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# Introduction

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Drunk driving threatens the safety of our roadways and our citizens. According to 2005 Wisconsin Traffic Crash Facts (<http://www.dot.wisconsin.gov/safety/motorist/crashfacts/docs/crashfacts.pdf>):

- There were 330 people killed in alcohol-related crashes in Wisconsin in 2005. Another 5,992 people were injured.
- With 8,768 alcohol-related crashes that year, an average of one person was injured or killed every 83.1 minutes.
- 41% of the total traffic fatalities for the year were alcohol-related.

That's unacceptable. But there is a way for you and your community to help address this serious issue. The Road Crew offers a solution that meets three major goals:

- Reducing the number of alcohol impaired drivers on the road;
- Decreasing alcohol-related crashes; and
- Improving community safety.

Road Crew is a new and innovative approach that will help you develop community-based strategies for providing and promoting alternative transportation services to reduce drunk driving. It is built on research that examines how 21-to-34-year-old single men behave and shows how a system can be developed to curb driving after excessive drinking. The Road Crew model was developed after extensive research and demonstrations showed these methods can work. This toolbox is designed to provide concrete information and spark ideas about how to launch a successful program. You will find sections on establishing a project team, evaluating transportation options, and developing incentives that will encourage people to avoid getting behind the wheel after excessive drinking. There are worksheets and other resources to help you develop a ride service that meets your community's need to keep drunk drivers off the road.

## Changing Behaviors, Not Cultures

This new approach to reducing drunk driving is based on social marketing, which borrows commercial marketing techniques that are commonly used to motivate consumers to try new products. Commercial marketers realize that to get people to try a new product, it must be appealing and serve a need. If the "need" is for people to get home after excessive drinking, there must be alternative "appealing" ways for them to do so. This initiative focuses on those who are not necessarily problem drinkers, but who need to get home after an evening of excessive drinking without driving themselves.

Taking the social marketing approach, communities will develop new and appealing "products," such as alternative forms of transportation to and from bars or restaurants. Then, just as commercial marketers provide incentives to get consumers to try new products, incentives will be provided to get those who may engage in excessive drinking to try the new transportation system.

Why do people drive when they are impaired? The hassle of finding another ride home is most often cited as the reason, but not recognizing their impairment or being too impaired to make a good decision are other significant factors. Given the variety of reasons and deeply ingrained habits, changing driving behavior is a difficult challenge.

In many communities, bars and taverns are neighborhood social centers that inspire strong community loyalties. Festivals and sports events often feature beer tents. This project doesn't try to change a culture of drinking. Instead, it seeks to help communities offer new options that will allow people who have had too much to drink get home safely without driving themselves or riding with an impaired driver.

By providing another transportation option, you can reduce the number of alcohol-impaired drivers, just as other communities have done. With fewer impaired drivers on the road, the number of crashes, injuries and deaths drops. By adding social marketing to the set of available tools, communities have a greater potential to make a difference.

## **Anticipating Objections**

You might encounter people in the community who say, "Why spend all this time and effort to keep drunks off the road when you should try to get them to stop drinking altogether?" There is no dispute that excessive drinking is unhealthy and has many negative effects on individuals, families, and friends. But while excessive drinking itself can be self-destructive, it is drunk driving that threatens the safety of the community at large. Road Crew is about making roads safer for the entire community by decreasing the number of drunk drivers. In addition, by trying to change drinking habits, you may alienate your target ride service customers. They want to drink, but you can help them stay off the roadways after they choose to do so.

The biggest demographic group of alcohol-impaired drivers who crash consists of men age 21 to 34. In Wisconsin, for example, more than 80% of drivers who have been cited for operating a vehicle while intoxicated are men. Our brothers, sons, husbands and fathers who are driving drunk do so at an enormous risk to themselves and their communities. Drunk drivers who survive crashes are perhaps injured themselves, face loss of freedom and income as a result of jail or prison sentences, lose driving privileges and suffer damage to their reputations. Often, these drivers have harmed others. Members of the community are vulnerable to being involved in someone else's crash, through no fault of their own.

Some people might feel that you are encouraging greater consumption by providing rides. In focus groups early in the process of developing the Road Crew, participants were asked if they would drink more if they didn't have to drive themselves home. A common response was "we already drink as much as we can; we couldn't possibly drink more." Follow up research showed that there was not an increase in drinking with the implementation of a ride service.

Bar or restaurant owners might think that you are trying to eliminate drinking altogether or hurt their businesses. Instead Road Crew supports the hospitality industry by serving their customers

while keeping roadways safe. Research has shown that after implementing Road Crew in their community, many tavern owners felt their sales went up. They attributed the increase to new customers who felt comfortable drinking away from home when they knew a ride service was available.

Still other critics may ask why you are putting time and resources toward “rides for drunks” when you could improve transportation for senior citizens, the disabled, or other individuals within the community. It would be wonderful to have unlimited resources to provide something for everyone. Again, the argument of “why this” gets back to community safety.

## Important Concepts

There are many tools in place to help you increase roadway safety in your community.

- The Road Crew **brand** has been developed to position Road Crew as a fun, affordable, hassle-free way to enjoy a night on the town without worrying about driving home.
- Road Crew **program experts** are available to help you customize the brand to reflect the details of your program and the preferences of young bar patrons in your community.
- This **Toolbox** provides details on how to launch a program, from assembling a coalition and choosing the form of transportation you will offer, to how to provide the right incentives to attract and retain riders.

The resources that follow will help you develop a program that incorporates these key elements:

- **Social marketing principles** that give equal consideration to the product (the ride service) and the incentives that go with it. Both aspects must appeal to the customer so strongly that they will change their behavior and make a new choice.
- A **transportation method** that provides appealing options for rides to, from and between bars.
- **21-to-34-year-old male drinkers** as active participants within a broad-based coalition. They will have a crucial role in providing feedback to the team on ride options and incentives.
- Endorsement of local **government and law enforcement**, whose endorsement enhances the credibility of the program.
- Sources of **financial support** and in-kind contributions to help the system become self-sustaining. This may include charging fares for rides or trading rides for volunteer time.

Good luck to you and your community as you undertake this worthy endeavor.

# Social Marketing Basics

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With implementation of Road Crew, you will be among the pioneers in applying social marketing concepts to a crucial community safety issue. Just as commercial marketers develop products, set appropriate prices, consider the best times and places to be available and promote their products through advertising and incentives, social marketers do the same things to influence individuals to change their behavior.

Two major principles of social marketing are recognition of free choice and individual decision-making in our society. With drunk driving, the decision we are trying to influence is how to get home, and the choice we are offering is a ride via another transportation option instead of a driver's own vehicle. To motivate people to change behavior, the program must fit into their lifestyles and be viewed as an appealing, alternative way to get home without driving themselves. If the target doesn't see the service as being "cool," they won't freely choose it.

The Road Crew offers benefits to potential customers that they could not get from driving themselves. In order to change behavior, the target must see a clear benefit in changing. Remember, this group freely chooses to drive while impaired, so you need to develop an alternative that they see as providing a greater benefit than the current choice. A clear understanding of why members of the target market behave the way they do, as well as the opportunities and challenges a new ride service presents to them are crucial elements to creating the best new product.

## Understanding and Implementing Social Marketing Concepts

Marketing the decision to take another ride home to be as natural as, say, ordering pizzas for a party may seem easy on the surface. Like pizza, the ride alternative must be appealing; something one would enjoy sharing with friends. It must also be convenient and home-delivered in a reasonable timeframe. And finally, it must be priced so that customers appreciate its value and buy it again. But marketing rides as fun, economical and crowd-pleasing is actually quite complex. If you were to start from scratch without the Road Crew you would need to develop a new product and brand, offer the right incentives, and launch the right promotion to create product identification and brand loyalty for your community to be successful.

One significant benefit of establishing a Road Crew program is extensive groundwork has already been completed, laying a foundation for a successful program. There is a market-tested brand specifically designed to appeal to the 21-to-34-year-old bar crowd, with a logo and slogan: **Road Crew – Beats Driving**. There are posters that can be customized with a local phone number that convey the message that using the Road Crew is a fun, convenient, hassle-free way to party with friends and get home safely. And, finally, there are countless examples of lessons learned from the first communities that will help you take advantage of their best practices. Any community implementing the Road Crew toolbox should start with this baseline in customizing your local efforts, keeping in mind the core elements of a social marketing approach:

- **Target Market:** You need a clear understanding of whom you are focusing on with this effort, so you can design a program that is specifically tailored to their needs and interests. Be prepared to describe your target market with respect to needs, lifestyles, and decision making processes
- **Product:** You need to offer an alternative to the “product” they are currently using. With drinking and driving, the current product may be described as driving their own vehicle out for the evening, and then driving the same vehicle home regardless of the amount of alcohol consumed. Saying “don’t do that” is not a new product. You need to offer another option for a safe trip home. Later in this toolbox, you’ll see product ideas that have worked in other communities.
- **Incentives:** Incentives may be thought of as the means used to get someone to try a new product and then to build repeat use of the product. For example, with commercial marketing, product managers might offer a free sample of the product to encourage an initial trial, then offer two-for-one coupons to build repeat usage. Once your *Road Crew* transportation option is developed, you can work with advisors in the target market to devise incentives that will attract riders.
- **Promotion:** A solid promotion plan will have messages that are specifically focused on the target market, presenting the new product in a way that makes it appealing. Promotion is used to create identification with the product and build brand loyalty over time. The benefits of a good product need to be presented in a way that ties to the target’s values and lifestyle. The *Road Crew* logo and theme provide a great start in coming up with original promotions that will work for your community.

# Community Coalition

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Some issues are so broad that everyone needs to participate in finding a solution. An effective strategy for beginning this effort is to create a broad-based coalition that represents many different organizations, individuals and points of view. Sometimes it can seem more efficient to work with a small group of like-minded individuals, but for an issue with such complexity, developing the right solution and gaining widespread support will take a larger group effort. You are much more likely to find new ideas and develop more partnerships if you listen to a variety of people. This kind of challenging group dynamic can be productive and fun when focused toward a shared goal.

## Foundation of a Strong Partnership

Launching this effort will require a lot of time, effort and commitment from a wide range of community members. Everyone involved, however, should find it very rewarding to prevent fatalities and injuries by decreasing the number of alcohol-related crashes in the community. The task at hand will include establishing and promoting a new business. This toolbox provides communities a basic overview of the steps to be taken to launch an initiative, but there is no substitute for local commitment, leadership and insights to make your program a success. Here is a short checklist of the qualities found in successful project teams:

- **Shared Vision:** Participants are committed to the project objective, regardless of their own self-interest.
- **Complementary Strengths:** Each person contributes unique perspectives, skills and expertise to the project.
- **Willingness to Collaborate:** All parties are open-minded and cooperative in their communication style. They are able to accept divergent views and blend them into a unified whole.
- **Respect for Boundaries:** Each person shows respect for the contributions, limitations and boundaries of others.

## Structure

It might be useful to structure your Road Crew coalition into two complementary teams. The core community coalition should be structured as a board of directors, comprised of a wide range of representatives led by an executive committee. The second, an advisory group, should be made up of target-age bar patrons. Bear in mind that different bars attract different patrons, and try to include “early adopters” and “opinion leaders” from several bars in the advisory group. An “early adopter” is a person who starts using a technology or product when it first available, while an “opinion leader” is someone who influences the behaviors of others. These individuals will lead the way in increasing acceptance of your program.

## Key Partners

Choosing the right people for the project team is an important decision. You need to get organized quickly and be functioning with a spirit of collaboration right from the start. When thinking about who is best suited to collaborate in this effort, consider individuals' talents, interests, special abilities, contacts, resources, availability and the overall contribution they can make to the team. People who have found themselves in the position of not being able to drive safely after excessive drinking must be included.

You'll need representatives from many organizations to be active participants in the planning and implementation of any communitywide plan. They each have a vital role in making your program a success. Here is a list of many of the key partners, their roles and responsibilities.

<b>Partner</b>	<b>Role/Responsibilities</b>
Local government, particularly transportation committee members	City or county government may provide support to the project with their expertise in areas such as finance, legal, and administration.
The serving industry, such as bar owners and Tavern League members	Owners and managers, bartenders and wait staff are important in raising awareness, setting the tone, influencing customers and providing incentives. Tavern league support adds credibility to the program when you are selling it to bar owners. Potential riders say they would be most likely to use a service that was sponsored by their favorite bar and includes their peer group.
Alcohol beverage wholesalers	Experience has shown alcohol beverage wholesalers to be very supportive of these efforts. They often have community relations budgets to help with publicity and promotion, and may include information in their server training programs. They also may be able to tap into corporate headquarters for resources.
Public health professionals	It is expected that public health officials would support programs that improve the health of the community's citizenry. In some cases, however, they have raised objections to ride services because the programs do not address the potentially underlying issue of excessive alcohol consumption. If you can build alliances within the public health community by overcoming this objection, your program will be that much stronger.
Law enforcement	If law enforcement has good relations with the target and the serving industry, they can be a huge asset. Their cooperation can go a long way when dealing with issues such as parking tickets and enforcement, and their endorsement can contribute to the community's perception that this is a worthy program. If there are difficult past relations between these groups, law enforcement involvement may be a challenge. In any case, law enforcement should know how valuable they are to the project and how this approach can complement their efforts.
21-to-34-year-old	These representatives are your eyes and ears into the mindset of the

single male bar patrons and their peers	target group you want to attract as riders. They should be encouraged to give their own opinions without reservation back, run ideas by their friends and help convene focus groups to test ideas. It will be impossible to succeed without a strong presence from this group. They need to buy in and they need to feel that the proposed plan will serve them well.
Print and/or broadcast media	A media partner can have a big impact on the success of getting the word out. Ad agencies would make good partners for creative work and production.
Business and other community leaders	From an employer's perspective, drunk driving can affect the bottom line in many ways. Lost and injured workers, grief-stricken colleagues, potentially increased costs of insurance, and lost work time – an employee's decision to drive while impaired can have far-reaching effects throughout the workplace. It makes good business sense to get involved.

In successful projects, a “project champion” comes to the forefront to take a leadership role and rally participants. This may be someone who has been affected by an alcohol-related crash or is focused on this issue for some other reason. Regardless of their motivations, an impassioned leader can stimulate action, while providing a public face and acting as the spokesperson for the planning team. Without a passionate champion, it is difficult to keep the momentum going to make a major project like this one succeed.

### **Project Champion Case Study**

Who knew that in the tiny Wisconsin communities of Dodgeville and Mineral Point there was a significant problem with drunk driving? Judge William Dyke, that's who. As a Circuit Court judge, he had seen from the bench many tragic cases involving people who not only once, but repeatedly, drove when they had had too much to drink. When he heard about this new approach to drunk driving, he assembled a group of about 30 citizens, and mobilized them to attend an informational meeting to learn more about starting a ride program. Within the first year of operation, the Dodgeville/Point *Road Crew* had given over 2,000 rides, had established a solid foundation of financial and community support and was poised to expand to adjacent communities. Now running almost five year, they are still going strong and have surpassed 16,000 rides. With the encouragement of a prominent leader like Judge Dyke, their coalition had a solid foundation right from the start.

## **Action Steps**

Worksheets: *Project Commitment*, *Team Roster*

It might be helpful to divide duties quickly for this first stage of your planning process. You might want to organize committees such as Research (to coordinate with the target market), Transportation, Incentives, Promotions and Fund Development that could work on these topics and report back to the group as a whole. You will also want individuals to take on the duties of leadership, recordkeeping and finance.

Many of the people who have shown interest in your community safety initiative will be ready to make a commitment to the project team. You can use the *Project Commitment* form to check their readiness and obtain personal information. Referring to the roles and responsibilities listed above will help you make sure all-important groups are represented. You can complete and distribute the *Team Roster* once everyone is on board.

# Target Market

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From the National Commission Against Drunk Driving:

- Drunk drivers between 21 and 34 years of age are responsible for more alcohol related crashes and kill more people than any other age group.
- Within this age group, white males with a high school education or less, employed in blue-collar occupations have been found to be at high risk for drinking and driving.
- Unmarried males of this age who are chronic drunk drivers are themselves more likely to die in an alcohol-related crash.
- In addition, impaired drivers tend to use seat belts at half the rate of non-impaired drivers, significantly increasing their risk of severe crash-related injury.

Given this information as well as a thorough review of crash data, Road Crew selected 21-to-34-year-old single men as the primary target market for the ride service. Research indicates that this is the most significant target group to target in a viable drunk driving project, as there is the most opportunity with this group to make a difference. While you should focus on this target in designing your program, incentives and messages, you will also be selling to anyone who wishes a ride. Marketers aim for their primary target, but will then also sell to anyone in a secondary market.

Understanding the 21-to-34-year-old men and women who are frequent bar patrons in your community will be the most important thing you will do in this project. The considerable amount of *Road Crew* research will give you useful insights, but you will need to understand the target market in your own community. You then need to include representatives of that group in your planning team. By listening to the voice of the target, you will uncover:

- Why they drive after drinking too much;
- What other choices they might be willing to make;
- How they end up at bar closing time having had too much to drink and in need of getting home with their vehicle; and
- Ways to communicate with them using appropriate messages and media.

You need to understand the target's perceptions of the benefits they receive from driving themselves home, the barriers that might keep them from adopting a different behavior and the benefits you'll need to provide in order to get them to change.

**Key Insight:** Asking the right questions and listening to the views of members of your target market is the single most important step in developing a successful program. What matters are the opinions and perceptions of the target whose behavior you are trying to change; your own perceptions really matter very little. Their perceptions are the reality within which you need to function.

## Understanding the Target Market

In 2000, the University of Wisconsin and the Wisconsin Department of Transportation conducted 11 focus groups with 21-to-34-year-old single men who said they had driven after excessive drinking. Another seven focus groups were held with expert observers of the target; they included law enforcement personnel, educators, employers, government policy makers, health and social service counselors, friends and family of the target market, alcohol beverage retailers, bar owners, bartenders and wait staff. The goal of these focus groups was to learn more about the target in terms of their values, lifestyles and interests.

The focus group findings indicated that the most likely person to drive after excessive drinking is a 21-to-34-year-old single male, working in a blue-collar job, with a high school education or less, who most often drinks beer, which is consistent with the NCADD findings. He also:

- drinks heavily with friends in bars
- feels safe drinking eight to 12 drinks and then driving
- often “assigns” the least drunk person to be the designated driver
- socializes with groups of friends and needs to fit in
- values masculinity
- feels immortal

He drinks:

- to socialize
- to overcome inhibitions
- to increase his confidence
- to have a good time
- to get away from the hassles of daily life
- to overcome inhibitions and develop a different and more exciting personality

His car is important because:

- it gives him a feeling of control
- it keeps the option open of taking a woman home
- it enhances his identity

### Who Doesn't Get Behind the Wheel

There are plenty of guys who don't drive when they shouldn't. The fear of getting a citation, getting in a crash or affecting their job outweighs the benefits of driving themselves home. They are generally seen as more mature individuals with a stronger support system of family and friends.

These single young men like good times, women, sports, their vehicles and activities where alcohol is one part of the action. He drives after drinking excessively:

- to get home
- because he feels fearless and invincible
- because he is unaware that his driving skills are impaired
- because there is social pressure to be like everybody else and to fit in
- to relax and have a good time by cranking up music and driving fast
- because he perceives that there is no other way to get home without a lot of hassle
- because he is afraid that some other drunk will crash into his car if it is left behind
- because the perceived risks of actually getting caught or crashing are low

In the mind of the target, disadvantages of driving after excessive drinking are many. His fears include:

- hurting himself or someone else
- receiving an OWI citation
- losing driving privileges
- losing insurance
- losing a job
- embarrassment and loss of respect

This clear picture of the target market that emerged from these discussions is quite useful in considering what behavior you are trying to change, what unique benefits your program can offer to them, what barriers need to be overcome, and what weaknesses exist in the perception of driving home drunk. These issues need to be strongly considered when evaluating ideas for the development of your community's ride service.

## **Action Steps**

Worksheets: *Advisory Committee Questions*

Early in the planning stage of your Road Crew service, it would be helpful to test your ideas with members of the target market. The ideal way to do this is to invite 8-12 members of the target group to a feedback session. Usually one or more of the Road Crew state team members will assist with planning this event, but if you do it on your own, here's how:

- Ask one of the local taverns to host the event in a back room or quiet area where you have access to a DVD player.
- Make arrangements for soft drinks and food, such as pizza or burgers.
- Start off the meeting with a brief introduction that includes showing the Wisconsin Public Television feature on Road Crew.
- Have a moderator ask the group for their ideas on your proposed plans. Use the *Advisory Committee Questions* as an outline for the discussion.

Members of the community coalition should use this time wisely to really listen for objections, so the ultimate design of the program can overcome any concerns. A word of caution – don't use this time to try to convince the group of your own ideas, but stay open-minded to new ideas that you may not have considered.

# Transportation

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What options do people have besides driving their cars home? Larger cities have buses and cabs, but these may stop operating before bar closing time. In smaller towns there may be no choices at all besides designated drivers or volunteer ride services. Every community has unique challenges and opportunities when developing a new service to help people get home safely.

Your mission as a community coalition is to create a new choice: getting those who drink excessively home in some way other than behind the wheel of their own car. It will be a big challenge to come up with a product that is reliable, easy to use and convenient. Once you've cleared that hurdle, you have to find a way to get the word out and attract riders. To be successful your product has to be something that people want to use.

“The general driving age population feels that providing alternative means of transportation (to self driving) for impaired drivers, and making bars and liquor stores more legally responsible for selling to minors/drunken patrons would be the most effective strategies to reduce impaired driving.”  
NHTSA Traffic Tech 2001 National Survey on Drinking and Driving  
<http://www.nhtsa.dot.gov/people/injury/alcohol/traffic-tech2003/TT280.pdf>

In addition to providing appealing benefits, reducing the barriers that keep people from using your transportation service is another important step. Barriers may include:

- loss of freedom in not having a vehicle immediately available
- inconvenience of waiting for a ride or walking a distance to get to the vehicle
- being seen as a wimp who is not able to drive while drunk
- embarrassment at being associated with an “uncool” ride format
- not wanting the fun of the evening to end.

You will need to come up with strategies to overcome these barriers or change the way people view them. For example, you might expect people to think that needing a ride home because they are too drunk to drive is embarrassing and they wouldn't want anyone to know. But if you can convince them that planning ahead to take a *Road Crew* ride to, from and among the bars is a cool way to keep the party going, you have successfully anticipated an objection and dealt with it effectively so it didn't keep away riders.

## Key Points

- Options that offer rides to the bars are important, to help avoid the late-night decision-making problem of “Am I okay to drive home?” Focus group participants said that if you want them to take a ride home, you need to get them to the bar in the first place without their cars. They know that they don't make good decisions at bar closing time, so you need to create a situation where they can't make the wrong decision.

- Peak time service is crucial and will have the greatest impact in getting impaired drivers off the road.
- Affordable fares make a big difference in ridership. Listen to the advisors in your target market when determining price for the new service, and be prepared to make changes based on feedback once the service begins.
- Individuals in the target go out for the evening in groups, so the ride itself needs to be seen as being a fun, positive social activity.

*“Studies continue to show that drinking-driving is primarily a nighttime, weekend phenomenon.”* – National Highway Traffic Safety Administration, Alcohol and Highway Safety 2001: A Review of the State of Knowledge  
[http://www.nhtsa.dot.gov/people/injury/research/AlcoholHighway/executive\\_summary.htm](http://www.nhtsa.dot.gov/people/injury/research/AlcoholHighway/executive_summary.htm)

Each community should consider when it is at greatest risk for alcohol-related crashes, and devote the greatest resources to these times. There are many studies showing that there are disproportionate numbers of alcohol-related crashes on Friday and Saturday nights. As the evening progresses, more crashes occur, so the ride service should make more vehicles available to compensate for increased potential demand. You should confirm that this is the case in your community before developing a service schedule. Other times and days can be added if there is significant demand.

### **Recommended Vehicle Option**

In the initial *Road Crew* project, communities were given resources to explore buses, cabs or vans as the means of alternative transportation, along with options for designated drivers or volunteer ride programs. By doing excellent work in listening to their target market and working to overcome barriers, two communities came up with a unique option that was a hit with young bar patrons: limousines and other luxury cars.

#### **Storm Warning**

Weather may dramatically affect ridership. Consider all four seasons when thinking about your options. A choice that looks good on a 70° spring day might look a lot different when it's 28° and snow is falling.

Limousines give instant status and prestige to a ride program. These and other luxury or unique vehicles can help overcome many barriers. To 21-to-34-year-old men, their image is important, and needing a ride home can be embarrassing and is not seen as “cool” by the peer group. But choosing a limo ride is seen as a very cool thing to do, and even adds to the fun of the evening.

Limousines proved to be an excellent choice for an alternative ride option, for many reasons:

- Many of the reasons identified for why guys drink are the same reasons why they would choose a ride in a limo: to socialize, increase confidence, to have a good time and to get away from the hassles of daily life – a limo is very much in sync with the values of a 21-to-34-year-old male.
- The novelty was its own incentive for people who had never ridden in a limo.
- With the Road Crew logo on the side, the vehicles created their own publicity.
- The amount of passengers each limo could transport seemed just right to keep the party going for a group of friends out for the evening.
- The target market likes to socialize with groups of friends and needs to fit in, and limos provide an environment for this.

Other advantages of limos are that you can create a party mood by playing music and allowing food and beverages in the vehicle, and they can be used for special events, like bachelor and bachelorette parties.

The only significant disadvantage of limousines is the high start-up costs related to purchase and on-going high maintenance costs for this type of vehicle. The original *Road Crew* communities purchased older limos because the initial cost was more affordable, and then found themselves putting a lot of time and money into repairs.

## Other Transportation Options

With any other transportation choice, be aware that your biggest challenge will be making the ride experience seem appealing. With limos, this is naturally built in to the vehicle itself. With a bus, taxi or van, you'll have to work to overcome its lack of positive image. This can be accomplished in ways such as having music, food and videos on board, or having games and prizes. Again, what is important is involving your 21-to-34-year-old target market in the decision to gauge their reactions to your proposed transportation option.

The *Vehicle Comparison* worksheet will be a valuable tool for you to evaluate features of the different options as you develop your community's Road Crew service.

## Staffing Options

You can staff your service with either paid or volunteer drivers. There are advantages and disadvantages to both.

- **Paid Drivers:** With paid drivers, you can develop a stable work force while adding jobs to the community. With the drivers as employees, you have a great deal of control over training and job performance. However, paid drivers will significantly add to your payroll and insurance costs.
- **Volunteer Drivers:** Volunteer drivers can broaden your base of support. Participants may include people from nonprofit organizations, businesses, churches and public health agencies

who are interested in making a positive impact on the community's roadway safety. However, the best volunteers seem to be the people who use the service. Especially in small towns, they will take care of each other. In one community, volunteer drivers are able to use the service for free at all other times, creating a pool of loyal, repeat riders.

While it may be a challenge to manage a large number of drivers, using volunteers can make a big difference in keeping the cost of a ride at reasonable price. Disadvantages to keep in mind if you are considering this option are that the program's reliability will vary based on the number of volunteers and their level of commitment, plus more training, administration and scheduling will be needed than for other options.

## **Designated Drivers**

Road Crew focus group research did not show that the target market would support a designated driver program. This approach is not recommended for the main reason that the designated driver is usually the "least drunk" person in the group, which still puts an impaired driver behind the wheel. It is tempting for designated drivers to cheat on their vow of abstinence, and end the evening having consumed several drinks. Also, no one wants to be sober when his friends are all imbibing; they would much rather pay for a ride than take a night off from drinking.

## **Insurance Matters**

Providing adequate insurance for the vehicles, drivers and passengers is an important item to address. Regardless of the type of vehicle you choose, you'll need to be protected with appropriate collision and liability insurance. One *Road Crew* community found an innovative way to save money while making sure they had good coverage. They leased the *Road Crew* limos back to their city during the hours of operation and then were covered under the city's insurance policy at no charge to the program.

## **Action Steps**

Worksheets: *Transportation Discussion Points*, *Vehicle Comparison*, *Road Crew Program Description*, *Liability Issues*

Which way to go? It's time to look at new options by discussing the alternatives as a team. Many of the questions you want to ask are listed as *Transportation Discussion Points*. The *Vehicle Comparison* worksheet will help you look at the strengths and weaknesses of each type of vehicle. When you seem to be focusing on a particular choice, the *Road Crew Program Description* will guide you through the details to address before making your final selection. Looking at the options closely should help alert you to potential problems or confirm you are on the right track.

The *Liability Issues* worksheet is available to answer some questions and provide guidance as you address this important aspect of your Road Crew program.

# Incentives

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You might ask why you need to provide incentives to get people to do the right thing. The answer is that for some people, you don't – they will do what you want them to do if you ask. Others won't change no matter what you offer. For people who are not going to change, society has to rely on law enforcement to provide consequences for illegal behavior, while those who change easily will be influenced by educational messages. Our defined target market is most likely in the middle. If you give them a little extra push in the right direction, they might do what you want. One way to give them this push is through incentives, which are extra rewards for the behaviors we want to encourage. There is a great opportunity to reach those who need just a little encouragement to try a new approach.

A well-designed incentive program will encourage potential users to try the Road Crew for the first time, then encourage repeat usage and build loyalty. This can be difficult, as people tend to resist change, even if it is in their own best interest. If the incentive program is not carefully constructed, people will take the incentives that are offered without developing the desired behavior. In the case of drunk driving, you are asking the target market to behave in a way that they might not realize is for their benefit. Since they have always gotten home in the past, they also expect to get home safely in the future.

You may find that as you build awareness for your ride service and it begins to take hold with the target market, the need for incentives may be reduced or eliminated. Some *Road Crew* communities have found that a well-conceived ride program sells itself and incentives are not necessary. As discussed previously, having a limousine as the transportation option often becomes its own popular incentive.

## What Will It Take?

Attractive incentives can help overcome both resistance to change and deeply-rooted habits. Inertia is very powerful: people are creatures of habit, and it is not easy to get them to develop new routines. Before developing an incentive program, review what you know about the target and carefully consider what is likely to motivate them.

Incentives can be given for a **first-time trial behavior** for the person who usually drives to attract new Road Crew riders. This first step is the most difficult and may need a larger reward. Later the goal is to get **repeated use** of the ride service – now the reward might be one that is earned after several correct behaviors, much like airlines offer in their frequent flyer programs. In sum, an incentive must reward the right behavior from the right person, and it must be something that the recipient values.

Incentives can also be given to other people who may influence driving behavior, such as friends, girlfriends, volunteer drivers, employers and bar staff. In addition to rewarding 21-to-34-year-old single males, consider incentives for other relevant participants. For example:

- **Bar staff** might be offered incentives to encourage their customers to use the new service. While one *Road Crew* community offered a monthly cash prize to the bartender who made the most referrals, an incentive that would reward all servers who make referrals, not just the single best, would be even more effective.
- **Volunteer drivers** may receive incentives to stimulate their participation, such as *Road Crew* T-shirts and free rides.
- **Friends, girlfriends and employers** can be offered incentives, such as free ride coupons or specialty items, so they encourage others to behave appropriately.

## Action Steps

Worksheets: *Incentive Idea Inventory*, *Exploring Incentive Options*, *Incentive Option Specification Sheet*

Before you actually brainstorm specific strategies, it would be helpful to talk through some of the issues regarding incentives. Here are some discussion questions for your project team.

- **Who?** Do you want to reward an individual for his own choice, reward a group of people for helping each other or both? Do you want to reward volunteer drivers and bar wait staff, as well as drinkers?
- **What?** What incentives would be valued by the recipient? Will your incentive lead to the desired behavior? Does your advisory board agree that the target will actually change in response to the incentive that you are considering?
- **Where?** What is the distribution point of the incentive?
- **Why?** Do you want to motivate usage of the system for the first time, build repeat business or both?
- **When?** Is the incentive to be awarded immediately, or does it have to be earned over time? In focus groups, participants admitted they didn't respond well to delayed rewards. If you are providing an incentive, an immediate award will have a greater impact.

Now you can brainstorm ideas that fit your community and target market. The *Incentive Idea Inventory* lists several ideas that have been suggested in the past. This will give you a place to start. Build on this list with your own ideas, and then weigh the pros and cons of different ideas by using the *Exploring Incentive Options* form. Be sure to solicit ideas and opinions from the 21-to-34-year-old participants in your project team. They are the ones that can tell you if an incentive idea would work within their peer group. If you are considering an incentive for bar wait staff, then test the idea on them; whoever is to receive the incentive should be involved in setting it up and addressing all the challenges associated with receiving the reward.

Once you have decided on a few viable choices, the *Incentive Option Specification Sheet* will be a good resource for filling in the details. Be sure to check your state laws regarding raffles, lotteries, contests and other incentives; each state has its own rules to follow.

# Promotion

One of the biggest tools you have at your disposal in developing and offering a new ride service to your community is the Road Crew identity itself. When developing this social marketing initiative, project leaders recognized the importance of developing an appealing name, logo and identity for the program along with communications materials that would resonate with the target market. While the program provides a tangible service with tested benefits to capture their minds, an emotional sell was also required to capture their hearts. An advertising agency was hired to create a consistent set of messages that were provided to communities for local customization. Input was solicited from community leaders and the target market on a range of ideas presented by the agency.



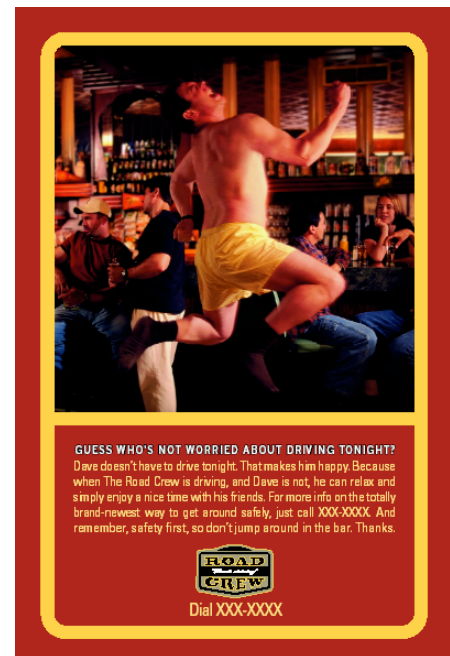
The results were the **Road Crew, Beats Driving** advertising, logo and slogan, which convey the “no hassle” theme of fun and convenience. The poster featuring “Boxer Shorts Dave” has been a popular way to promote the Road Crew. The intent of the poster is for young men to see themselves in Boxer Shorts Dave; he is having a great time because he doesn’t have to worry about a ride home. They might think, “Being a

little wild and crazy is okay. As long as the Road Crew is there, no harm is done.” Many advertisers appealing to this group take an “over the top” approach to capturing the attention of these young risk-taking males. A logo sheet and sample poster can be accessed at [www.roadcrewonline.org](http://www.roadcrewonline.org).

## Branding and Positioning

Understanding more about branding will help you to customize the brand for the guys in your community, your transportation choice and your unique range of incentives and promotions. There are two important marketing concepts that work together in creating an image of the Road Crew in the minds of the target market. These are “branding” and “positioning.”

- **Branding** is commonly defined as a collection of perceptions in the mind of the consumer. Perceptions are gathered from many sources, such as the target’s own experiences, the experiences of others, or advertising that they have been exposed to. An easy way to understand branding is to think of products that are familiar to you and try to label your perceptions, For example ask yourself, “Does the brand make me feel young, sophisticated, cosmopolitan, independent or in control of my life?” With the *Road Crew*, the brand was designed to convey fun, no hassle and the right choice.



The brand image sets a product apart from its competition. A useful definition comes from branding expert Rob Frankel: "Branding is not about getting your prospect to choose you over your competition; it's about getting your prospect to see you as the only solution." With Road Crew, you want the ride service to be seen as the only choice to make in your community when someone is considering a night out drinking. This is why limousines turned out to be such an ingenious transportation choice; it was a new product that immediately challenged the old choice with its promise of an easy, enjoyable evening out with friends.

- **Positioning** is the attempt to influence or control the public's perception of the product; it's how you actively promote the brand in a way that will motivate potential customers to try it. Positioning reflects the personality, values and benefits of the service. Positioning that was developed for the Road Crew took into consideration the wants, needs and personality characteristics of 21-to-34-year-old single men who like to go out and have a good time, but may drink excessively and then drive home.

Products have attributes, but people buy benefits. Up until now, you have been developing the ride service and the details of your service are the attributes. Now you need to offer to potential customers a unique meaningful benefit that gives them motivation to try your product. Every impaired driver at some point is hit with the thought that he or she will soon be driving drunk. The unique benefit provided by the *Road Crew*, as perceived by the target market, is that riders can have a good time without the hassle or worries that are associated with alcohol-impaired driving.

## Delivering the Right Message

Making the target market aware of the new service with a message that is compelling is important. You can have the best ride service in the world, but if no one knows about it or doesn't feel it suits them, it will literally go nowhere. When designing a promotional campaign, you have to get into the mindset and motivations of the target audience, and deliver a message that feels right to them. The message needs the right combination of facts about the ride service you will offer and feelings that you wish to elicit about the behavior. Keep in mind the old saying, "No sale is made entirely in the head or the heart."

It is important to remember that you are not trying to get people to drink less and you are not promoting just the idea that excessive drinking and driving are a bad combination. Rather, you have an attractive new product that competes with driving, and you are selling the benefits of your product. The ultimate goal of these messages is very specific: to change the behavior of young men who drink to excess and then drive.

You need to be focused on the products and incentives that you have developed and communicate how these are a better choice than driving home at the end of the evening. The short-term goal is to create awareness and good feelings about your ride program. This single-minded focus must be clear in every message that you develop.

To take full advantage of the Road Crew brand, new programs are expected to work closely with the project advisors to develop ads consistent with the branding and positioning that has already been

established. With any advertising that is created, there is a dual goal of preserving the integrity of the Road Crew image statewide while developing the best possible localized message that meets your needs.

The best way to find out if you are on the right track is to get as much feedback as possible. This includes listening to members of the target group who are on the project team and have them get formal and informal feedback from their friends. If you sense that they have objections, your time will be well-spent getting to the bottom of their concerns. The lesson here is that even if your ride service, incentives or messages do not resonate with members of the planning team, that's fine – you are not the target market.

**You have to ask members of the target market for their opinions, listen to what they tell you, and then act on that feedback.**

This won't guarantee success, but will surely make it more likely. An advisory board consisting of members of the target is a must in understanding how to appeal to young guys in your town. The communities that used this board most heavily developed successful program that the target wanted to use. It may be difficult to absorb the idea that you should listen to a bunch of young guys who frequently drink and drive, but if you want to get them to change their behaviors, you'll develop the product for them.

## **Product Introduction**

The members of your target market will go through several stages between knowing nothing at all about the ride service and becoming your most loyal riders. These stages are awareness, attitude, trial behavior and repeat behavior. Let's look at how these work together to get your desired customers to notice and try Road Crew.

- The first step is to create **awareness**, which is defined as a person's recognition of the product. The highest level of awareness is top-of-mind. This means the *Road Crew* is the first thing people think of when considering how to go to the bar and get home.
- Your second goal in the communications process is to create a **positive attitude** or feeling toward the product in the minds of the prospective users. A message that is focused on the motivations of the target market presented in appealing language and tone will have a positive impact on attitude.
- If you have created awareness and generated a positive attitude, the next logical step is for people to choose your ride service. **Trial behavior** is difficult because there is always risk in trying out something new. To overcome this risk, marketers often offer incentives that make it easier to try, such as coupons or samples.
- You don't want people to use the service only once – you want it to become a habit and an ongoing choice. **Repeat behavior** indicates that the first experience was positive, and there is a positive attitude toward trying it again.

## Promotional Ideas

Messages may be delivered in many formats. Most of the time, you will want to use media choices that reach as many people as possible in your target market, while minimizing the delivery to people who are not in the key group of 21-to-34-year-old single males. There are numerous creative ways you can generate awareness and create a positive attitude toward your program. Here are a few ideas to get you started. You are limited only by your imagination, but keep in mind that all messages, regardless of form, need to be consistent in tone and content.

### Mass Media - Paid

Types: Newspapers, radio, television, billboards.  
Benefits: Raise overall awareness by reaching a large audience.  
Tactics: Buy space that reaches target audience.  
Insert flyers on specific newspaper routes.

### Mass Media - Unpaid

Types: Newspapers, radio, television.  
Benefits: Save money with unpaid promotion.  
Develop media outlets as project partners.  
Tactics: Produce public service announcements for broadcast.  
Send press releases featuring events that have photo opportunities.  
Make appearances on local shows for radio and television.  
Write guest columns for print media.

### Point of Sale

Types: Make material available at bars, restaurants, hotels and residences.  
Benefits: Most direct place to reach target audience.  
Tactics: Display posters on bar walls or in restrooms.  
Imprint coasters with Road Crew name and dispatch phone number.  
Have servers wear promotional T-shirts.  
Leave flyers on the windshield of vehicles parked at bars, restaurants, shopping malls, and sports venues (with permission).

### Promotions Case Study

The initial Road Crew communities found it difficult to use television advertising because they were not in primary media markets. Cable television provided a good solution, however. They were able to purchase targeted time slots at an affordable rate on cable shows that appealed to the target market and that were likely to be aired in bars. The local cable company produced the ad at a reduced cost.

## Collaborations with Partners

- Types: Distribute information to employees and customers of their organizations.
- Benefits: Expand awareness of program in an easy, low-cost way.
- Tactics: Write articles for newsletters, such as employer publications, church bulletins, nonprofit organizations, schools and neighborhood associations.  
Do speaking engagements at employers and civic group meetings.  
Post information on websites.

## Events

- Types: Many options, such as golf outings and casino nights.  
Can be used to kick off the program or periodically as needed.
- Benefits: Create excitement, raise awareness, encourage good feelings, and raise funds.
- Tactics: Celebrity involvement can enhance the project's image. Consider a one-time appearance or an ongoing role, such as honorary chairperson.  
Community celebrations, such as festivals, parades and fairs are great places to distribute literature or have a booth.

### Starting Strong

Almost from the minute you begin developing your ride system, you should be planning its introduction to the community. Launching the *Road Crew* with a high-profile event can generate enthusiasm and quickly create a critical mass of trial behavior. You'll want to start with a fun kickoff event that attracts future riders, and maybe give them a chance to try it for the first time at no or reduced cost. You might have a "charter members" club for the first people who make a commitment to the program. Line up sports leagues and bar owners to show their support. Consider a celebrity chairperson for a kickoff event. In any case, this is your best opportunity to make a big splash and generate lots of good will and publicity for your service.

## Action Steps

Worksheet: *Marketing Planner & Checklist*

You should create a Promotions committee from the members of the project team and from other partners you've identified who might support this initiative. They should report back regularly to the project team to get feedback and approval to implement their recommendations.

Their responsibilities include:

- gaining the commitment of media partners
- developing an annual communications promotions plan
- planning the kickoff event
- providing income and expense information for the project budget

Once you have hired a program coordinator, he or she may be responsible for ongoing awareness, but you'll have a head start if you begin developing your plan right away.

Coordinating communications between coalition members, the media and the community at large can be tricky. Everyone in the coalition needs to stay “on point,” which means they all need to know the message you are trying to convey, and must communicate the same major points when talking about the project. The *Marketing Planner & Checklist* should be a useful tool to summarize the key aspects of a media campaign and help the partners be aware of the main talking points.

# The *Road Crew* Style

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The *Road Crew* brand and graphic identity was developed to convey a no-hassle, fun, convenient, and very cool ride service. We get our message across using words, of course, but we also use logos, typefaces, colors, and images to convey what *Road Crew* means.

## Before You Print

We want you to have a successful *Road Crew* operation. We want your fund-raising to bring in lots of money so you can give many people rides and make your community safer. Keeping the *Road Crew* brand and identity unified and strong will help you do this. So, before you print, submit any materials with new copy to the *Road Crew* project team and we'll review them within two working days. For details, call Karen Hodgkiss at 608-831-4166, Michael Rothschild at 608-221-9666, or send e-mail to roadcrew@mascomm.net

## Logo

The *Road Crew* has a great logo. Display it in a reasonably prominent way, leaving ample space around it. You may scale it up or down to serve your purposes. When scaling it, treat the whole logo as one unit. Don't, for example, enlarge the



phrase "Beats Driving" by 100% and the rest of the logo by 90%. Please do not alter the logo in any way.

The logo is available for download from our Web site in 4 different formats: Pantone colors, 4-color process, 2-color, and grayscale. Your printer, a designer, or someone from the project team can help you determine which logo file you need.

## Colors

The basic *Road Crew* colors are Pantone 451 (gray), Pantone 116 (gold), and black. The logo looks very good on a dark red background (Pantone 187). You may also use it on a white or black background. Sometimes you will need to use 4-color process colors when printing or RGB colors when displaying material on a computer screen. Use the color chart below to determine what color formula to use.

Color	Pantone Color*	CMYK* (4-Color)	RGB (On screen)	Hexadecimal (Web)
Black	Black	0/0/0/100	0/0/0	000000
Gold	Pantone 116	0/16/100/0	247/209/23	F7D117
Gray	Pantone 451	33/28/58/0	158/156/112	9E9C70
Red	Pantone 187	0/100/79/20	176/28/46	B0162E

\*Use either of these formats when printing quick-print laser copies

## Typography

The official *Road Crew* type families are ITC Century Light Condensed, Rockwell and Univers.

**Body text:** Use ITC Century Light Condensed. An adequate substitute is Century Old Style. 12'/16' is a good place to start if you are creating an 8½" x 11" document. If you are using MSWord, try using 1½ line spacing to give your page a friendly, welcoming feel.

**Headlines:** Use ITC Century Light Condensed, Univers Bold, Rockwell Bold Condensed, Rockwell Bold. Generally, headlines should not be set larger than 30' on an 8½" x 11" page, and most should be set quite a bit smaller.

## Type Samples

# Ride in Style

30' ITC Century Light Condensed

Enjoy your evening and don't worry about how you'll get home. Ride in style with the *Road Crew*.

12'/16' ITC Century Light Condensed and ITC Century Light Condensed Italic

# Ride in Style

24' Rockwell Bold Condensed

Enjoy your evening and don't worry about how you'll get home. Ride in style with the *Road Crew*

# Ride in Style

13' Rockwell Bold

Enjoy your evening and don't worry about how you'll get home. Ride in style with the *Road Crew*

# Ride in Style

24' Univers Bold Condensed

Enjoy your evening and don't worry about how you'll get home. Ride in style with the *Road Crew*.

## Editorial Style

Use a friendly, positive tone when writing *Road Crew* materials. Feature the benefits and positive qualities of the *Road Crew*. It might help to picture one likeable young man in your community and write as if you were addressing only him.

Take the time to use good grammar and correct spelling to convey a quality operation.

**Sell the unique benefits** of using *Road Crew* by using lines like:

"Enjoy your evening and don't worry about how you'll get home. Ride in style with the *Road Crew*."

"When you ride with *Road Crew*, the party begins when you are picked up and continues until you are brought home."

"Have fun. Don't worry. Ride with the *Road Crew*."

"The night's more fun when you don't need to worry about driving. Ride with the *Road Crew*."

You can have more fun when you don't need to worry about getting home. Ride with the *Road Crew*."

"Enjoy your night on the town and ride in style with *Road Crew*!"

**Don't use negative language to sell a positive behavior** by writing such things as:

"Drunk driving is for jerks. Ride with the *Road Crew*."

“When you drive drunk you risk killing yourself or some innocent bystander. Use the *Road Crew* and stay out of jail.”


“The penalties for a drunk-driving first offense are a large fine and suspension of your license. Avoid them by riding with the *Road Crew*.”

“Drive drunk. Lose your license. Lose your job. get totally screwed up—OR—ride with the *Road Crew* and be happy.”

“Drinking and driving can be a deadly combination. Stay safe with *Road Crew*!”

## Creating Marketing Materials

Posters and ads will be available on the *Road Crew* Web site ([www.roadcrewonline.org](http://www.roadcrewonline.org)) for you to promote your local program. The materials can easily be customized. The materials are in Adobe INDesignCs2 format. To use them, download the files and put them on a disc. Take the disc to your printer or a designer and ask her to alter the files by adding the details of your local *Road Crew* program, such as phone number, hours, territory covered, and prices. If you need help with this call Karen Hodgkiss at 608-831-4166.




**GUESS WHO'S NOT WORRIED ABOUT DRIVING TONIGHT?**

The night's more fun when you don't need to worry about driving.  
Ride in style with the *Road Crew*. Call 000-0000.

To find out how easy it is to get your low cost ride to, from, and between bars, call today.

Thursday-Saturdays  
5 p.m. - 2 a.m.  
Sundays  
5 p.m. - 1 a.m.



\$5 a ride per person or \$20 a whole evening per person.

Dial 000-0000

The “Boxer Shorts Dave” poster is available to customize for your program.

When you ride with  
**Road Crew**, the party  
begins when we pick  
you up and continues  
through your ride home.

Call xxx-xxxx



The night's more fun  
when you don't need to  
worry about driving.  
Ride in style with the  
*Road Crew*.

Call xxx-xxxx

To find out how easy it is to get your low-cost ride to, from, and between bars in Eau Claire, call xxx-xxxx,  
6 p.m. - 2 a.m. Thursday thru  
Saturday and 5 p.m. - 1 a.m. Sunday



Several ads, like those above, are available to customize for your program.

# Administration

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## Roles and Responsibilities

The Road Crew administrative structure is a collaborative relationship between its coordinator and the volunteer coalition. All parties need to communicate on a regular basis to insure their activities are coordinated.

### The Coalition's Role

By law, every nonprofit must have a governing board of directors. Their role is to guard the mission of the organization and to maintain high standards of accountability. The board creates the vision, mission, values, and policies, as well as earns and maintains public trust in the organization. In addition, financial oversight is one of the key responsibilities of a nonprofit board. Similar to a working nonprofit board of directors, the community coalition has the following responsibilities:

- Provide leadership and direction to the coordinator.
- Uphold the vision and program goals.
- Keep the coalition informed and motivated.

### The Coordinator's Role

Having at least a half-time paid employee to coordinate and provide administrative support will be a valuable component of your program. You are much more likely to be successful if you have dedicated human resources with job responsibilities for the program's day-to-day duties. Relying exclusively on volunteers can often result in delays and unfinished assignments.

The core duties for a program coordinator are scheduling and keeping ride logs, handling media and public relations, developing and implementing marketing plans, staying in contact with bar owners and servers, managing fundraising, and processing day-to-day finances. Necessary skills include:

- vision, creativity and passion for the job;
- ability to facilitate, promote and organize;
- administrative skills that include experience in record-keeping, maintaining financial records and ride logs; and
- an understanding of nonprofit organizations.

Qualities to seek in a program coordinator include:

- experience with community coalitions, safety initiatives, fundraising and project management;
- ability to work comfortably with all coalition members;
- knowledge of local government and civic issues; and
- solid administrative skills to handle recordkeeping, scheduling and reporting.

There are a myriad of issues to deal with when hiring an employee. In pragmatic terms, you need to write a job description, advertise for candidates, decide who will interview applicants and have a process for making the final selection.

## **Measurement**

One of the duties of the coordinator is to maintain program records, such as ride logs. Good ride records should reflect dates and times, pickup points and destinations, number of riders, gender and age of riders. To preserve the anonymity of riders, identifying information such as names and home addresses is not collected.

You may also consider conducting periodic evaluations and reporting on your results on a regular basis. Documenting your program is important for several reasons, including the following:

- You can learn from both past successes and failures, and modify your program accordingly.
- Others who are considering similar ventures can benefit from your experience.
- You can tout your achievements to gain press coverage and attract attention to the program.
- You will be able to justify your actions to your funding sources if you have kept accurate records of what you've done and what results you achieved.
- Perhaps most importantly, you have information to present to prospective donors.

One of the key principals of noted time management guru Stephen Covey is to “begin with the end in mind.” Putting this into practice, you should think about the type of activities you would like to measure and the outcomes that you want to quantify. Then you can implement tracking and reporting processes to make sure you are capturing the right data from the onset.

## **Small Business Resources**

Starting a Road Crew ride service is very similar to starting a small business, and as in any new small business, the team must have members with a working knowledge of finances, human resources, marketing and operations. Plus you need to comply with all of the relevant local, state and federal laws that apply to your program. It would be a big asset if your coordinator or members of your coalition leadership team have expertise in these areas, as well as an entrepreneurial spirit.

An excellent resource for information and guidance is your state or regional Small Business Administration (SBA) office. They have many online resources available, too. Their homepage at <http://www.sba.gov/> provides a map to help you locate the nearest office. You will also find an entire section of their site devoted to starting a small business at [http://www.sba.gov/starting\\_business/index.html](http://www.sba.gov/starting_business/index.html). Topical sections include Startup, Planning, Finance, Marketing, Employment, Tax and Legal – everything you need to know to get the Road Crew open for business in your community.

## **Action Steps**

Worksheets: *Coordinator Checklist, Pre-Launch Survey, Time Sheet, Ride Log, Monthly Ride Log Summary, Quarterly Report.*

Once you have selected and hired your coordinator, it's time for him or her to get to work. The *Coordinator Checklist* breaks down the job duties into Start Up, Ongoing, Weekly, and Other responsibilities. This is designed to provide a full picture of the function of this job, illustrating how important the coordinator role is to the success of your Road Crew Program.

There are also several helpful forms and tools that may be used by the coordinator. The Pre-Launch Survey is designed to help you gather vital information so you can adjust aspects of your program before offering it to the community. The Time Sheet tracks coordinator duties and time worked. The Ride Log, Monthly Ride Log Summary, and Quarterly Report are your principle tools for capturing ride volume and reporting results.

# Financial Matters

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Adequate funding is vital for establishing a program that is sustainable. Key steps to secure your financial future include:

- Make sure your planning team is diverse and is well connected throughout the community. You will need to leverage every one of their ideas and contacts when fundraising.
- Develop a realistic, detailed budget. You don't want to underestimate the expenses involved. Be realistic about cash flow just as you would if running your own business or as you do in your own household.
- Pursue all funding avenues with a dedicated effort. You should have specific individuals overseeing the process and making sure all of the contacts are initiated and follow up is made.
- Don't take "no" for an answer. Experienced salespeople will tell you that few sales are made in the initial call. It takes repeated effort to establish trust and make a sale. When you receive a negative response, you should still consider that prospect a warm lead and continue to make contacts. Persistence will pay off in the long run.
- Set appropriate fares. Pricing is a crucial decision. You must establish the right price that will allow sustainability yet not turn away prospective riders. Feedback from your target market will be vital when making this decision. Having riders pay for rides will raise funds and will also build more community support because you are not giving away the service.

## Justification for Support

Alcohol-related crashes and fatalities are very costly to individuals, private enterprise, government and society as a whole. Statistics from the NHTSA publication "Setting Limits, Saving Lives: The Case for .08 BAC Laws" show:

- Alcohol-related crashes cost society over \$45 billion every year. Just one alcohol-related fatality is estimated to cost society about \$950,000. Each alcohol-related injury averages about \$20,000.
- Almost a quarter of first-year medical costs for persons hospitalized as a result of a crash are paid by tax dollars, about two-thirds through Medicaid and one-third through Medicare.
- Employers pay for approximately half the cost of motor vehicle crashes, through insurance, disability, worker's compensation, and lost productivity. Eventually, we all bear the costs through tax-payer supported services and programs, higher insurance costs and higher prices on goods and services.

In addition, a 1994 study by economist Ted R. Miller of the National Public Services Research Institute, available at reported:

- The indirect costs of alcohol-related crashes (pain, suffering and lost quality of life) increase the toll for alcohol-related crashes to \$134 billion a year.
- Alcohol-related crashes account for 19% of auto insurance payments in 1993 (a decline from 26% in 1990).
- An alcohol-impaired driving crash costs each innocent victim \$36,000.

“Private sector support of drunk driving prevention programs should be sought in all industries, since all of us are affected by the results of drunk driving. Those industries which deal with alcohol or motor vehicles, however, should be especially involved in prevention. The motor vehicle is a part of the equation that results in alcohol related crashes.” – Excerpt from the Bylaws of the National Commission Against Drunk Driving

## **Funding Sources**

One frequently asked question is, “How much will this program cost our community both during and after the initial grant period?” That is a very difficult question to answer, as there are many expense variables, including these major items:

- the types of vehicles and the cost of leasing and/or buying them;
- the costs of vehicle maintenance and repair;
- salaries paid to the program coordinator and drivers (unless you elect to use volunteer drivers);
- overall advertising budget; and
- group and individual incentives.

These expenses will be offset by what you charge for rides. You need to factor in all of your expenses and subtract them from the initial funding received from the WisDOT grant as well as the amount you can reasonably collect from ride fares to get a complete picture of how much additional income you need to generate in the first year of operations. In subsequent years, you will need to cover the full cost of operations without WisDOT assistance, based on the expectation that by the end of the first year, you should have a solid roster of sponsors and fundraising options in place. There are various sources of funds that you might pursue, with each providing different benefits. These include the fares charged for rides, trade or in-kind contributions, raised funds and direct contributions.

## **Ride Fares**

Fares are the foundation for providing on-going service to the community. Charging fares allows those who benefit from the service to “give back” so that others can have the same benefit in the future. Putting a price on the service gives it value, and people may be more likely to use it if they don’t feel it is charity. A reasonable fare level may be \$15-20 for a full night of service to, from and among the bars, while \$5-10 might be charged for a safe ride home.

## **Trade or In-Kind**

A business or other entity might provide services you need in exchange for recognition of their sponsorship. Receiving trades or in-kind services can significantly reduce the amount of hard dollars that have to be raised. It can be time-consuming to solicit trades, but is usually well worth the effort. Anyone who provides a trade or in-kind service becomes one of the project partners, committed to its success. They can help publicize the service, while in return, you publicize their business. It's a win-win situation for all involved. Common trades include:

- cellular phone service
- gas or vehicle maintenance
- media advertising
- insurance coverage
- individual incentives, including merchandise, coupons, refreshments or prizes
- group incentives, like parties, sports tickets and concerts.

## **Raised Funds**

Coalitions might consider a fundraiser to kick off their Road Crew program. There are unlimited possibilities for these events, which would coordinate with ongoing fundraising efforts. Some ideas include a fun run, a benefit concert, golf outing or casino night.

## **Direct Contributions**

Businesses, foundations, service organizations, governmental agencies and private individuals are sources of direct contributions. A great activity for your planning team is brainstorming whom to contact in each category. Don't forget to include:

- **Businesses:** Chambers of commerce, major employers, automobile dealers and repair shops, insurance companies, alcohol beverage wholesalers and distributors and medical centers.
- **Foundations:** Community foundations, United Way, private foundations, college and university funds (including alumni, board of trustees, and academic departments) and local charities.
- **Service organizations:** Local chapters of MADD (Mothers Against Drunk Driving), Rotary Club, Elks, Lodge Club, Jaycees, Optimists, and churches.
- **Governmental agencies:** Road Crew project is funded by the National Highway Traffic Safety Administration, with support from the Wisconsin Department of Transportation. You might seek funding from similar sources or others such as police and sheriff's departments and traffic safety agencies.
- **Private individuals:** You may find individuals who are interested in putting their own funds into the project, especially if they or a loved one have been impacted by drunk driving. You could consider a patrons club or some other recognition program for individual donors.

The biggest challenge in raising direct funds is having individuals who are qualified and comfortable with fundraising making the requests. There is a great deal of competition for charitable funds, and you'll need expertise in crafting the message you are presenting to donors, and someone with the communication and organizational skills to approach all of the prospects on your list. An important part of fundraising is to be able to show prospective donors how their contribution will benefit them and their community. To that end, successes from existing Road Crew sites can be used as an example of what can be done. Being proud of your program, showing enthusiasm and speaking with confidence about the purpose of the Road Crew will be your biggest asset in gaining financial support.

### **Fund Development Case Study**

The Southern Grant County Road Crew has been very aggressive in their fund raising. They offer the following approach for new programs to become financially self-sustaining.

- Write an introductory letter to all tavern owners, restaurants, insurance companies, banks, police departments, judges, and district attorneys. Explain the program, the research behind the program, and how the local program operates. Offer the ways people and business can donate to the local Road Crew:
- Send quarterly follow up letters to those taverns that have not donated in addition to making personal contacts.
- Contact service organizations to explain the program and ask to speak to their group.
- Offer advertising space on the back of the limos for a certain price.
- Trade of services or share cost on promotional materials.
- Apply for grants from local organizations or businesses.
- Host golf outings, bowling tournaments, or other events with proceeds going to the program.
- Hold a raffle for a night on the town that includes rides for a group to one bar for a round of drinks, a ride to another business for a meal, and then a safe ride home.
- Have bars sell snowflakes or other shapes with all sales going to the program.

### **Seeking Nonprofit Status**

The process for obtaining nonprofit status varies from state to state. When granted, it may make an organization eligible for certain benefits, such as state sales, property and income tax exemptions. Organizing as a nonprofit at the state level does not automatically grant an entity exemption from federal income tax, however. To qualify as tax-exempt from federal income taxes, an organization must meet requirements set forth in the Internal Revenue Code. For more information, see Publication 557 <http://www.irs.gov/publications/p557/index.html>. Another excellent resource for basic information is located at <http://nonprofit.about.com/cs/nonprofitstartup/>. Check out their articles on How to Start a Nonprofit Organization and Starting a Nonprofit Frequently Asked Questions.

To be considered for nonprofit status, your organization must serve some charitable, religious, educational, scientific or literary purpose beneficial to the public interest. If so, this allows you to seek tax exempt status from the IRS by acquiring the designation of being a 501(c)(3) charitable

organization. Incorporating as a nonprofit is very similar to incorporating as a for-profit. Each nonprofit corporation must file articles of incorporation specifically stating the purpose of the organization, establish by-laws and consider regulations and operational requirements. Many organizations have found that obtaining nonprofit status is very difficult and time consuming, so you might anticipate using legal council to guide you though the process.

The steps applying for 501(c)(3) status may be summarized as:

- Contact an attorney and tax accountant who have experience with by laws, articles of corporations and the 501(c)(3) application and process.
- Create by-laws.
- Create articles of corporation.
- Complete 501(c)(3) application.
- The Internal Revenue Service reviews the application and then sends a list of questions that need to be answered. This may occur a few times before acceptance is granted, if it is granted.
- You can be a non-profit organization without the exempt status, which you receive when you apply for the FEIN number and register your business. However the exempt status is what grantors and donors may require.
- Once you receive approval from the I.R.S, you can apply for tax-exempt status at the state level.

As an interim step, you may want to collaborate with an established nonprofit organization, such as a local Chamber of Commerce, who would be willing to accept contributions on your behalf.

## **Action Steps**

Worksheet: *Budget Planner*

Using the *Budget Planner*, you can project your income and expenses. This will give you a decent approximation of where you need to be with ride fares and community donations.

# Resources

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## Contact Us

Implementing a successful ride program can be a challenge. If you want expertise beyond what is available in this toolbox, the original Road Crew project management team may provide consulting services and project administration on an hourly or contractual basis. They also can make available the Road Crew logo and poster. For an initial consultation, contact:

### **Beth Mastin**

Program Manager  
Phone 608-236-0674  
Fax 608-236-0252  
E-mail [mastin@mascomm.net](mailto:mastin@mascomm.net)

### **Mike Rothschild**

Principal Investigator  
Phone 608-221-9666  
Fax 608-221-4644  
E-mail [mrothschild@bus.wisc.edu](mailto:mrothschild@bus.wisc.edu)

### **Karen Hodgkiss**

Field Coordinator  
Phone 608-831-4166  
Fax 866-232-3730  
E-mail [karen@mascomm.net](mailto:karen@mascomm.net)

### **Janet Nodorft**

Alcohol Program Manager, WisDOT BOTS  
Phone 608-266-0550  
Fax 608-267-0441  
E-mail [janet.nodorft@dot.state.wi.us](mailto:janet.nodorft@dot.state.wi.us)

In Wisconsin, contact your Bureau of Transportation Safety Regional Program Manager (RPM) and discuss this concept with him/her. See the following map to identify and contact the WisDOT representative for your region.

# WisDOT Bureau of Transportation Safety

## REGIONAL PROGRAM MANAGERS

Northwest

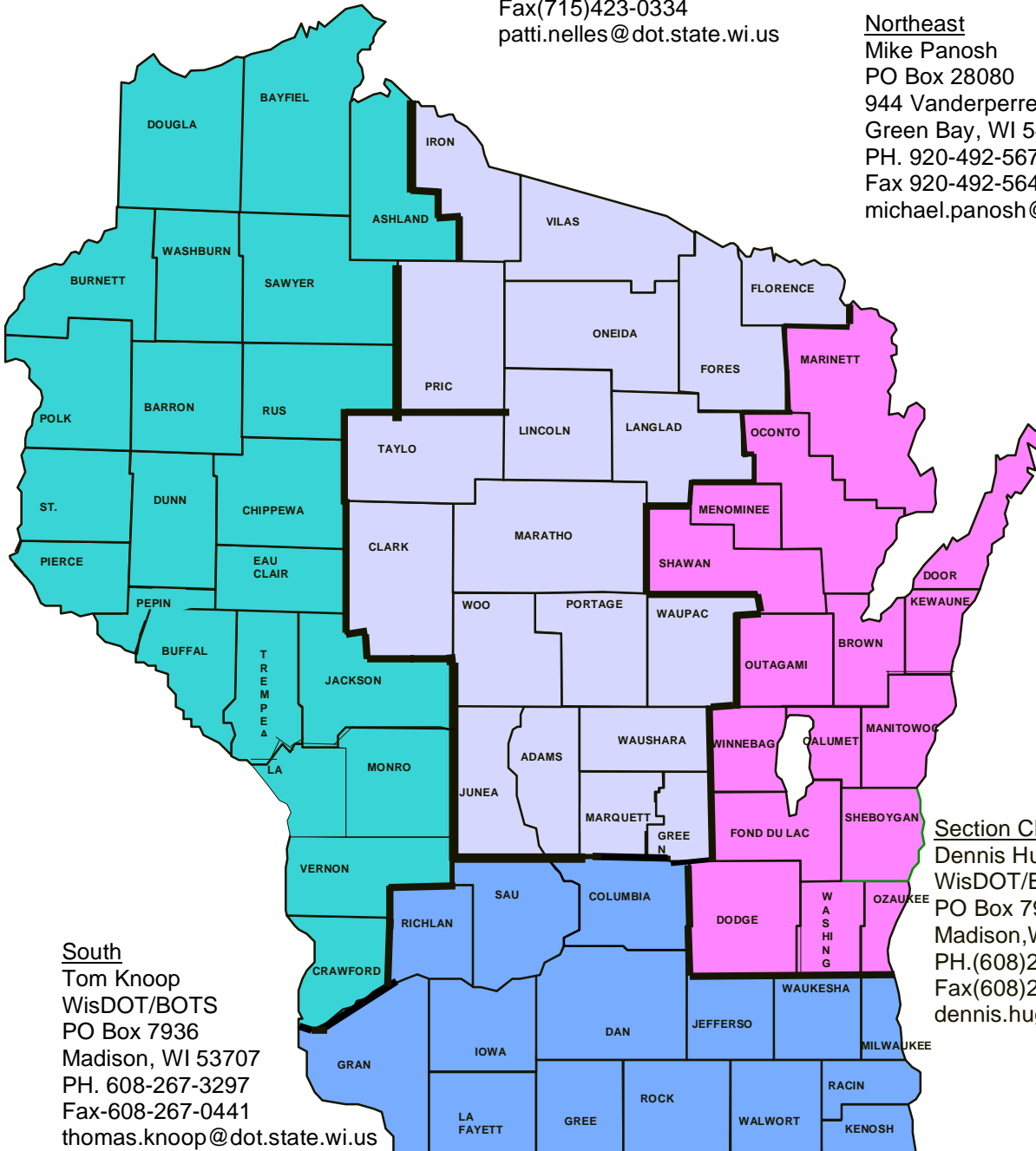
Dennis Johnson  
 5005 Hwy 53 South  
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 PH.(715)839-3800 ext. 134  
 Fax(715)839-3873  
 dennis.johnson@dot.state.wi.us

Central

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Northeast

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 PO Box 28080  
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 Green Bay, WI 54324-0050  
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 Fax 920-492-5640  
 michael.panosh@dot.state.wi.us



South

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 Fax-608-267-0441  
 thomas.knoop@dot.state.wi.us

Section Chief

Dennis Hughes  
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 PO Box 7936  
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 PH.(608)267-9075  
 Fax(608)267-0441  
 dennis.hughes@dot.state.wi.us

# Project Commitment

Yes, I'd like to take an active role in this initiative.

Name		Interests
Title		<input type="checkbox"/> Research
Organization		<input type="checkbox"/> Transportation
Address		<input type="checkbox"/> Incentives
City, State, Zip		<input type="checkbox"/> Promotion
Phone		<input type="checkbox"/> Fund Development
Fax		<input type="checkbox"/> Leadership
E-mail		<input type="checkbox"/> Recordkeeping
		<input type="checkbox"/> Finance

I have someone to recommend for this project.

Name	
Title	
Organization	
Address	
City, State, Zip	
Phone	
Fax	
E-mail	

## Additional Information

Indicate the best times for attending coalition meetings. Block out with an "X" the times you cannot meet. Circle the best times for you to meet. Those times not marked will be considered available but not preferred.

<b>Sun.</b>	<b>Mon.</b>	<b>Tues.</b>	<b>Wed.</b>	<b>Thurs.</b>	<b>Fri.</b>	<b>Sat.</b>
Morning 8-11	Early am 7-9	Early am 7-9	Early am 7-9	Early am 7-9	Early am 7-9	Morning 8-11
Midday 11-2	Lunch hour 11-1	Lunch hour 11-1	Lunch hour 11-1	Lunch hour 11-1	Lunch hour 11-1	Midday 11-2
Afternoon 2-5	Evening 5-7	Evening 5-7	Evening 5-7	Evening 5-7	Evening 5-7	Afternoon 2-5
Evening 5-8	Late evening 7-9	Late evening 7-9	Late evening 7-9	Late evening 7-9	Late evening 7-9	Evening 5-8

# Team Roster

---

Name	
Title	
Organization	
Address	
City, State, Zip	
Phone	
Fax	
E-mail	

Name	
Title	
Organization	
Address	
City, State, Zip	
Phone	
Fax	
E-mail	

Name	
Title	
Organization	
Address	
City, State, Zip	
Phone	
Fax	
E-mail	

Name	
Title	
Organization	
Address	
City, State, Zip	
Phone	
Fax	
E-mail	

# Questions for Advisory Committee

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Your opinions are important to us – we can't succeed with a new product without candid input from potential users.

Road Crew is aimed at 21-to-34-year-olds who drink and drive. We don't care about your personal behavior, but want your thoughts and opinions.

Can this work in our community?

Why? Why not?

Good parts / bad parts?

What to fix?

What to throw away?

What is missing?

Would a person leave their car at home and ride with us? Why? Why not?

Who would use it? Why? Who would not use it? Why?

Under what conditions would a person use it? Not use it?

Would YOU use it? Why? Why not?

What would it take to get you to try it?

What incentives?

What would it take to get you to use it regularly?

How to kick start the program to get rapid awareness and trial?

What evenings of the week? What hours of the evening?

What would you pay for pickup, and all other rides needed?

What is the main flaw in what we are trying to do? What should we do about this?

What have we missed or what other issues are there to discuss?

# Transportation Discussion Points

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What are the barriers that need to be overcome in order to attract riders?

What are the benefits that need to be provided so that using the new system will be an attractive option?

How can you get people to the bars without their cars in the first place to avoid the problems of poor decision-making and of cars left behind?

If a car has to be left behind, can you make arrangements with law enforcement so the owner won't get a ticket for leaving a car overnight? The target may rather risk the low probability of an OWI citation than the high probability of receiving a parking ticket. Law enforcement may be cooperative if you point out that parking tickets are leading people to inappropriate driving behavior.

Should the service include rides back the next morning to pick up cars? Or, should the ride service offer to drive their vehicle home when the patron needs a ride?

Should the ride service have scheduled routes and times, or be on-demand? With either type, will the rider be picked up within a reasonable timeframe, like 30 minutes or less?

If patrons are using the service to ride from bar to bar, what fail-safe method is in place to make sure patrons don't drive their own car home after a night of *Road Crew* rides?

Can you influence loitering laws or their enforcement, so people waiting for a ride don't violate local ordinances?

How do you insure that the service is reliable?

How do you make it "affordable," as defined by the potential riders in your community? What's the right balance between cost and convenience?

How do you handle collecting fares? Can you offer a prepaid option to avoid the problem of people running out of cash at the end of a night on the town?

How do you make the new choice seem "cool?" You're asking the ride system users to check their egos and admit they need help getting home. You need something compelling to overcome this very strong barrier.

# Vehicle Comparison

With this chart, you can analyze the features of each vehicle type to decide what will work best for your community and your target market.

Features	Limos and other luxury vehicles	Buses	Taxis	Vans
Size				
Staffing				
Mood				
Special Events				
Scheduled Routes				
On-demand				
To bars				
Among bars				
Home				
Cost				
Wait Times				
Management				
Other				

# Road Crew Program Description

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Description of proposed service and vehicles
Appeal and benefits to target market
Advantages and benefits specific to our community that are provided
Disadvantages and barriers specific to our community to be overcome
Resources and partners
Ownership and management
Days and times of ongoing operation
Days and times of seasonal and/or special events operation
Area serviced

How to access service
Projected passengers per ride and total riders per year
Potential expenses
Potential revenue and sources of revenue
Budget
Staffing – paid or volunteer
Training
Miscellaneous equipment
Safety issues
Liability coverage

# Liability Issues

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**The following is our understanding of the conditions of coverage that currently seem to exist in Wisconsin. Keep in mind that this is not a legal document, and should not be used as such. It was created by people with no legal training. Each community is advised to seek qualified legal assistance to ensure proper coverage against liability.**

For government bodies: Statute 893.80 limits liability to \$50,000 for general negligence and vehicular negligence to \$250,000 for programs administered by a governing body.

For vehicles: Drivers have primary insurance through the level of insurance carried on the vehicle being used in the program. While vehicle insurance is not required in Wisconsin, it would probably exist for vehicles used in an impaired driver program.

For volunteer drivers of a Road Crew vehicle: A volunteer driver's own personal automobile insurance policy would provide secondary coverage beyond that held for the program's vehicles. This policy would not hold if the driver were paid and working on a regular schedule for the program. If the driver were unpaid and only volunteering occasionally, then personal insurance should hold. The local program may want to insist that all volunteers have their own auto insurance.

For volunteers driving the vehicle of an impaired person: Primary insurance coverage should come from the vehicle owner's policy, with secondary coverage from the volunteer's own auto insurance. If the vehicle owner has no insurance, then the volunteer's own insurance becomes primary. The volunteer should get permission to drive the vehicle. If the driver is unable to give permission, then the courts would be likely to rule in favor of the volunteer.

For paid drivers: Drivers may need a professional's license as well as professional driver insurance in addition to any personal auto insurance they may have.

For non-rider victims: May have additional coverage through their own uninsured motorist and underinsured motorist sections of their own policies.

For dispatcher: Would not be liable, except for unusual cases.

For a non-profit organization developed in order to operate a program: Vehicles owned by the organization should be adequately insured. Currently, 1999 Wisconsin Act 109, Section 85.55 limits the liability of a provider of a program to persons transported under the program to the amounts required for an automobile liability policy under Statute 344.15 (1). Note that 85.55 currently may only cover Safe Ride Programs (a specific named program), and may need to be expanded to cover a broader set of impaired driver programs such as Road Crew.

For a community service organization (such as a church men's group) providing volunteer drivers in exchange for a contribution to the church: There is no limit to liability for these groups in such a case so adequate insurance would be advised, or the organization should not exchange labor for remuneration. Providing volunteers may not open the organization up to potential liability, but receiving a contribution in exchange for services rendered may lead to exposure to liability.

For-profit firm providing drivers and vehicles: Such a commercial establishment needs to be insured against liability.

In sum, drivers and organizations cannot be absolved of responsibility, but can be shown how to provide adequate coverage in case of an accident. Perhaps the ideal scenario would have a local governmental body as the organizer of the program so that the vehicles can be covered by the body's existing policy and have limited liability under currently existing statute.

*Updated April 4, 2006*

# Incentive Idea Inventory

There are many ways to reward positive behavior. Here are a few ideas to get you started, grouped into the categories of individual versus group incentives, and immediate versus future rewards.

	Individual	Group
Immediate Trial Usage	Free trial period Free or discounted beverages* Waived cover charges* Free or discounted food* Free T-shirts, mugs, hats Gift certificates: video rentals, golf courses, gas stations, restaurants, fast food franchises Free parking  Your idea _____ Your idea _____ Your idea _____ Your idea _____	Free trial period for league or team Food on the shuttle Priority cab service Reserved table at bar or restaurant  Your idea _____ Your idea _____ Your idea _____ Your idea _____
Ongoing Repeat Usage	Free or discounted beverages* Waived cover charges* Free or discounted food* Volunteer driver: mileage reimbursement, tips, free rides Frequent users: buy so many rides, get one free or get a prize Lottery-style drawing  Your idea _____ Your idea _____ Your idea _____ Your idea _____	Big-screen TV or new pool table for the bar Free concert Group party Bus trip to ball game  Your idea _____ Your idea _____ Your idea _____ Your idea _____

\*These are immediate incentives if awarded on the spot, or future if a voucher is given for the next visit.

# Exploring Incentive Options

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Description			
Desired Behavior			
Advantages	Disadvantages	Appeal to Target	Resources & Partners

Description			
Desired Behavior			
Advantages	Disadvantages	Appeal to Target	Resources & Partners

# Incentive Option Specifications

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Describe the incentive.
How will it appeal to riders?
Will it be awarded immediately or delayed?
Where will it be offered and by whom?
How will awareness be generated?
What are the barriers to participation and how can they be overcome?
What is the projected cost?
Who needs to be trained and how will training be delivered?

# Marketing Planner & Checklist

<b>Theme</b>
What is the purpose of the campaign?
Does the promotion emphasize the benefits to the target market?
Does the message elicit positive feelings about the <i>Road Crew</i> ?
Is there a specific call to action in the promotional materials?
<b>Media</b>
What is the advertising and publicity plan?
Does the distribution method reach the target audience better than other alternatives?
Who will be the primary media contact?
What is the approval process for press releases, advertisements, and other print material?

<b>Promotional and Special Event Materials</b>
What materials and resources will be used?
How will these reflect the campaign goal?
What special events are planned?
Who will create, approve and distribute the promotional materials?
What is the budget for promotional materials?

<b>Checklist</b>	<b>Yes</b>	<b>No</b>
Does the message clearly state the incentive/reward?		
Does it ask for a desired behavior?		
Does it respond to a need of the target market?		
Does it state a benefit to the target market?		
Does it convey the fun, no hassle image of the <i>Road Crew</i> ?		
Is it clear, credible, and appealing to the target market?		

# Coordinator Checklist

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## Start Up

- Meet with advisory group and target group to develop program details.
- Develop a short survey with questions regarding price, service area, types of vehicles, etc. and give to the bars asking them to have patrons fill them out. Collect them in a week or two, tally the results, share with the groups, and make decisions based on the results.
- Secure office location. Contact businesses that have vacant office space or buildings or businesses that have part time staff and see if you can share office space. Ask for the office space to be donated or at least at a reduced cost.
- Secure P.O box for an address instead of a street address in case your location is temporary.
- Set up phone, internet and email services for the business location and the ride service. You'll need a cell phone number for the ride service dispatch, and additional cell phones for each vehicle.
- Create and order letterhead and business cards.
- Plan kick off event. Order promotional materials and make all arrangements.

## Ongoing – Advertising

The coordinator has the responsibility for developing a comprehensive advertising plan that reaches the target market to increase awareness of the program and generate riders. It is helpful to have advertising planned out for several months ahead, even as much as the full first year.

- Local newspapers (press releases and ads, announcements about weekend events).
- Local radio stations (ads and public service announcements).
- Live broadcasts at the radio studio or at a remote location, such as a participating bar.
- Campus paper and radio.
- Posters at all bars, restaurants, bowling alleys, liquor stores, and hotels. Contact local beer wholesalers for printing needs.
- Movie theatre screen ads.
- Promotional items to give to bars to distribute or drivers or coordinator can hand out at special events or to riders, such as cardboard bar coasters, can cozies, notepads, magnets, T-shirts, hats, and key chains.
- Coordinator and drivers talk to bar patrons asking them if they know what Road Crew is or ask if they know the number. Program the number into cell phones.
- Tour guide books.
- Hotel room binders of business directories.
- Key times of the year to run specials or feature ads including: kick off weekend and anniversary weekend, New Years, Valentine's Day, St. Patrick Day, Memorial Day, Labor Day, graduation weekends, day before Thanksgiving, fairs or festivals.

## Ongoing – Networking

Along with leaders of the community coalition, the coordinator is often the “public face” of the Road Crew program, and is expected to network with community members, media, and business owners. The list below shows major contacts and the benefit of having established relationships with them.

<b>Group</b>	<b>Benefit</b>
<input type="checkbox"/> Sororities and fraternities	They are in target group. Volunteers
<input type="checkbox"/> AODA coalitions and service providers	Ideas, input, acceptance, links to target group.
<input type="checkbox"/> Campus chancellor	Endorsement and permission to advertise on campus.
<input type="checkbox"/> Local beer distributors	Printing and distributions of posters.
<input type="checkbox"/> Insurance companies	Sponsor promotion items, provide office space, joint advertising.
<input type="checkbox"/> Sign company	Services for free advertising on limos.
<input type="checkbox"/> Mechanics	Services for free advertising on limos.
<input type="checkbox"/> Movie theatre	Advertising on the big screen for free or a non-profit rate.
<input type="checkbox"/> Business and tavern owners	Office space, monetary donations, and promotions.
<input type="checkbox"/> Attorneys and accountants	Assistance with 501(c)(3) application, FEIN, by-laws, articles of corporation, tax preparation, and employee-related matters.
<input type="checkbox"/> Wedding consultants	Wedding couples can buy ride passes for their guests.
<input type="checkbox"/> Law Enforcement	Local statistics, acceptance of program, feedback, and referrals.
<input type="checkbox"/> Chamber of commerce	Exchange free ride services for a special event for a membership. Advertising and referrals.

## **Weekly Duties**

- Tally ride log sheets and update monthly ride log summary.
- Reconcile money collected with ride logs.
- Tally where people were picked up and dropped off, to keep track of the usage rate.
- Meet with drivers and/or volunteers to discuss the previous weekend, problems, positive comments, and to discuss upcoming weekend, events, meetings, future plans.
- Pay bills and record deposits and balance checking account.
- Prepare for meetings, trainings and/or presentations.
- Fill out time sheet.
- Develop driver and/or volunteer schedule for the upcoming weeks.

## **Other**

- Write letters to businesses and follow up with thank you letters.
- Visit participating bars to check in on program and provide new materials.
- Ride along with drivers to ensure the service is running well.
- Attend driver and/or volunteer meetings to inform them of paperwork requirements and answer any questions.
- Prepare quarterly reports.

# Pre-Launch Survey

Please take a moment to fill out our survey regarding a Road Crew Program in your area. Road Crew is a program designed around providing rides for people who wish to drink and then not drive. This program would allow you to be picked up at home, taken from bar to bar or town to town, and then return you safely back home at the end of the evening.

1. Would you be willing to use a service such as this?  Yes  
 No
  2. Would the type of vehicle you were picked up in make a difference?  Yes  
 No
  3. If yes, what is your vehicle preference? \_\_\_\_\_
  4. What time does your night start? \_\_\_\_\_ What time does your night end? \_\_\_\_\_
  5. Circle the towns you would utilize this service for (what towns would you want to be taken to).  
[list towns]
  6. If you were picked up, taken around town, and then brought home, how much would you be willing to pay for this service?  
  
Please circle one. In-town only: \$5    \$10    \$15    \$20    other \$ \_\_\_\_\_  
Out of town:            \$5    \$10    \$15    \$20    other \$ \_\_\_\_\_
- Gender:         Female             Male  
Age:             21-34             35-50             51+

Thank you for completing this survey. Please return it to the bartender. If you are interested in learning more or helping implement this program, please contact [person and phone number].





# Quarterly Report

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Quarterly reports and monthly ride summary sheets should be emailed to [roadcrew@mascomm.net](mailto:roadcrew@mascomm.net) or faxed to 1-866-232-3730. Copies of press coverage and/or publicity materials should be emailed to [roadcrew@mascomm.net](mailto:roadcrew@mascomm.net), faxed to 1-866-232-3730, or mailed to MasComm Associates, 4510 Regent St., Suite 1B, Madison, WI 53705.

Community submitting report:

Contact person:

Phone number:

Due Dates:	April 15, 200x	July 15, 200x	Oct. 15, 200x	Jan. 15, 200x	April 15, 200x
------------	----------------	---------------	---------------	---------------	----------------

1. Describe what has occurred in your program in the last quarter. Please note changes in leadership, community awareness and support, ridership, program operations (hours, fares, routes) and promotion.
2. What input and influence has the target age Advisory Committee, Community Board, or community at large had in shaping your program over last quarter. Note findings from both scheduled meetings, as well as anecdotal feedback.
3. Has there been an increase or decrease in rides among the target group and/or overall?
4. What do you consider the biggest success over the last quarter? How do you plan to capitalize on this success?
5. What do you consider the biggest challenge over the last quarter? How do you intend to solve problems related to the challenges?
6. What promotion efforts have been in place over the last quarter, and what publicity has your program received? Please send us copies of publicity along with ride logs.
7. What efforts towards sustainability have you undertaken in the past quarter?

# Budget Planner

Income	Description	Cash	In-Kind	Total
Ride fares	[x] rides at [\$] x [x] number of nights			
Donations	[list sources]			
Raised funds	[list sources]			
Grant funding	[list sources]			
<b>Total Income</b>				

Expenses	Description	Cash	Donated	Total
Coordinator Wages	[hourly rate] x [hours per week] x 52 weeks			
Vehicle lease	[# vehicles] x [\$hourly rate] x [# hours per night] x [			
Cellular phone	[# phones] x [\$monthly rate]			
Office Expense	[itemize phone, internet, copying, postage, and office supplies]			
Marketing	[itemize brochures, incentives, specialty items, advertising, other]			
<b>Total Expenses</b>				

<b>Surplus/Deficit</b>	
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