 6:20 PM
To: CPCinfo
Subject: Maple Street Overlay

To the City Planning Commission,

I would like to express my strong support for the overlay for Maple Street that Councilmember Guidry has proposed. I have lived on the corner of Pine and Maple for 17 years and fear that life as we know it in my neighborhood will be severely disrupted if the bars and restaurants are allowed to have live music. Please do not let this happen.

Thank you,
Barbara Read
738 Pine Street
New Orleans, LA 70118
504-858-1771

Sent from my iPad

CPCinfo

From: Sidney <goseesid@hotmail.com>
Sent: Sunday, July 19, 2015 6:21 AM
To: CPCinfo
Subject: Maple Street Overlay

Hi,
I am a resident of the Maple Street area, and attended Councilman Guidry's neighborhood meeting to discuss the overlay. I wanted to add my comments before you begin considering the issue. The overlay will maintain the status quo and give us the level of control that we now have over the businesses and their actions. It is a matter of maintaining the quality of life that we now have in the area. To permit liquor licenses and live music under the new CZO would be detrimental to the families that live in the area and love it. We want applicants to continue to need a conditional use permit. Please don't let Maple Street become another Frenchmen Street. Please recommend the overlay. Thank you.
Sidney O. Lambert
721 Short Street
New Orleans, LA 70118

CPCinfo

From: Pete Smithson <smithso858@gmail.com>
Sent: Sunday, July 19, 2015 8:31 AM
To: CPCinfo
Subject: Support for the Maple Street Overlay

Dear City Planning Commission,

As a home owner with property adjacent to Maple Street businesses I strongly support an amendment to the Comprehensive Zoning Ordinance that prohibits live music and requires a conditional use permit for the service of alcohol.

Residential areas need and want protection from over commercialization while allowing small businesses in our areas to prosper. The Overlay provides this.

Sincerely,

Peter (Pete) Smithson
819 Burdette Street
70118

CPCinfo

From: GEImlane@aol.com
Sent: Sunday, July 19, 2015 8:39 AM
To: CPCinfo
Subject: maple st. overlay

I have lived in the Maple St. area for 40 years and urge you support the proposed overlay district the keep the neighborhood from falling apart. I for one will move out of the area if it is not passed. Thanks
L.G.Cook

CPCinfo

From: Lisa Smithson <plcrs5@sbcglobal.net>
Sent: Sunday, July 19, 2015 8:50 AM
To: CPCinfo
Cc: csmithson39@gmail.com
Subject: Support for the Maple Street overlay

I support the Maple Street overlay. We are homeowners at 819 Burdette Street. I feel that we have our fill of intoxicated college students in the area and that having live music on Maple Street and more alcohol will be a disaster for the area. This location has a nice community feel with homeowners that work hard to maintain a nice neighborhood. This is why we bought a home in this area. Maple street is controlled and quiet, yet it is very busy. We all want to preserve this for our community and the University. No to live music! No to more Alcohol!

Lisa Smithson

CPCinfo

From: subutler@cox.net
Sent: Sunday, July 19, 2015 2:38 PM
To: CPCinfo
Subject: Comments in support of Maple Street Overlay

We are writing to voice our support for requiring businesses on Maple Street to go through the conditional use process if they wish to keep late hours, sell alcohol or have live music.

Maple Street provides a stretch of wonderful, mostly neighborhood-friendly businesses. But the neighborhood is predominantly residential, and late night live music would greatly increase the noise and foot traffic in the area, adversely impacting the residential character of the neighborhood, in particular for the residences close by. In addition, there are already several businesses keeping late hours and serving alcohol -- too many by some neighbors' estimation. Allowing any business to start serving alcohol and/or stay open late and/or have live music without any City oversight or neighborhood input would put the residential character of the neighborhood at risk and make this area significantly less family-friendly and safe for residents.

Suzanne Butler
Mark Klyza
922 Burdette Street
New Orleans, LA 70118

CPCinfo

From: Florence Brown <Flobrown@bellsouth.net>
Sent: Sunday, July 19, 2015 3:28 PM
To: CPCinfo
Subject: Maple Street

Alcohol and live music in Maple Street restaurants should require a conditional use permit. Councilmember Guidry has proposed an overlay for Maple Street to create an exception to the city-wide CZO rule, making service of alcohol, late hours and live music conditional uses on Maple Street, so that Maple Street can keep its status quo. Please vote in favor of Councilmember Guidry's overlay.

Florence Brown
7727 Saint Charles Ave.
New Orleans, LA 70118

CPCinfo

From: Teddy <teddy1233@cox.net>
Sent: Monday, July 20, 2015 9:09 AM
To: CPCinfo
Subject: Maple Street Overlay

Members of the City Planning Commission:

In the past 20 years that I have been a resident of the Maple Area, the area has experienced the loud noises in the early hours from bar patrons returning to their cars or homes, public urination, trash in the form of beer bottles and go-cups as well as damage to private property. It is only in the past two years that there has been a sense that this is a Residential Neighborhood as opposed to living with the fallout from the ABO establishments and our proximity to the universities...in other words the New Orleans version of what Fat City was.

Therefore I am whole heartedly in favor of the Maple Street Overlay to insure that there will not be a return to the past with the addition of music etc..

Thank you,
Dorothea "Teddy" Martin
866-0707
Teddy1233@cox.net

CPCinfo

From: Keith Hardie <keithhardie@yahoo.com>
Sent: Monday, July 20, 2015 10:58 AM
To: CPCinfo
Subject: CPC: Maple Street Overlay: Memo from MARI
Attachments: SUPPORT FOR MAPLE STREET OVERLAY by MARI FINAL.pdf

Attached is a memo from Maple Area Residents, Inc. in support of the Maple Street Overlay. Exhibits will follow in attachments to separate emails.

Keith Hardie, Jr.
keithhardie@yahoo.com
757 St. Charles, Suite 304
New Orleans, LA 70130
(504) 522-6222
(504) 522-6226 (fax)

MEMO IN SUPPORT OF MAPLE STREET OVERLAY

To: City Planning Commission
From: Keith Hardie, President, Maple Area Residents, Inc.
Re: Maple Street Overlay
Date: July 20, 2015

Maple Area Residents, Inc. (“MARI”) supports the proposed overlay for Maple Street, which will continue existing law by requiring restaurants seeking to serve alcoholic beverages to obtain conditional use permits. Because of Maple Street’s proximity to Tulane and Loyola Universities and the large number of bars and restaurants already operating on Maple Street, as well as the history of problems with alcoholic beverage outlets on the street, the conditional use process is needed to ensure appropriate development.

Under the new CZO, Maple Street from Carrollton to Cherokee will be zoned HU-B1 Neighborhood Business District on both sides with the exception of the Carrollton Courthouse. The property operated as Phillips Bar and Restaurant, on the down-river side of Cherokee, is also zoned HU-B1. The surrounding properties are zoned HU-RD1 (two-family residential). The HU-B1 Neighborhood Business District is

“intended for commercial areas that predominantly serve the needs of nearby residential neighborhoods. The general character of this type of development should be sensitive to and compatible with its residential surroundings.”

CZO 12.1.B.

Under HU-B1 zoning, specialty and standard restaurants are permitted uses, and fast food restaurants are conditional uses. Bars and Live Entertainment - Secondary Use are not permitted. However, under the new CZO, restaurants city-wide will be allowed to have alcohol by right, to have live amplified music, and to remain open as late as Midnight Sunday - Wednesday and 2 AM Thursday - Saturday.¹

Maple St., which is a fairly narrow one-way street, has both residential and commercial uses. The surrounding residential neighborhood, where long term residents live next to student renters, is relatively dense. Many of the residences along Hampson and Burthe, which run parallel to Maple Street, back up to commercial uses. Currently, the section of Maple proposed for the overlay has four bars (three at the corner of Maple and Hillary and one at the corner of Maple and Cherokee), eight standard restaurants with ABOs, two standard restaurants without ABOs, and two speciality restaurants (coffee houses/bakery). Many of the buildings now housing bars and in some cases “barstaurants” were once neighborhood businesses providing local services, but the lucrative nature of alcohol-related businesses has enticed many property owners to seek tenants seeking to operate restaurants and bars. The street was once a thriving mixed use

¹ **CZO, Art. 20, Table 2–2.** Restaurants will have to close their doors to new patrons at 10 PM Sunday-Wednesday and midnight on Thursday - Saturday, but patrons already in the establishment can remain for up to two hours after closing time.

commercial center, but has been moving toward becoming a mono-culture of ABO's.

The Proximity of Maple Street to the Universities Creates Special Issues and Maple Street has a Long History of Problems with ABO's

Because Maple Street is the closest commercial area to Tulane and Loyola Universities, it attracts young and underaged drinkers, many of whom are experimenting with alcohol for the first time. In recent years, two of the bars on Maple Street, Redd's Uptilly Lounge (7601 Maple) and TJ Quills (7600 Maple) have been raided by the State and found to have underaged patrons in possession of alcoholic beverages on their premises. *Exhibits 1 and 2*. That bars near colleges serve minors should come as no surprise, as alcoholic beverage businesses frequently concentrate near campuses, where they have a large captive market of young drinkers. Studies have found that neighborhoods near campuses tend to report a lower quality of life, and that reducing the density of alcoholic beverage outlets near campuses can reduce binge drinking and improve quality of life. *Exhibits 3 and 4*.

In 2001, Tulane President Scott Cowen acknowledged that there was "high risk drinking at Tulane" and that "the community as a whole feels the negative effects" of alcohol abuse by students. *Exhibit 5*. Cowen then banned drinking by underaged students in residence halls, even though he acknowledged that the ban would likely "push drinking off-campus." *Id.* The effects of that drinking are felt most acutely by those who live on or near Maple Street. Limiting the number of ABO's on Maple Street and the intensity of their operations will help students and area residents by reducing alcohol abuse by young inexperienced drinkers.

Area residents have long complained about ABO's on Maple Street, particularly about the bars. In 2004, neighbors rallied against a new bar proposed by one of Councilmember Batt's long-time friends for the corner of Maple and Hillary, but at Batt's urging, the Council approved the new Bruno's bar, which became the third bar on that corner. *Exhibit 6*. Area voters voiced their feelings in the next election, and Batt lost heavily in Carrollton,² contributing to his replacement by Shelley Midura.

Maple Street has a long history of restaurants operating as bars or near bars (Phillips', Uptown Cajun/ New York Deli, Doors Café), of restaurants with drink specials late into the night (Vera Cruz/ Uptown Cajun), and of alcoholic beverage outlets expanding, without obtaining permits or zoning changes, into residential lots (Phillips). Phillips was originally a pizza restaurant, but since it was improperly issued a permit as a bar in 1998, it has operated as a bar. See *Phillips Bar & Restaurant, Inc. v. City of New Orleans, No. 2012-CA-1396, p. 10, fn. 1*, attached as *Exhibit 7*. Because of long years of inaction by the City, including allowing a suit to be abandoned, Phillips gained legal non-conforming use to allow patrons to drink on the adjoining residentially zoned lot. *Id.*

² Though Batt had carried the precincts in the immediate area of Maple Street Overlay in 2002, he received only 27 to 35 % of the vote in those precincts in 2006.

Even in matters other than the service of alcohol, some of the restaurants on Maple Street have created nuisances. One of the restaurants on Maple Street left grease pits on public right-of-way for years, and for at least three years, an ugly dirty dumpster, haphazardly enclosed, and other assorted refuse has been occupying a parking lot shared by a number of Maple Street restaurants and one bar, and spilling over onto the adjacent public sidewalk. The photo attached as *Exhibit 8* demonstrates the low regard with which these businesses hold local residents. The photo was taken in 2012, but the situation is no better today. Look at this photo. Is this the image of responsible businesses? If a restaurant can hold our sanitation laws in disregard for so many years, it cannot be trusted to maintain order if allowed to host live music and keep late hours. The conditional use process is needed to protect the neighborhood from renegade operators, of which there appears to be no shortage.

The above makes it clear that ABO outlets, whether bars or restaurants, have a tendency to expand, often in extra-legal ways: to sell more alcohol and less food, to host (illegally) live music, to seek a wider patronage, including minors, to enlarge their patron areas and expand into adjoining properties, and temporally, to expand their hours of operation. Phillips' has already completed its metamorphosis from a restaurant to a bar, and the next section demonstrates how, over the course of a few years, a sedate white table restaurant can morph into a late-night college hang out.

A Case Study in Morphing: 7708 Maple

In December 2001, while Scott Shea was Councilmember for District A, a conditional use ordinance was approved to allow a restaurant with an ABO at 7708 Maple, which was once a modest home and had later served as an office for small businesses. The provisos attached to the conditional use permit prohibited a holding bar,³ and the conditional use was limited to the "existing leaseholder, Nautical, A Restaurant By the Bays, and Mr. Eric Bay." *Ordinance 20519 MCS, attached as Exhibit 9*. These provisos were added because of concerns of neighbors, as explained by the Times Picayune:

The opponents also warned that if the council authorized the sale of alcohol at the site, the conditional-use permit would remain in force even if Bay closes his restaurant, meaning the site could turn into a less desirable business such as a bar for college students. But Bay presented an affidavit from the owner, Hugh Stiel, saying he would not try to transfer the permit to another tenant.

Exhibit 10.

Despite these promises, the fears of the neighbors would be realized. In 2003, after Nautical closed, an operator sought the right to open a restaurant called Il Piatto on the site. The Council, at Councilmember Batt's suggestion, amended the conditional use, but this time did not limit the conditional use to the proposed operator, but made it applicable to any restaurant

³ "A bar accessible to the general public or restaurant patrons shall not be permitted." *Ordinance 20519 MCS Exhibit 7*.

(current or future) at the site. Ordinance 21286 MCS, attached as *Exhibit 11*. Under that amendment, any future owner or leaseholder would have the right to sell alcohol on the premises without having to go through the conditional use process. In 2005, after Il Piatto closed, the premises reopened as Big Apple Deli. One resident noted that the restaurant was advertising “Live Jazz” (live music was not permitted on Maple Street) and was “sending pamphlets around the neighborhood offering free drinks if folks come there for lunch or dinner.” *Exhibit 12*. The Big Apple did not reopen after Katrina, but sometime in late 2005 or early 2006 the premises reopened as the “Uptown Cajun.” In April of 2006, Uptown Cajun sought an alcoholic beverage license to sell liquor. *Exhibit 13*. The new operator violated the provision in the 2001 conditional use permit which prohibited the construction of a “bar accessible to the general public or restaurant patrons” by building a long bar with 2 beer taps. *Exhibit 14*. What had been approved as a quiet restaurant had morphed into a college sports bar outfitted with six flat screen TV’s with students drinking on the front porch long after midnight. *Exhibit 15*. A review in the Tulane *Hullabaloo* reported that though the kitchen closed at 10 PM, the bar stayed open as late as 2 AM, and that the establishment was popular for serving 40 oz. beers and a “dangerous” drink called the “Category 5,” made with 151 proof rum. *Exhibits 16 and 17*. The “Category 5,” with its strong rum content, echoes the “Hurricanes” and “Hand Grenades” available on Bourbon Street, and suggests an intent to re-create a Bourbon Street business model on Maple Street. Despite neighborhood complaints, the Big Apple Deli and Uptown Cajun were able to operate in violation of their permits for well over two years.

Conclusion

Even under the current CZO, where a restaurant must obtain a conditional use permit before it can serve alcohol on Maple Street, where live music is not permitted, and where hours of operation are frequently controlled by conditional use ordinances, there have nonetheless been numerous issues with restaurants. If anything, the rules governing restaurants on Maple Street should be tightened, not loosened. Maple Street, because of its proximity to the Universities, should be covered by an overlay requiring a conditional use permit before a restaurant would be permitted to have live music, alcohol, or stay open late. The HU-B1 zoning is intended for “commercial areas that *predominantly serve the needs of nearby residential neighborhoods.*” Maple Street should remain a *mixed-use* street providing services to nearby residents and not become a mono-culture of “barstaurants,” changing the street into an entertainment destination. Area residents would like to see a reduction in ABO intensity and a return to more of a mixed-use corridor, with a real mix of businesses, and do not want to see it become a strip completely dominated with restaurants and bars. Maple Street already has significant ABO density, and increasing the number of ABO’s and allowing live music and late hours will tend to make it more of a destination, aggravating current problems.

Please support the Maple Street Overlay.

MARI EXHIBIT LIST

| Number | |
|--------|---|
| 1 | Consent Agreement Red's Uptilly 6/22/11 |
| 2 | Consent Judgment T J Quills, 9/22/11 |
| 3 | AMA Report on Alcohol and Universities |
| 4 | Wechsler et al 2002 Study of Effects of ABO's near universities |
| 5 | Letter, Scott Cowen, 1/25/01 |
| 6 | Times-Picayune Article on Bruno's Bar 6/4/08 |
| 7 | Phillips' Bar Decision by La. Fourth Circuit,, 4/24/13 |
| 8 | Photo of Dumpster on Adams Street near Maple |
| 9 | Nautical Conditional Use Ordinance, 12/20/01 |
| 10 | Times Picayune Article Re: Nautical Conditional Use 12/22/01 |
| 11 | Il Piatto Conditional Use Ordiance, 9/4/02 |
| 12 | Email, 6/12/05 |
| 13 | Email, 4/24/06 |
| 14 | Email, 6/2/06 |
| 15 | Email, 7/23/06 |
| 16 | Tulane Hullabaloo Article re "dangerous" drinks, 9/22/06 |
| 17 | Blog Post, Re Pitchers at Uptown Cajun 12/20/06 |

CPCinfo

From: Keith Hardie <keithhardie@yahoo.com>
Sent: Monday, July 20, 2015 11:06 AM
To: CPCinfo
Subject: CPC: Maple Street Overlay: MARI Exhibits 1 - 4
Attachments: Exhibit 1 110800 Signed Consent Agreement Reds.pdf; Exhibit 2 110922 TJ Quills Copy of Judgment.pdf; Exhibit 3 AMA and RWJ Matter of Degree.pdf; Exhibit 4 Wechsler et al 2002 CollegeBarsEffect.pdf

Attached are Exhibits 1 - 4 to MARI's Memo in Support of Maple Street overlay. Exhibits 5 - 17 will follow.

Keith Hardie, Jr.
keithhardie@yahoo.com
757 St. Charles, Suite 304
New Orleans, LA 70130
(504) 522-6222
(504) 522-6226 (fax)

NEW ORLEANS ALCOHOLIC BEVERAGE CONTROL BOARD

HEARING NO. 02-11(A)

PERMIT NOS. 41755 & 41756

CITY OF NEW ORLEANS

VERSUS

MAPLE STREET ENTERTAINMENT, LLC D/B/A ROCCO'S

FILED: _____

CLERK

CONSENT JUDGMENT

This matter is set for hearing on June 21, 2011. Appearing herein are:

Maple Street Entertainment, LLC d/b/a Rocco's through its counsel of record, Jill A. Gautreaux

City of New Orleans through its counsel of record, Mark Daniel Macnamara

Considering the pleadings filed herein and the consent of the parties,

IT IS ORDERED ADJUDGED AND DECREED that there be judgment in favor of the City of New Orleans and against the defendant, Maple Street Entertainment, LLC d/b/a Rocco's (holder of Permit Nos. 41755 and 41756) finding that the defendant violated New Orleans City Code Section 30-69 relative to the failure to obtain a mayoralty permit for the conduct of live entertainment, and New Orleans City Code Section 10-157(22) relative to maintaining a nuisance within the meaning of Article 667 of the Louisiana Civil Code, and New Orleans City Code Section 10-157 (5) relative to permitting any disturbance of the peace or improper conduct on the licensed premises, including the presence of persons under the age of 21 in possession of alcoholic beverages.

IT IS FURTHER ORDERED ADJUDGED AND DECREED that the defendant, Maple Street Entertainment, LLC d/b/a Rocco's shall pay to the City of New Orleans a fine in the amount of Two Thousand (\$2,000) dollars for the foregoing violations.

IT IS FURTHER ORDERED ADJUDGED AND DECREED that the defendant, Maple Street Entertainment, LLC d/b/a/ Rocco's shall not permit music emanating from the premises to be plainly audible to the human ear of a reasonable person. For the purpose of this subsection, "plainly audible" means the music can clearly be heard, by unimpaired auditory senses from a distance of fifty or more feet from the nearest point of the establishment. Notwithstanding the foregoing, music emanating from the premises while the door is open for the purpose of ingress and egress of patrons shall not be plainly audible for an uninterrupted period of time greater than

sixty seconds. In a further effort to limit noise emanating from the premises, Maple Street Entertainment, LLC d/b/a/ Rocco's further agrees to close its windows after 10:00 p.m. when music is being played.

IT IS FURTHER ORDERED ADJUDGED AND DECREED that the defendant, Maple Street Entertainment, LLC d/b/a Rocco's shall prominently post outside the premises and make readily available the contact information for an individual who may be reached immediately (*i.e.*, not via voice message) to receive and address noise complaints between the hours of 10 pm to 3 am on days that the business is operating.

IT IS FURTHER ORDERED ADJUDGED AND DECREED that the defendant, Maple Street Entertainment, LLC d/b/a/ Rocco's shall maintain an adequate system of controls so as to prohibit sales to persons under the age of twenty-one (21), including but not limited to participation in the State of Louisiana Responsible Vendor Program, instruction to employees regarding strict prohibition against sales to persons under the age of twenty-one (21), immediate termination of any employee found to have sold an alcoholic beverage to persons under the age of twenty-one (21) and identification carding procedures at the door of the premises and at the point of sale.

IT IS FURTHER ORDERED ADJUDGED AND DECREED that the defendant, Maple Street Entertainment, LLC d/b/a Rocco's shall participate in a Maple Area Residents, Inc. (MARI) established law enforcement officer detail program to patrol within a three block radius of the establishment. The detail program shall include a patrol for 20 hours per week. Defendant shall pay to MARI the lesser of Fifty (50%) percent of such actual costs of such detail program or two hundred and fifty (\$250.00) dollars per week. The costs for the detail program shall be at the market rate for a police officer of the New Orleans Police Department.

IT IS FURTHER ORDERED ADJUDGED AND DECREED that the defendant, Maple Street Entertainment, LLC d/b/a Rocco's shall take reasonable measures to discourage loitering on the sidewalks immediately adjacent to its premises. Such measures will include stationing an employee on the outside of the premises to direct patrons back into the premises or to leave the area. Further, Maple Street Entertainment, LLC d/b/a Rocco's will place no loitering signs on its front door as well as on its exterior walls on Maple Street and Hillary Street.

IT IS FURTHER ORDERED ADJUDGED AND DECREED that the defendant, Maple Street Entertainment, LLC d/b/a Rocco's shall participate in a litter abatement program which

shall cause trash to be removed along Maple Street between Cherokee and Adams Streets and along Hillary Street between Hampton and Burthe Streets. The trash collection shall be performed between closing and 7:00 a.m. on the days the establishment is open.

IT IS FURTHER ORDERED ADJUDGED AND DECREED that the defendant, Maple Street Entertainment, LLC d/b/a Rocco's shall cause all "to-go" cups to bear the name "Rocco's" clearly legible thereon and prohibit patrons from removing any other types drinkware from the establishment. In the alternative, Maple Street Entertainment, LLC d/b/a Rocco's may cease using "to-go" cups altogether and prohibit patrons from removing any other types drinkware from the establishment.

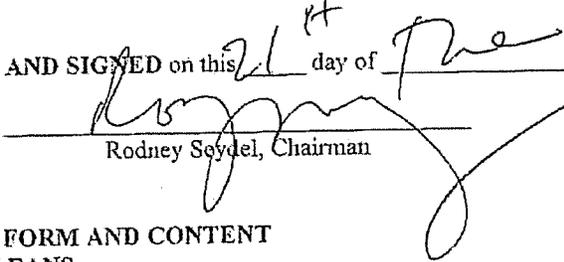
IT IS FURTHER ORDERED ADJUDGED AND DECREED that Maple Street Entertainment, LLC d/b/a Rocco's shall attend meetings of the Maple Area Residents, Inc. on a quarterly basis to attempt to address any complaints and concerns of the residents living in the vicinity of the premises.

IT IS FURTHER ORDERED ADJUDGED AND DECREED that upon the finding of any material violation of this Consent Judgment shall result in a minimum forty-five (45) day suspension of the alcoholic beverage permits of Maple Street Entertainment, LLC d/b/a Rocco's and/or any other sanctions the Alcoholic Beverage Control Board deems appropriate to impose.

IT IS FURTHER ORDERED ADJUDGED AND DECREED that this Consent Judgment shall apply to any successors or assigns of Maple Street Entertainment, LLC d/b/a Rocco's to which Jude Marullo, or an entity owned or managed by Jude Marullo, or anyone who is a descendant, ascendant, or collateral relation to Jude Marullo, or an entity owned or managed by such relative, is the successor or assignee of the Maple Street Entertainment, LLC d/b/a Rocco's interest.

IT IS FURTHER ORDERED ADJUDGED AND DECREED that this consent judgment may be modified subject to the mutual consent of the parties.

READ, RENDERED AND SIGNED on this 21st day of June, 2011.

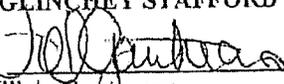

Rodney Seydel, Chairman

APPROVED AS TO FORM AND CONTENT
CITY OF NEW ORLEANS

BY: 

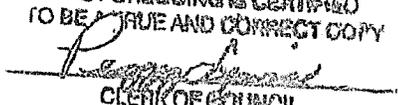
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ATTORNEY FOR MAPLE STREET ENTERTAINMENT, LLC
D/B/A ROCCO'S

THE FOREGOING IS CERTIFIED
TO BE A TRUE AND CORRECT COPY


PENNY DENNIS
CLERK OF COUNCIL

NEW ORLEANS ALCOHOLIC BEVERAGE CONTROL BOARD

HEARING NO. 17-11 (A)

PERMIT NOS. 43993 & 43994

FILED: _____

CLERK

CITY OF NEW ORLEANS

VERSUS

TMS REALTY, LLC d/b/a T. J. QUILL'S

CONSENT JUDGMENT



This matter is set for hearing on ~~August 16~~, ^{September 20,} 2011. Appearing herein are:

TMS REALTY, LLC d/b/a T.J. Quill's through its counsel of record, David Motter.

City of New Orleans through its counsel of record, Mark Daniel Macnamara.

Considering the pleadings filed herein and the consent of the parties:

IT IS ORDERED ADJUDGED AND DECREED that there be judgment in favor of the City of New Orleans and against the defendant, TMS REALTY, LLC d/b/a T.J. Quill's (holder of Permit Nos. 43993 and 43994) finding that the defendant violated New Orleans City Code Section New Orleans City Code Section 10-157 (19) and (22) relative to maintaining a nuisance within the meaning of Article 667 of the Louisiana Civil Code, Section 10-157(a) 1, relative to selling or serving alcoholic beverages to any person under the age of 21 years, Section 10-157(a) 3, relative to allowing or permitting any person under the age of 18 years to visit or loiter on any premises where alcoholic beverages are the principal commodity sold. Further, the defendant violated New Orleans City Code Section 10-157 (a) 22, relative to written complaints from either any ten or more residents of the election precinct where the alcoholic beverage outlet is located and New Orleans City Code Section 10-157 (5) relative to permitting any disturbance of the peace or improper conduct on the licensed premises, including the presence of persons under the age of 21 in possession of alcoholic beverages.

IT IS FURTHER ORDERED ADJUDGED AND DECREED that the defendant, TMS REALTY, LLC d/b/a T.J. Quill's shall pay to the City of New Orleans a fine in the amount of two thousand dollars (\$2,000) for the foregoing violations.

IT IS FURTHER ORDERED ADJUDGED AND DECREED that the defendant, TMS REALTY, LLC d/b/a T.J. Quill's shall not permit music emanating from the premises to be plainly audible to the human ear of a reasonable person. For the purpose of this subsection,



"plainly audible" means the music can clearly be heard, by unimpaired auditory senses from a distance of fifty or more feet from the nearest point of the establishment. Notwithstanding the foregoing, music emanating from the premises while the door is open for the purpose of ingress and egress of patrons shall not be plainly audible for an uninterrupted period of time greater than sixty seconds. In a further effort to limit noise emanating from the premises, TMS REALTY, LLC d/b/a T.J. Quill's further agrees to close its windows after 10:00 p.m. when music is being played.

IT IS FURTHER ORDERED ADJUDGED AND DECREED that the defendant, TMS REALTY, LLC d/b/a T.J. Quill's shall prominently post outside the premises and make readily available the contact information for an individual who may be reached immediately (*i.e.*, not via voice message) to receive and address noise complaints between the hours of 10 pm to 3 am on days that the business is operating.

IT IS FURTHER ORDERED ADJUDGED AND DECREED that the defendant, TMS REALTY, LLC d/b/a T.J. Quill's shall maintain an adequate system of controls so as to prohibit sales to persons under the age of twenty-one (21), including but not limited to participation in the State of Louisiana Responsible Vendor Program, instruction to employees regarding strict prohibition against sales to persons under the age of twenty-one (21), immediate termination of any employee found to have sold an alcoholic beverage to persons under the age of twenty-one (21) and identification carding procedures at the door of the premises and at the point of sale.

IT IS FURTHER ORDERED ADJUDGED AND DECREED that the defendant TMS REALTY, LLC d/b/a T.J. Quill's shall participate in a Maple Area Residents, Inc. (MARI) established law enforcement officer detail program to patrol within a three block radius of the establishment. The detail program shall include a patrol for 20 hours per week. Defendant shall pay to MARI the lesser of Fifty (50%) percent of such actual costs of such detail program or two hundred and fifty (\$250.00) dollars per week. The costs for the detail program shall be at the market rate for a police officer of the New Orleans Police Department.

IT IS FURTHER ORDERED ADJUDGED AND DECREED that the defendant, TMS REALTY, LLC d/b/a T.J. Quill's shall take reasonable measures to discourage loitering on the sidewalks immediately adjacent to its premises. Such measures will include stationing an employee on the outside of the premises to direct patrons back into the premises or to leave the

Two handwritten signatures in black ink, one above the other, located at the bottom left of the page.

area. Further, TMS REALTY, LLC d/b/a T.J. Quill's will place no loitering signs on its front door as well as on its exterior walls.

IT IS FURTHER ORDERED ADJUDGED AND DECREED that the defendant, TMS REALTY, LLC d/b/a T.J. Quill's shall participate in a litter abatement program which shall cause trash to be removed along Maple Street between Cherokee Street and Adams Street and along Adams Street between Burthe Street and Hampson Street. The trash collection shall be performed between closing and 7:00 a.m. on the days the establishment is open.

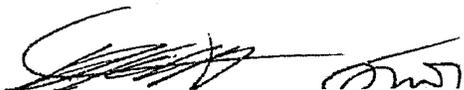
IT IS FURTHER ORDERED ADJUDGED AND DECREED that the defendant, TMS REALTY, LLC d/b/a T.J. Quill's shall cause all "to-go" cups to bear the name "T.J. Quill's" clearly legible thereon and prohibit patrons from removing any other types drinkware from the establishment. In the alternative, TMS REALTY, LLC d/b/a T.J. Quill's may cease using "to-go" cups altogether and prohibit patrons from removing any other types drinkware from the establishment.

IT IS FURTHER ORDERED ADJUDGED AND DECREED that TMS REALTY, LLC d/b/a T.J. Quill's shall attend meetings of the Maple Area Residents, Inc. on a quarterly basis to attempt to address any complaints and concerns of the residents living in the vicinity of the premises.

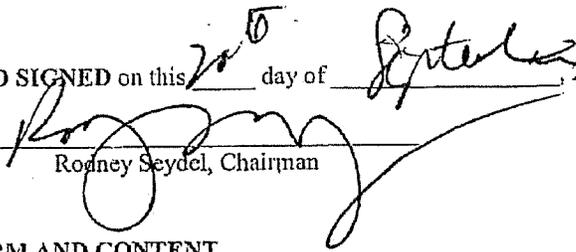
IT IS FURTHER ORDERED ADJUDGED AND DECREED that upon the finding of any material violation of this Consent Judgment shall result in a minimum sixty (60) day suspension of the alcoholic beverage permits of TMS REALTY, LLC d/b/a T.J. Quill's and/or any other sanctions the Alcoholic Beverage Control Board deems appropriate to impose.

IT IS FURTHER ORDERED ADJUDGED AND DECREED that this Consent Judgment shall apply to any successors or assigns of TMS REALTY, LLC d/b/a T.J. Quill's to which TMS REALTY, LLC, or an entity owned or managed by TMS REALTY, LLC, or anyone who is a descendant, ascendant, or collateral relation to TMS REALTY, LLC d/b/a T.J. Quill's, or an entity owned or managed by such relative, is the successor or assignee of the TMS REALTY, LLC d/b/a T.J. Quill's interest.

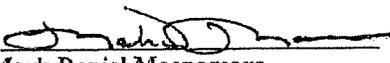
IT IS FURTHER ORDERED ADJUDGED AND DECREED that this consent judgment may be modified subject to the mutual consent of the parties.



READ, RENDERED AND SIGNED on this 20th day of September, 2011.


Rodney Seydel, Chairman

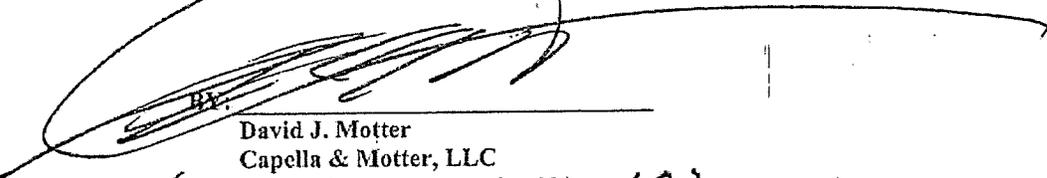
APPROVED AS TO FORM AND CONTENT
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BY: 

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Chief Deputy City Attorney
1300 Perdido Street
Fifth Floor
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THE FOREGOING IS CERTIFIED
TO BE A TRUE AND CORRECT COPY


CLERK OF COUNCIL

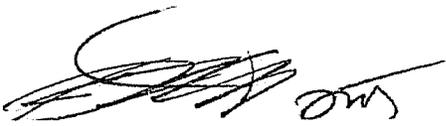
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304

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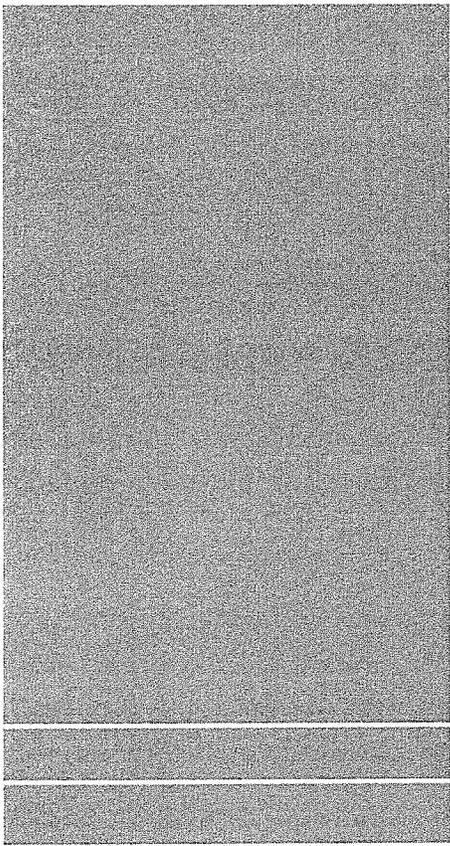


A MATTER OF DEGREE ADVOCACY INITIATIVE

A Project of
The Robert Wood Johnson Foundation

The National Program Office of
A Matter of Degree at
the American Medical Association

October 2003



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ACKNOWLEDGMENTS

The Silver Gate Group prepared this report with support from The Robert Wood Johnson Foundation, which funds *A Matter of Degree: The National Effort to Reduce High-Risk Drinking Among College Students (AMOD)*. The American Medical Association's Office of Alcohol and Other Drug Abuse managed the Advocacy Initiative in its role as National Program Office for AMOD. It received advice and support from the Technical Resource Group, which included the following individuals:

- Charles Atkin, PhD, chair, Department of Communication, Michigan State University
- James Baker, president, Pan American Services
- William DeJong, PhD, director, Higher Education Center for Alcohol and Other Drug Prevention
- George Hacker, JD, director, Alcohol Policies Project, Center for Science in the Public Interest
- Linda J. Major, director, NU Directions, University of Nebraska-Lincoln
- James F. Mosher, JD, director, Marin Institute for Alcohol and Other Drug Prevention
- Penny Norton, director, FACE-Truth and Clarity on Alcohol
- Barbara E. Ryan, adviser, Higher Education Center for Alcohol and Other Drug Prevention
- John W. Smeaton, PhD, vice provost for student affairs, Lehigh University
- Lawrence Wallack, PhD, professor of public health, School of Community Medicine, Portland State University
- Tim Westerbeck, president, Westerbeck Communications

We thank the individuals (see Appendix B) from the following coalitions for taking the time to be interviewed by the Silver Gate Group for this report and for their thoughtful review of several drafts of the report:

- Building Responsibility Coalition of the University of Delaware and the city of Newark
- Coalition to Create a Quality Learning Environment of the University of Vermont and the city of Burlington
- NU Directions of the University of Nebraska-Lincoln and the city of Lincoln
- Stepping Up Coalition of the University of Iowa and Iowa City

We appreciate their candor in our interviews with them that sought capture the experiences of the Advocacy Initiative as well as the comments they provided to help assure that the report both accurately reflected those experiences and would benefit others working to prevent problems related to high-risk drinking by college students. To the extent that we achieved that goal, the credit is theirs. To the extent that we didn't, the fault is ours.

October 2003

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Layout Design: J. Lane Designs

Support for this publication was provided by a grant from The Robert Wood Johnson Foundation®, Princeton, New Jersey.

For additional copies contact the A Matter of Degree National Program Office at 312/464-4516.

PREFACE

The A Matter of Degree (AMOD) Advocacy Initiative was a two-year project designed by National Program Office (NPO) staff members Lisa Erk, Richard Yoast and Sandra Hoover, with the assistance of a national technical resource group. The Advocacy Initiative's goal was to help the ten campus-community partnerships of AMOD more effectively test the environmental management model to prevent high-risk drinking among college students. This model seeks to alter the physical, social and economic environments that influence student drinking decisions through policy and enforcement measures. Four of the ten grantees were chosen to receive sustained, on-site technical assistance and training to broaden coalition members' understanding of the model and expand their capacity to achieve its objectives.

A key learning of this project is that a specific set of professional skills is vital to the success of a coalition's effort to change community policies and normative beliefs that create and exacerbate the entrenched and complex problem of college binge drinking. These skills include community organizing, media advocacy and strategic planning, which are discussed in greater detail in this report. The American Medical Association's (AMA) Office of Alcohol and Other Drug Abuse, the national program office of AMOD, contracted with Pan American Services (PAS) to provide this technical assistance and training.

An important goal was to help each coalition develop and implement strategies to broaden public awareness and understanding, not only of the problems associated with high-risk drinking, but also of policy solutions based on an analysis of those factors in the campus-community environment that encourage young people to drink to excess.

The AMA also contracted with Fenton Communications to create a national media strategy, designed specifically to provide national media coverage from which local media "hooks" could be developed to help drive policy change at the community level. Two major national media campaigns garnered more than 1,000 combined print and broadcast stories and catapulted the AMA into the headlines as a national leader in the effort to reduce high-risk and underage drinking. As part of these campaigns AMA chair J. Edward Hill, MD, was featured on the "Good Morning America" show declaring college binge drinking as a "major public health problem." Most importantly, this media coverage helped pave the way for dozens of local media stories in AMOD campus communities.

This case history report recounts the experiences of the following campus-community collaborations:

- University of Delaware and the city of Newark, Delaware
- University of Iowa and Iowa City, Iowa
- University of Nebraska-Lincoln and the city of Lincoln, Nebraska
- University of Vermont and the city of Burlington, Vermont

This report is a journalistic account of the experiences of the four campus-community collaborations. The case histories are based solely on interviews with campus and community representatives at all four sites conducted in fall 2001 and fall 2002 and interviews with AMA and PAS staff, as well as a review of written reports, meeting minutes, public documents and press accounts in national, local and campus media. Appendix B lists the names all of those interviewed for the case history report. All those interviewed agreed to be audio taped and quoted. In addition, the report compilers provided all those interviewed the opportunity to review and comment on the manuscript to ensure that it accurately reflected their accounts.

Under a separate grant from The Robert Wood Johnson Foundation, the Harvard School of Public Health College Alcohol Study (CAS) is conducting a comprehensive evaluation of the AMOD initiative. Additional information on that project is available at www.hsph.harvard.edu/cas/.

A MATTER OF DEGREE

EXECUTIVE SUMMARY

The Robert Wood Johnson Foundation initiative A Matter of Degree: The National Effort to Reduce High-Risk Drinking Among College Students (AMOD), started in 1996 as an \$8.6 million, seven-year program. The program is funded by the Foundation and administered by the project's National Program Office (NPO) at the American Medical Association's Office of Alcohol and Other Drug Abuse. The program fosters collaborations among ten universities and their surrounding municipalities to jointly address issues of high-risk drinking, the resulting adverse consequences for college students and the surrounding community, and how to improve the quality of life for all community residents. The ten coalitions examine how the on- and off-campus environments affect student drinking and identify and implement science-based approaches to changing those environments to promote communities with healthier, safer conditions for all. The Harvard University School of Public Health independently conducts the program evaluation.

A major activity of the AMOD coalitions is to advocate for and implement science-based solutions to changing the environment that contributes to high-risk drinking, particularly policies and practices related to alcohol:

- Access and availability
- Price
- Service
- Advertising and promotion
- Social norms
- Policy enforcement

The program used a range of activities to create change: policy formation and advocacy, media advocacy, education of the public and decision-makers,

development of new social norms, and broad-based community involvement.

During the first years of the project, activities centered around making changes in campus policies and improving enforcement of campus and community alcohol policies. As the program began to look more

at community (off-campus) influences, in 1999 the NPO provided additional support to four selected AMOD coalitions through a two-year Advocacy Initiative. The initiative provided intensive training and technical assistance in the areas of media advocacy, strategic planning and community organizing to help them change community policies. Additional national media materials were developed both to support those activities and to influence public perceptions of college drinking problems and what can be done about them.

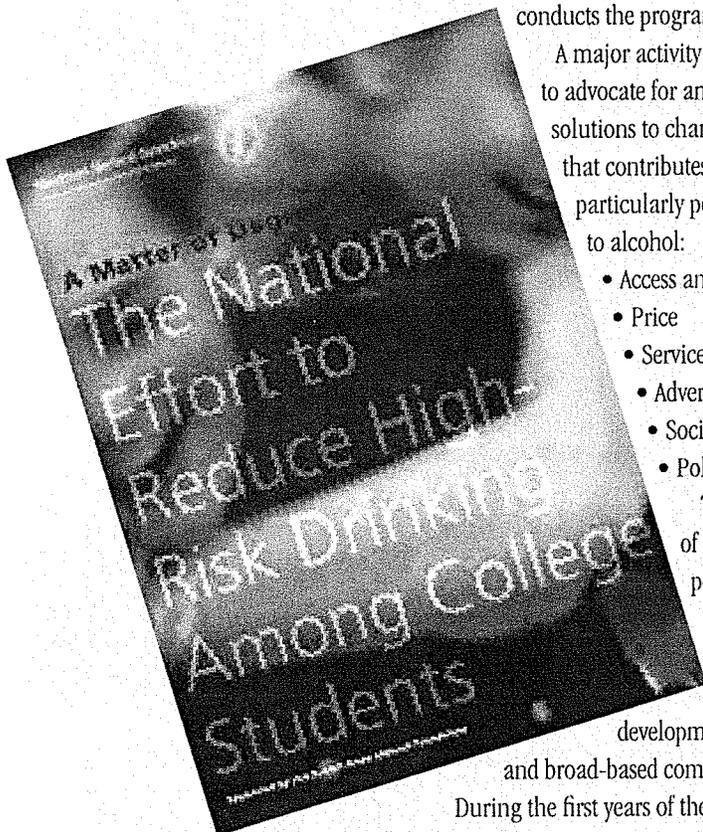
The four AMOD campus-community coalitions participating in this initiative were:

- Building Responsibility Coalition (University of Delaware and the city of Newark)
- Coalition to Create a Quality Learning Environment (University of Vermont and the city of Burlington)
- NU Directions (University of Nebraska-Lincoln and the city of Lincoln)
- Stepping Up Coalition (University of Iowa and Iowa City)

The NPO contracted with Pan American Services (PAS), based in Bozeman, Montana, to provide intensive assistance in strategic planning and media advocacy to the AMOD sites, to help them achieve community-based policy goals intended to reduce student high-risk drinking and its secondhand effects. A contract with Fenton Communications (New York, San Francisco and Washington) was used to develop national media strategies, media materials and campaigns to attract media attention.

PAS based its technical assistance to the AMOD sites on "building blocks of the environmental prevention model to establish an infrastructure that promotes policy solutions and community norm changes." They are the following:

- *Intentional organizing* builds support among necessary community members and organizations, businesses, law enforcement agencies and policy-makers by engaging them in creating positive change within their community. Intentional organizing develops the community leadership necessary to define and support the change process.



The theory underlying the Advocacy Initiative was that community policy decisions and public and decision-maker perceptions are greatly influenced by the mass media as well as by personal relationships.

- *Applied data and research* identify the magnitude of the problem and guide intervention planning throughout the campaign. Data collection supports the need for community interventions and can demonstrate that changes occur.
- *Policy* provides direction to develop an overall campaign strategy. The policy design is based on community data collection and citizen input.
- *Media advocacy* links individual components of the model into a cohesive whole. Media advocacy is a critical element that raises awareness of the problem on the public agenda, provides a vehicle for high-visibility community response, highlights project successes, demonstrates community support and promotes policy change.
- *Enforcement* ensures consistent application of new and existing policies.

Campus-community partnership is the heart of each coalition participating in the Advocacy Initiative. The Advocacy Initiative's community organizing training and technical assistance focused on helping project staff to approach and actively involve the surrounding community. PAS taught coalitions how to identify, build support for and implement science-based (that is, research-based) policy changes.

The Advocacy Initiative used data and research from a range of sources to show the nexus between problems and solutions. Throughout the project, all participants and the NPO staff expressed a need for research, synthesis and advice about various alcohol policies, alcohol-related problems and related data. PAS offered assistance through

- on-site training and mentoring adapted to the needs and skill levels of staff and volunteers. Participants were taught how to develop effective media messages, approach the media and decision-makers, research local alcohol-related problems, create advocacy that would capture media attention, and organize in the community;
- ongoing phone and electronic access to research, advocacy advice and communications materials; and
- development of strategic plans.

A private AMOD project Website (now part of www.acholpolicysolutions.net) was developed and contains an extensive, searchable research database accessible to all ten AMOD campus-community partnerships. In addition, the PAS staff conducted rapid response literature reviews and policy searches so that sites would have reliable data and research syntheses to back up proposed policy initiatives.

The Advocacy Initiative was designed to facilitate passage of local community policies that would create environmental change and ultimately reduce problems. Each site was asked to develop a strategic plan to implement one or two policy objectives of its choosing. The primary policy objectives differed across the sites. Nebraska chose a statewide policy regarding driver's licenses rather than local policies. Vermont chose improvement of local alcohol-server training. Iowa worked to reduce cheap drink specials and ads targeting students. Delaware sought to help the city undertake an examination of several alcohol policies and to implement strategies to reduce service to underage drinkers. PAS helped to define these objectives and identify activities and tasks needed to reach those goals. At first, it provided intensive assistance to the coalitions to help them carry out their plans; but as the coalitions gained skills and experience, less help was needed and was limited to addressing specific tasks.

The theory underlying the Advocacy Initiative was that community policy decisions and public and decision-maker perceptions are greatly influenced by the mass media as well as by personal relationships. To create policy and perceptual change requires development of relationships and the capture of media attention through new ways of looking at and solving problems. Media also can maintain attention and focus on alcohol-related problems and solutions. This helps build momentum for legislative change and assure policy-makers that such change has broad community backing. On-site training and assistance helped teach strategic use of the media to support policy goals in their strategic plans. Sites learned how the local media work and how to use media advocacy tactics to get media coverage on the issues from an environmental perspective rather than focusing on "problem students."

The initiative's national media component helped sites build local media capacity by providing a national news "hook" for them to join. It encouraged local reporters to be responsive to the local stories that the sites were pitching. The NPO and PAS worked with the sites to add local data, stories and policy goals to local coverage of the national story. Fenton Communications conducted research on public opinion, issue selection, strategic message development and national media contacts.

All four coalitions participating in the Advocacy Initiative made the publicity and enforcement of laws a central priority. Campus and police officials reported that the continued oversight by the coalition was an incentive to such enforcement. Through their oversight, the coalitions also affirmed expectations and norms that overservice of alcohol and sales and service to youths under the legal purchase age would not be tolerated or approved of by the community at large.

All four campus-community coalitions agreed that the effort was worthwhile. Their policy goals were achieved and the city councils involved in the policy efforts all began to develop their own broader alcohol policy agendas. They report that problems are going down, quality of life both on campus and off campus is improving, town-gown relations are less strained and the community as a whole has benefited from the changes that have taken place.

The experiences of these coalitions can be adapted by others who are considering embarking on a course of action to address student drinking and alcohol-related community problems.

LESSONS LEARNED FROM THE AMOD ADVOCACY INITIATIVE

Take It Seriously.

High-risk drinking and its negative effects on the community are serious problems requiring thoughtful and ongoing attention. Too often such problems have been approached with occasional Band-Aid solutions or viewed as something to be taken care of through public relations efforts. The high-risk behavior of students is the just concern of campus and community alike. Both suffer the adverse consequences of that behavior, both influence that behavior and thus both have legitimate interests in taking measures to curb it. Taking these problems seriously—and publicly acknowledging that we are going to address them—are first steps toward making progress.

Embrace the Environmental Model.

Education, the business of the university, is an important component of alcohol problem prevention, but it is not sufficient to have a significant impact on problem reduction. While people on and off campus do not readily understand the environmental approach, the evidence shows that changes in the legal, social, physical, economic and communications environments can reduce problems related to high-risk drinking by students. This requires that all sectors of the community, not just the students, examine how they contribute to the problem and join in its reduction.

Look at the Environment—How It Is and How You Want It to Be.

Effective solutions require a careful evaluation of how alcohol problems are influenced and affected by the on- and off-campus environments. This enables selection of appropriate solutions. Part of the analytical process will lead to consideration of what we want our communities to be like. How do we expect individuals, groups, government, businesses and other institutions to behave? What new relationships and collaborations do we need? What would an economically, socially and physically healthy community look like?

Think Long Term.

The cultural environment surrounding student drinking did not develop overnight. Changing that environment takes time. Too often responses come in the aftermath of a crisis when pressure develops to do something right away. Thinking long term allows for strategic planning that considers problem definition, community norms and community values before implementing solutions.

Use Targeted Technical Assistance to Make a Difference.

University student services staff typically lacks skills and experience in community change processes or in policy advocacy. Community citizens often lack access to the research and training needed to make their advocacy efforts effective. Technical assistance is often provided on a schedule without consideration of specific needs, local conditions or appropriate timing. However, the provision of on-site assistance as it is needed, with backup research and communications support, can enable coalitions to acquire the skills, experiences and information they need. Once taught, they can proceed on their own to effect the environmental changes they think are important.

A MATTER OF DEGREE

Setting the Stage for Change

By Richard A. Yonish-Rouss, PhD

The Foundation's initiative, called A Matter of Degree:
The National Effort to Reduce High-Risk Drinking Among College Students
(AMOD), started in 1996 as an \$8.6 million, seven-year program.

MAP | EXHIBIT 3

SETTING THE STAGE FOR CHANGE

The Robert Wood Johnson Foundation decided to address college binge drinking after reviewing a Foundation-supported 1993 Harvard University School of Public Health College Alcohol Study of more than 17,000 students at 140 four-year colleges. The highly publicized results of this study, responsible for placing the issue of college binge drinking on the nation's radar screen, found that 44 percent of students surveyed were binge drinkers (binge drinking is defined as the consumption of at least five drinks in a row for men or four for women in a single sitting during the two weeks before the survey). Binge drinking is also referred to as high-risk drinking in this report.

These binge drinkers were at substantially increased risk for alcohol-related problems such as getting behind in schoolwork, engaging in unplanned sexual activity or getting injured. The survey also showed that binge drinkers created problems for classmates who were not binge drinkers. Students at schools with higher binge-drinking rates were more likely than peers at schools with lower binge rates to experience problems such as being pushed, hit or assaulted,

- Citizen, including youth, empowerment through the organizing of coalitions or partnerships
- Media and policy advocacy and public awareness to highlight problems
- Policy advocacy of research-based solutions concerning alcohol price, services and availability; access by youths; and advertising, promotion and sponsorship
- Public activities augmented by targeted media strategies that influence norms supportive of policy changes and healthier behaviors

The Foundation's initiative, called A Matter of Degree: The National Effort to Reduce High-Risk Drinking Among College Students (AMOD), started in 1996 as an \$8.6 million, seven-year program. The national program is funded by The Robert Wood Johnson Foundation and administered by the American Medical Association. Working with ten university-community coalitions, together they are leading a national effort to reduce high-risk drinking among college students. AMOD is designed to foster collaboration between participating universities



experiencing an unwanted sexual advance, or having study or sleep interrupted. Newspaper reports also indicated higher levels of alcohol-related problems in communities surrounding these colleges.

The Foundation also found that a growing body of research demonstrated that the common use of alcohol education as the main prevention strategy was costly and only produced insignificant outcomes. Other research, however, indicated that changing the policy environment showed the greatest potential for successfully reducing underage drinking and related problems. That research is summarized in the 2002 National Institute on Alcohol Abuse and Alcoholism panel reports on high-risk drinking in college (www.collegedrinkingprevention.gov) and the 2003 Institute of Medicine report *Reducing Underage Drinking: A Collective Responsibility* (www.iom.edu/report.asp?id=15100). The scientific literature pointed toward a number of combined key features integral to this public health approach:

and their surrounding municipalities to address the important public health issue of high-risk drinking and its adverse consequences for college students, and to improve the quality of life for all community residents. The program is being evaluated independently by the Harvard University School of Public Health College Alcohol Study. Reports from this multi-method, multi-year study evaluation, which track the AMOD experience from its inception in 1996, are forthcoming.

AMOD awards were offered through an invitational process in which universities and their local municipal representatives were asked to apply on several criteria:

- Participation in the national Harvard University School of Public Health College Alcohol Study of randomly selected schools
- High rates of student binge drinking
- Willingness to publicly address their campus's alcohol-related problems and student drinking behaviors

- Explicit project support from the chief campus administrator and high-level community representatives (for example, mayors and police chiefs)
- Demonstrated history of campus activities designed to reduce alcohol problems

• Active student participation in the proposed project
Six grants were awarded in 1996, four in 1998. The AMOD sites are the following:

- Florida State University—The City of Tallahassee, Florida
- Georgia Institute of Technology—The City of Atlanta, Georgia
- Lehigh University—The City of Bethlehem, Pennsylvania
- Louisiana State University—The City of Baton Rouge, Louisiana
- University of Colorado—The City of Boulder, Colorado
- University of Delaware—The City of Newark, Delaware
- University of Iowa—Iowa City, Iowa
- University of Nebraska-Lincoln—The City of Lincoln, Nebraska
- University of Vermont—The City of Burlington, Vermont
- University of Wisconsin—The City of Madison, Wisconsin

All AMOD grants are overseen by campus divisions of student affairs and have easy access to the university president or counterpart. Structurally, the partnerships are organized as shared campus-community committees or as broad-based campus-community coalitions. Participants typically include high-level city and university officials and law enforcement, campus faculty, neighborhood associations, student and school district leaders, local prevention agencies, local and campus health care professionals, and, frequently, representatives of state government, liquor enforcement authorities and local alcohol retailers. Staffing includes a project manager teamed with a high-level university administrator, communications staff and a project evaluator.

The AMOD programs are governed by two underlying principles:

- Environmental factors such as alcohol advertising and marketing, institutional policies and practices, and local ordinances—even social and cultural beliefs and behaviors—converge to encourage high-risk drinking, but those factors are subject to change

through a range of policies and activities designed to prevent and reduce harm.

- Formation of broad-based campus-community coalitions and collaborations can create long-lasting environmental changes to support healthy lifestyle choices and discourage excessive alcohol consumption.

By the end of year two (the first year that plans were implemented), each campus reviewed and revised its alcohol policies and procedures and increased enforcement for greater consistency and effectiveness. Campus literature, recruitment and communications



were changed to reflect an intentional theme: Students who want to learn and enjoy all the campus and community offered would be sought—but students looking primarily for a party school need not apply. This message was repeated in staff education, letters to parents and interactions with alumni and media.

Most projects addressed campus issues first and thus helped convince skeptical community members that the universities were serious about change. Early actions to share campus police, emergency room, health care and other data and procedures fostered the idea of

a true campus-community partnership. Lehigh, Vermont and Iowa students and neighborhood groups began to develop projects to get to know each other, to communicate expectations and to jointly address concerns. The Delaware project staff and Newark's mayor increased their shared planning activities. Although the grants were awarded to the university, funds were commonly allocated to address community needs and student needs for alcohol-free special events, social activities and housing.

Most of the campuses also took steps to

- develop new student-faculty interactions to support better student integration with aspects of the campus



community and culture not focused primarily on drinking;

- involve Greek chapter leadership to bring fraternities back to their original mission of academic achievement, fellowship and community service; and
- use social marketing campaigns to counter pro-bingeing social pressures and pro-consumption messages.

Establishment of Coalitions

All the projects devoted much of the first year to building coalitions, developing action plans and cementing working relationships among participants. In almost every case, campus, local and state policy change opportunities arose during this planning phase. This prompted new connections among all of the AMOD

projects (via a listserv, training events and an annual meeting); among the projects and national advocacy groups; and with law enforcement (for example, city and campus police, highway patrol and liquor-licensing authorities), which all grantees recognized as playing a key role in project activities and success.

Universities provide ready-made infrastructures for discussion and problem solving and can serve as bases from which to speak out and effect change. Each campus has sophisticated communications, planning and political resources with easy access to the mass media and government officials. AMOD extended these resources into the community. Campuses typically have a great deal of control over their internal environments and student life. AMOD projects are thus able, to a great extent, to negotiate the terms and rates of change. The more politically and socially complex off-campus environments addressed by the projects have been primarily limited to the immediate campus vicinity with additional major impact on the entire community.

The campus administrations often moved cautiously at first so as not to alienate their constituencies and, in part, to establish a credible long-term commitment to addressing alcohol-related problems. They were able to integrate the projects into institutional strategic planning. Their activism increased as they had success in campus areas where they had the most control. They saw that it worked.

Collaboration with Law Enforcement

In the AMOD sites, campus and community police were encouraged to be active partners—and often became leaders. Project staff consulted with those in enforcement to assess and alter campus policy. Coordination of campus police and community police was quickly identified as necessary to effective enforcement. City and campus participants supported the coordination by broadcasting new policies and enforcement measures to all key audiences. The universities brought parents onto the enforcement team—parents often pay the bills, are legally responsible for children who are minors and, most importantly, care about their children's well-being. Parent organizations were invited to join policy discussions. Some campuses informed individual

parents of policy changes, campus expectations and a son or daughter's infraction. Other steps streamlined student judicial and disciplinary processes and supported staff implementation of alcohol policies.

Through the AMOD collaborations, the community and campus police forces began regular meetings to share information about incidents and infractions, coordinate activities and explore ways to make their reporting mechanisms more compatible. Several universities were thus able to hold students accountable for off-campus alcohol infractions—knowing that the city police would share the information. Others explored whether campus–city police jurisdictional divisions were effective or counterproductive.

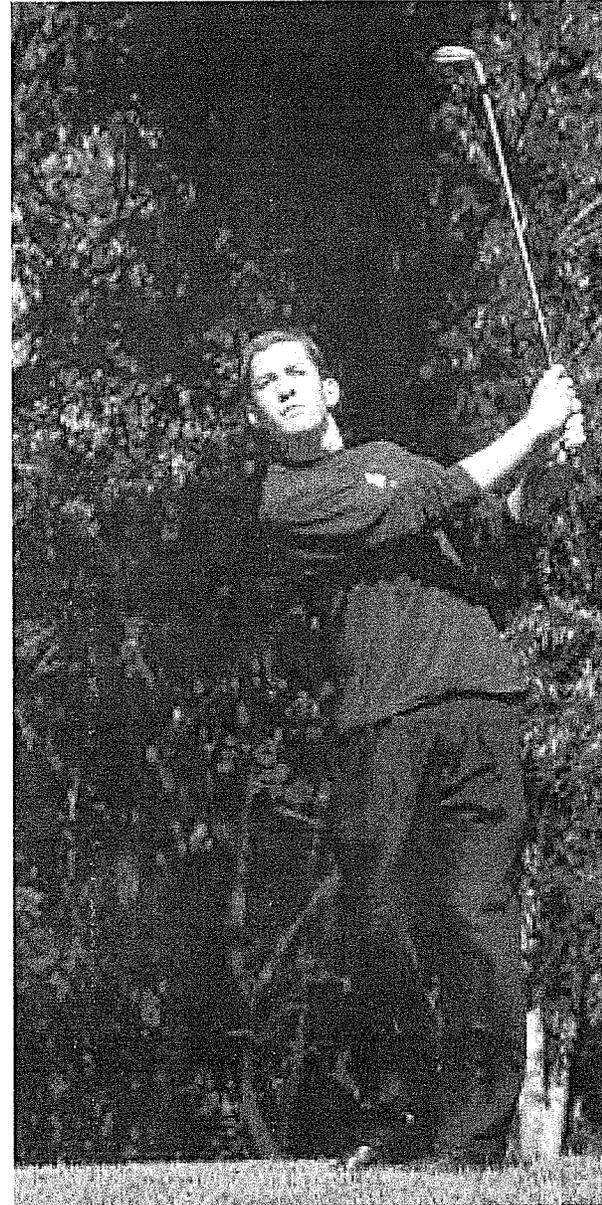
The cooperative tenor gave further support to active community enforcement of laws barring service and sales of alcohol to minors. This helped reduce student opposition to enforcement because they no longer felt singled out or treated unequally while servers of minors went unpunished. The campuses also began to bring their concerns (such as about bars serving minors or the negative impact of licensing large numbers of alcohol-serving establishments close to campus) to local alcohol control authorities. Local merchants who support project goals have been helpful in providing insights about how best to have their clerks and servers comply with state and local laws. A major change experienced in all the communities and universities has been a new recognition that alcohol-related problems, solutions and prevention are shared mutually.

A Renewed Understanding of the University as a Social Change Agent

The AMOD policy partnerships set the stage for a renewed consideration of the university as social change agent and leader. As one would expect, until recently most campuses addressed alcohol problems through small-group and peer education, awareness campaigns and student counseling services. The university was perceived as a reactor or observer, limited to using persuasion and not fundamentally connected to the sources of student alcohol problems. Most campuses and surrounding cities treated alcohol problems separately—as a campus-student problem or as a city problem.

The AMOD environmental model was an eye-opener. It illustrated how the university was affected by and could influence external factors, such as parental expectations,

the presence of large numbers of bars surrounding campus and the availability and promotion of cheap alcohol. As the project progressed, staff members began to see change effected through policy and enforcement



collaborations of concerned people and through the university creating new expectations. For the first time campus administrators appeared before local liquor-licensing authorities to express what they had learned about the impact of licensing decisions on their students. Many community members welcomed their new collaborations and worked with students to reduce

conflicts between students and older neighbors. An often overlooked facet of university life also came to the fore—university staff live in the community, raise children and have the same concerns everyone else has. Similarly, university administrators have also recognized that they can play a more active role in shaping the public health environment on and off their campuses.

The AMOD model emphasizes the university as a dynamic community force—one that can positively or negatively affect the health of its students, its staff and the wider community. Change is found to come not just through discussion and persuasion but from active, purposeful changes in environments. But time spent listening to the community and engaging in dialogue with concerned residents has been a necessary precursor to identifying problems and setting explicit shared goals and strategies to reduce or prevent problems. If universities are to successfully engage with the community in addressing these problems, they need to reorganize how they think about what they do and the skills that they need to bring to these collaborations. They have to move from simply observing community life to being active partners and leaders. For universities this is as much a transformation process as it is an attainment of a specific goal. The AMOD experience has transformed the university from being an outside observer to an active political force in its community.

The experience has also required that in nonacademic activities the university needs to be willing to openly discuss and engage noncampus actors in problem analyses and solutions. Although campus and city administrators still have distinct areas of concern and responsibility, they have agreed to regularly and actively work together to solve problems in both realms. The common framework is now that alcohol-related problems are not seen as a student or a city or a campus problem but a shared problem and responsibility.

A clearly defined set of needed skills and understandings has emerged from this process. First, universities have had to learn media advocacy

techniques and how the local media work in order to get coverage of alcohol issues from their perspective rather than the adversarial perspective that often marks public discourse in surrounding communities. Second, universities need to have community organizing skills, much in the same way that student personnel need to have student personnel skills to deal with students. They need to understand that communities are systems with dynamics different from their campuses. This requires greater knowledge of state and local public policy formation and advocacy. Both sides need to gain a better understanding of how to collaborate in order to avoid the finger-pointing that so often arises when it comes to problems of student drinking.

Universities have a tremendously powerful platform to challenge the status quo and call for reforms. The AMOD project has seen what can occur when universities actively participate in changing the environments surrounding student drinking, both on and off campus. The lesson we have learned through the AMOD experience is that we can reconceive the role of the university in society and be an effective partner for social change. In fact, universities and communities mutually benefit from such a role.

Richard A. Yost, PhD, is the director of the Office of Alcohol and Other Drug Abuse at the American Medical Association and director of the AMOD National Program Office.

A MATTER OF DEGREE

The Advocacy Initiative

Brief Overview
of the Initiative's Purpose
and Planning

The initiative was structured to provide on-site intensive training and technical assistance in media advocacy, strategic planning and community organizing to four selected AMOD campus-community coalitions.

MAP EXHIBIT 3

THE ADVOCACY INITIATIVE

The Advocacy Initiative was a two-year project designed in 1999 and implemented from 2000 through 2002 to help the A Matter of Degree (AMOD) college-community coalitions become more effective change agents in their communities. A goal of this effort was to help the coalitions shift their focus to the community environment, which was the source of alcohol and the location for much student drinking as well as the place where local policies have major impact in promoting or discouraging student high-risk drinking. The initiative was part of the original Robert Wood Johnson Foundation (RWJF) funding of AMOD and was designed and managed by the National Program

Office (NPO) at the American Medical Association's Office of Alcohol and Other Drug Abuse, under the direction of Lisa Erk, communications director from 1997 to 2002.

The initiative was structured to provide on-site intensive training and technical assistance in media advocacy, strategic planning and community organizing to four selected AMOD campus-community coalitions. It also developed national media materials and news stories aimed at both supporting AMOD site activities and influencing the public's perception of college drinking problems and what can be done about them.

Through these activities AMOD staff hoped to increase community understanding of the environmental influences on alcohol use, policies and strategies to reduce problems. Staff also hoped to increase community, citizen, decision-maker and media support to change and then enforce new policies. By engaging in the initiative, the participants also hoped to create resources and a model for providing technical assistance that may be used by other universities and community groups wishing to pass community policies.

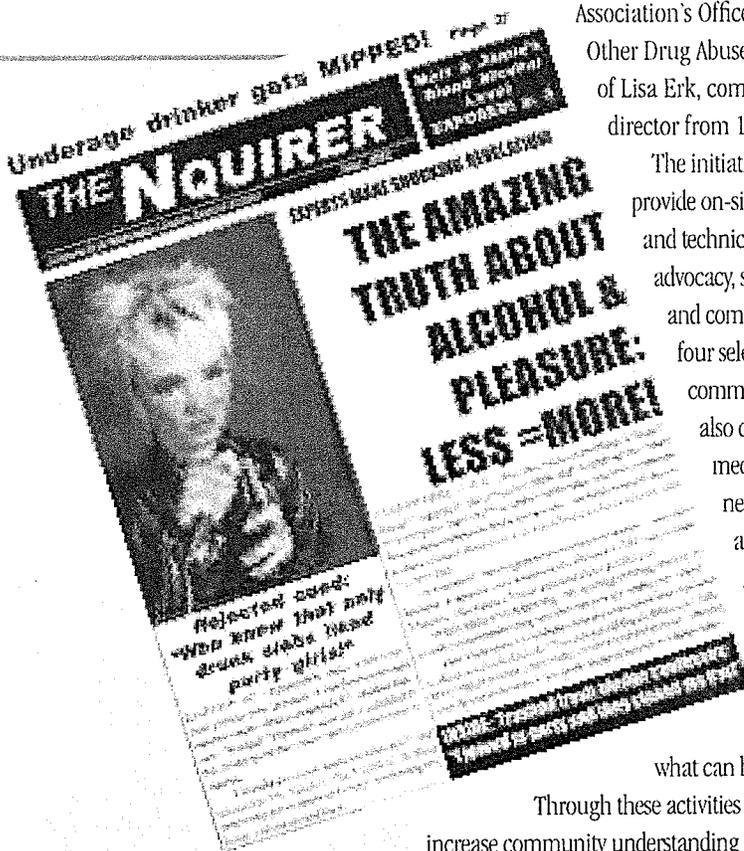
The four AMOD campus-community sites selected for participation in this initiative are:

- Building Responsibility Coalition of the University of Delaware
- Coalition to Create a Quality Learning Environment of the University of Vermont
- NU Directions of the University of Nebraska-Lincoln
- Stepping Up Coalition of the University of Iowa

Their selection was based on their readiness and their perceived need to engage more fully in community policy development, the policy changes they proposed and their ability to carry out the initiative. All ten original sites agreed that it would be better to focus the efforts and funds at a few sites rather than simply disperse the funds to all. However, although four sites would receive intensive assistance, all ten sites would have access to some resources and the materials produced for and by those four sites. According to Erk, the emphasis of the Advocacy Initiative was to provide all AMOD sites with the tools and resources needed to generate a broader awareness and support for environmental policy solutions that will lead to public engagement in advocacy activities.

Pan American Services (PAS), based in Bozeman, Montana, is a consulting firm providing leadership and strategies that support changes in public and private policy, community standards and norms. AMOD's NPO at the American Medical Association (AMA) contracted with PAS to provide intensive strategic planning, training, media advocacy and policy research assistance to the AMOD sites, with the aim of helping them select and achieve their community-based policy goals.

Through a subcontract with Fenton Communications, the NPO provided additional support to participating campuses and communities through a national communications campaign. The campaign was designed to help the public make connections between binge or high-risk drinking, its secondhand effects, and those factors in the environment that contribute to problems, in order to generate support for research-based policy solutions shown to reduce problems.



The initiative's technical assistance model was somewhat experimental—it had not been tried with universities or in many communities.

Initiative Design

Sandra Hoover, deputy director for AMOD at the NPO through 2001, said that from the beginning environmental strategies were central to The Robert Wood Johnson Foundation grants. “The understanding was that this was not going to be the usual college program focused on education. AMOD was really going to focus on changing policy and changing the environment.”

From the outset, the NPO provided a range of training and technical assistance to all the sites, bringing in consultants to train coalition spokespeople on the environmental approach to prevention. At each of the joint annual meetings of AMOD and Reducing Underage Drinking through Coalitions (RUDC), nationally known experts in the area of policy-based environmental prevention conducted workshops and sessions for campus and community representatives. RUDC is another RWJF national program with statewide coalitions in 12 states creating environmental change to reduce underage drinking.

While progress was being made in changing campus environments through policy changes and enforcement, most of the sites were not making as much progress in the surrounding communities. Part of the problem lay in the difficulty of getting people, both on campus and off campus, to understand that changes in the physical, social and economic environment can, in fact, influence drinking behavior and related problems. This goes against deeply held societal views that drinking behavior is solely a matter of individual choice and personal responsibility.

“While from the beginning the project has looked at this problem from that environmental perspective, even for us as an institution it took a while to really begin to get it. It’s a unique approach that doesn’t click with people immediately. It’s harder to wrap your arms around it when we’re talking about all sorts of factors that directly and indirectly influence drinking behaviors among the student population,” said Enrique Corredera, director of communications at the University of Vermont.

With Erk’s urging, the NPO received approval from the Foundation to use funds from the

communications campaign to test whether intensive training and technical assistance at some of the sites could help them more readily advance policies aimed at environmental change in a strategic manner. Such community policies included those that affect the practices of alcohol retailers and the enforcement of existing laws pertaining to alcohol licensing, sales and service. Some of the funds were used to provide on-site technical assistance from PAS in strategic planning, policy development and media advocacy.

The initiative’s technical assistance model was somewhat experimental—it had not been tried with universities or in many communities. A technical resource group of leading researchers, alcohol problem prevention advocates and communications experts (including representatives from the AMOD sites, the Higher Education Center for Alcohol and Other Drug Prevention, and the RWJF communications and program liaison) was brought together to answer these questions: What was needed to help a community coalition learn the skills and gain the experience of planning an effective advocacy initiative that would result in local policy change and that would enable the coalition to run advocacy initiatives on its own? Could this be done with a coalition that was primarily based at a university? Could that coalition, as a result of this effort, become more community oriented?

The resource group helped develop the initiative’s objectives and strategic plan. In looking at research and their own experiences, the resource group felt all of this could be done, but not in the usual way. Typically coalition volunteers and staff receive some training at a workshop and some materials to help them afterward. Sometimes staff at a national agency can offer additional help. The resource group said that to really make changes requires a much greater commitment of on-the-ground help, over a longer period of time and with specific assistance and training designed to meet the specific needs and environment of the coalition. Unlike the technical assistance services usually provided (that is, a few training, consulting, advice and planning sessions) in

similar policy advocacy efforts, this one was intended to provide the following:

- ongoing, intensive support, both on-site and through access to national resources (electronic, media, consultant, and research);
- a combination of direct services to local advocates (training, feedback, problem-solving advice, background policy research and communications resource development);
- supportive professional media and communications services directly to local advocates; and
- national communications advocacy efforts to place these local projects in a more favorable national media context.

Once the initiative was under way, some members of the resource group occasionally served as consultants for problem-solving with individual grantees and the NPO.

As Ed Sypinski of PAS later said, “The larger role for us to play here is to develop the capacities and resources of the local coalitions and the project managers and the volunteers who work with those coalitions—to have them focus on policy change that will have long-lasting effects on the larger community and assist them in that process of change on a political, social and economic level.”

According to Erk, PAS played a role in the Advocacy Initiative in three areas. “One was community organizing. Some sites needed that more than others. The other areas were media advocacy and technical assistance—such as helping sites prepare for an actual media event or training coalition members in what media advocacy is. But the way I define media advocacy, it is also a political strategy. The two have to work together strategically to advance policy goals.”

PAS based its technical assistance to the AMOD coalitions on what it calls “building blocks of the environmental prevention model to establish an infrastructure that promotes policy solutions and community norm changes.” (See page 21 for a more detailed discussion.) The building blocks are the following:

- *Intentional organizing* builds support among necessary community members and organizations,

businesses, law enforcement agencies and policy-makers by engaging them in creating positive change within their community. Intentional organizing develops the community leadership necessary to define and support the change process.

- *Applied data and research* identify the magnitude of the problem and guide intervention planning throughout the campaign. Data collection supports the need for community interventions and can demonstrate change.
- *Policy* provides direction to develop an overall campaign strategy. The policy design is based on community data collection and citizen input.
- *Media advocacy* links individual components of the model into a cohesive whole. Media advocacy is a critical element that raises awareness of the problem on the public agenda, provides a vehicle for high-visibility community response, highlights project successes, demonstrates community support and promotes policy change.
- *Enforcement* ensures consistent application of new and existing policies.

Within that framework, PAS provided

- ongoing, on-site strategic planning and implementation assistance (PAS staff traveled to the four sites at least monthly to help drive local and state policy change, and weekly strategy calls were held with NPO staff to discuss challenges and problem-solve);
- ongoing training in community organizing, media advocacy, strategic planning and the environmental management model; and
- research and consultation on site-specific issues such as, driver’s license reform (Nebraska) and government land-use options for controlling alcohol outlets and linkages between alcohol and crime (Iowa, Vermont).

The media advocacy training taught staff and coalition members how the media work, how to get media attention in a way that focuses on the definition of the problem and how to promote solutions to those problems. It also showed how to do all this effectively without much money. Depending on individual needs, the training also included selecting a good spokesperson; coaching that spokesperson; using data to make the case; approaching

The media advocacy training taught staff and coalition members how the media works, how to get its attention in a way that focuses on the definition of the problem and how to promote solutions to those problems.

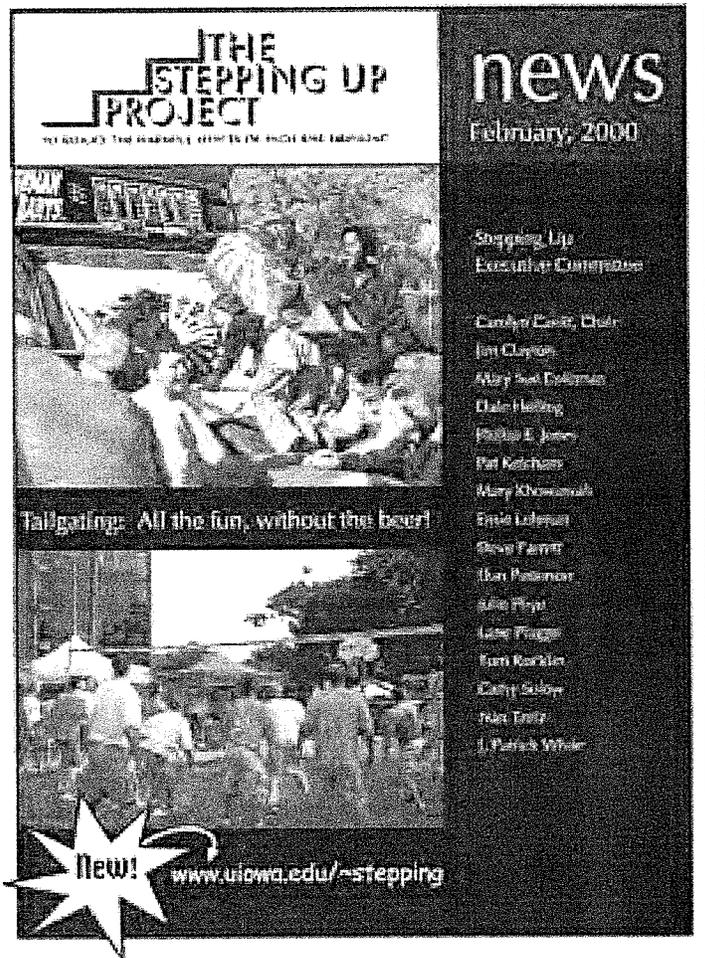
local media; using specific media tools (issue briefs, editorials, letters to the editor); implementing strategies to reach out into the community through the media; creating effective leaflets and newspaper ads; and learning how to get points across during media interviews.

In addition, general technical assistance by PAS staff, which was available to all ten AMOD sites, included the following:

- Daily Internet searches for media items relevant to policy work were provided to all AMOD sites.
- A private AMOD project Website was developed, which provided a daily media report, an extensive and searchable research database, bulletin board and training materials to support AMOD campus-community partnerships and facilitate communications among sites, and links to other organizations and resources. The idea was to build a one-stop resource to support policy change at the community level. The site was also a repository of all project-related materials. This Website, now closed, formed the basis for the current public access Website: www.alcoholpolicysolutions.net.
- Media articles, as requested from the daily media report and media database, were provided.
- Advocacy materials produced by the campaign sites and by the national communications initiative were provided.

Local Media Component

Some of the funds for the initiative were set aside to enable each of the ten AMOD grantees to purchase advertising space to promote the policies they were advocating, educate the public and use the ad templates provided by the national media consultants. Many of the sites advertised their policy agendas either by designing their own ads, using ad templates provided to them or working with PAS-provided background research and design copy.



National Media Component

The national communications component of the initiative provided a wide range of services to help create an effective national media presence. Fenton Communications assisted in the development of a strategic communications plan; media targeting and selection; development of advocacy frameworks (that is, which issues to choose and how to frame responses); national and several site-specific public opinion surveys; focus groups; advertising templates and placement; media information kits; advice to staff in handling media relations; media contacts; and assistance to sites to enable their participation in the national efforts and to feature their local accomplishments. The AMA's communications office reviewed press releases, provided assistance to AMA officials serving as mass media spokespeople for the initiative, developed and disseminated video news releases, arranged press teleconferences and developed print advertising.

To gain a better understanding of what messages would have the greatest likelihood of getting people to

think differently about college drinking problems, the NPO contracted with Lake Snell Perry & Associates to conduct focus groups in August 2001. The focus groups explored attitudes toward binge drinking among college students and the environmental factors that contribute to the problem. They also explored attitudes toward community responsibility and solutions that focus on restrictions on bar owners and the alcohol industry to eliminate marketing practices that promote high-risk drinking.

The focus groups found that the first step was to make the public aware of the problem.

Using information from the focus groups and public opinion polls—one of which was conducted with Mothers Against Drunk Driving and the Center for Science in the Public Interest—Erk at the AMA and Fenton staff created national media campaigns strategically designed to provide local media “hooks” that the coalitions used to advance their specific policy goals. In advance of each national media event, Erk held conference calls with staff at Fenton and PAS to develop local media strategies with AMOD sites. For example, on August 29, 2001, staff at the NPO organized a national media event featuring then AMA chair-elect J. Edward Hill, MD, who emphatically called college binge drinking a major public health problem while reporting on a new survey of parents of college students.

According to the AMA survey, parents were not only worried about the drinking culture enveloping their children when they go off to college; they also supported a wide range of policy changes designed to reduce the availability

of alcohol on and around campuses. This media event generated a tremendous amount of coverage, including a major segment on the television show “Good Morning America.”

Newspapers in all AMOD communities picked up on the story, often including local information about the efforts of the campus-community coalitions and their successes in reducing problems related to college drinking. Both the University of Vermont and the University of Delaware received unprecedented media attention as a result of the national media event and used the opportunity to get the message out about actions they were taking to reduce problems.

While the media climate changed in the aftermath of the September 11, 2001, terrorist attacks, other national media events garnered attention, but not to the same extent as the parents’ survey. Among them was the release of the AMA poll on Spring Break in March 2002.

“I think that we did a great job of demonstrating how coalitions can use national media to begin to question and challenge the role of alcohol in society. It got people thinking about the appropriateness of things such as Spring Break and drink specials and promotions. It demonstrated how national media could be used to drive change at the local level,” said Erk.

For James Baker, president of PAS, the national media campaign was extremely powerful in supporting the AMOD Advocacy Initiative because it helped tell the story of what the coalitions were doing. “It tied people together. It made project staff and others realize that they weren’t alone. It helped the whole community understand that dealing with alcohol issues on a structural basis is perfectly okay.”

