

# **The *Road Crew* Final Report**

Original Application Titled:  
*Changing Options and Outcomes*  
A Demonstration of the Use of Social Marketing to Reduce  
Alcohol-Impaired Driving By Individuals Age 21 Through 34

**NHTSA DISCRETIONARY COOPERATIVE AGREEMENT  
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# TABLE OF CONTENTS

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	<u>Page</u>
<b>Table of Contents</b>	<b>i</b>
<b>Acknowledgements</b>	<b>iv</b>
<b>Tab 1 Executive Summary</b>	<b>1-5</b>
<b>PROGRAM HISTORY</b>	1
▶ Research Preceding Program Development	1
▶ Program Development	1
▶ Implementation	2
▶ Branding	2
▶ Marketing Challenges	2
▶ Building a Coalition	3
▶ Results	3
▶ Conclusion	4
<b>ROAD CREW PROJECT TIMELINE</b>	5
<b>Tab 2 Lessons Learned</b>	<b>6-31</b>
<b>BACKGROUND</b>	6
▶ Research and Knowledge Base	7
▶ Value of the Vehicle	7
▶ Modeling a New Product Approach	7
▶ Launching a Social Marketing Demonstration	8
<b>THE COMMUNITIES</b>	8
▶ The <i>Road Crew</i> Party Barge, Polk County, Wisconsin	9
▶ Dodge-Point <i>Road Crew</i> , Dodgeville and Mineral Point, Wisconsin	9
▶ "Take a Cab on Our Tab" <i>Road Crew</i> , Tomah Wisconsin	9
▶ Manitowoc County <i>Road Crew</i> , Manitowoc, Wisconsin	9
<b>COALITIONS</b>	9
▶ Public/Private Partnerships at the State Level	10
▶ Public/Private Partnerships at the Local Level	11

# ***TABLE OF CONTENTS***

---

<b>TECHNICAL ASSISTANCE</b>	17
▶ <i>Road Crew</i> Conferences	17
▶ Site Visits	18
▶ Phone Consultation	18
▶ Toolbox	18
<b>SOCIAL MARKETING</b>	18
▶ Understanding and Implementing Social Marketing Concepts	18
▶ Elements of the Social Marketing Approach	19
<b>THE PRODUCT: LAUNCHING A RIDE SERVICE</b>	22
▶ Limousines	23
▶ Taxis	28
<b>FUNDING AND SUSTAINABILITY</b>	28
▶ Funding	28
▶ Sustainability	29
<b>LOOKING TO THE FUTURE</b>	30
▶ Expanding and Changing the Programs	30
▶ Replicating the Model	31
<b>Tab 3 Research Report</b>	<b>32-56</b>
<b>UNDERSTANDING THE TARGET AND THE ENVIRONMENT</b>	32
▶ Literature Review	33
▶ Focus Groups with Expert Observers of the Target	33
▶ Focus Groups with the Target	33
▶ Testing the Brand Name	33
<b>EVALUATING THE IMPACT OF THE PROGRAM</b>	34
▶ Phone Survey to Target and General Population	34
▶ Phone Survey to Community Leaders and Bar Staff	35
▶ Count of Rides	36
▶ Pre- and Post-test Bar Coupon Studies	36

# ***TABLE OF CONTENTS***

---

<b>RESULTS</b>	38
▶ Awareness	38
▶ Knowledge of Program Components	39
▶ Knowledge of Brand Name	39
▶ Sources of Awareness and Knowledge	39
▶ Concerns About Drinking and Driving	40
▶ General Attitudes	40
▶ Attitudes Toward Positive and Negative Features	40
▶ Improving the Program	41
▶ Perception of Positive and Negative Impact	41
▶ Behavior and Perceptions of Behavior	42
▶ Actual Count of Rides Taken	46
<b>DISCUSSION</b>	48
▶ What Happened in the Three Communities?	48
▶ Potential Crashes Avoided	49
▶ Potential Impact in the Three Communities	51
▶ Cost/Benefit Analysis	52
▶ Why Did We Succeed When Other Programs Have Often Failed?	53
<b>CONCLUDING THOUGHTS</b>	54
<b>REFERENCES</b>	56
<b>Tab 4 Appendix A: Focus Group Research</b>	
<b>Tab 5 Appendix B: Questionnaires</b>	
<b>Tab 6 Appendix C: Research Tables</b>	
<b>Tab 7 Appendix D: Community Overviews</b>	
▶ Polk County	
▶ Dodgeville and Mineral Point	
▶ Tomah	
▶ Manitowoc County	
<b>Tab 8 Appendix E: Poster</b>	

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# ***EXECUTIVE SUMMARY***

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Alcohol impairment was responsible for 6.5% of all automobile crashes in the state of Wisconsin in 2000. It was also accountable for 38% of motor vehicle fatalities and 11% of all motor vehicle injuries. A disproportionate share of these impaired drivers was 21-to-34-year-old men living in rural areas where there are few, if any, public transportation options. In Wisconsin, bars and taverns often act as neighborhood social centers and inspire strong community loyalties. This project did not attempt to change this culture. Instead, it sought to help communities provide alternatives for people who have had too much to drink and then drive home safely.

The goal of this project was to decrease alcohol-related crashes by 5%. The target market was 21-to-34-year-olds, with special emphasis on single men. It was based on social marketing concepts, which borrows from commercial marketing techniques used to motivate consumers to try new products.

Commercial marketers realize that to entice people into trying a new product, the product must be appealing and serve a need. It must succeed in a competitive marketplace where consumers have free choice amongst the various offerings of the marketplace. If the “need,” in the case of the *Road Crew* project, is for people to arrive home safely after excessive drinking, “appealing” transportation options must exist. As with commercial products, the consumer has a choice to drive drunk or to use alternative means. As a result, the program needed to provide benefits that exceeded those from driving drunk.

Working from this conceptual base, planners conducted extensive product research to develop transportation options that would allure consumers and then worked with local communities to adapt research to local opportunities and constraints. The resulting programs have now been running for over a year with great success. This report describes the process, the service, and evaluation of the project.

## **Program History**

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### **RESEARCH PRECEDING PROGRAM DEVELOPMENT**

In 2000, extensive focus group research was used to develop an in-depth description of a 21-to-34-year-old man to better understand what motivated him to drink to excess and then drive home. Focus group participants were also asked to suggest ideas for alternative and appealing transportation options.

One insight gleaned from these discussions was that people couldn’t drive home impaired if they didn’t drive themselves to the bar in the first place. Separating consumers from their car before leaving their homes would prevent impaired persons from driving home after a night of drinking. A second insight was that while many people drove after excessive drinking, they tended to worry about it excessively as well. This anxiety distracted them from an otherwise enjoyable evening of camaraderie.

### **PROGRAM DEVELOPMENT**

In 2001, the National Highway Traffic Safety Administration (NHTSA) funded a proposal from the Wisconsin Department of Transportation/Bureau of Transportation Safety (WisDOT/BOTS) to apply social marketing techniques to community collaborations aimed at reducing drunk driving. Additional project partners included the University of Wisconsin School of Business, Miller Brewing Company, and the Tavern League of Wisconsin. The goal of the NHTSA project was to reduce alcohol-related crashes

by 5% and create self-sustaining ride service programs. The project operated from July 1, 2002 to June 30, 2003.

After receiving the NHTSA grant, the project team invited community representatives from across the state to attend a daylong training conference. Participants were given an introduction to social marketing techniques, a copy of the focus group research, and resources to support their efforts in developing a coalition and ride program. Fifteen communities attended the session and seven submitted proposals for funding. Four proposals were selected and three communities developed programs that have been running successfully for over a year.

An effective strategy for beginning this effort was helping communities develop broad-based coalitions representative of many different organizations, individuals, and points of view. In addition, each community was asked to develop an advisory board of 21-to-34-year-old men to be involved in all stages of development.

State-level *Road Crew* staff provided technical assistance on a wide range of issues. Site visits, phone calls, and daylong conferences were key components of the on-going support provided to communities. The conferences allowed representatives from grant sites to meet, exchange ideas and lessons learned, provide progress reports, think about long-term sustainability, and celebrate successes.

## **IMPLEMENTATION**

Communities were given resources to develop their own programs within guidelines. Local decisions were made with respect to the type of vehicles, paid or volunteer drivers, days and times of operation, routes, pricing and promotions, among others. One community worked to expand an existing cab service and two communities used limousines. This latter alternative gave instant status and prestige to the program, proving to be an excellent choice for an alternative ride option.

- 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.
- For a target market concerned about image, limos were seen as a cool choice.
- The target market liked to socialize with groups of friends and needed to fit in, and limos provided an environment for them to do so.

## **BRANDING**

Planners recognized the need to develop an appealing name, logo, and identity for the program, along with promotional materials that would resonate with the target market. While the program would provide a tangible service with tested benefits to capture their minds, an emotional sell was 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. A *Road Crew* poster won a local advertising award.

## **MARKETING CHALLENGES**

Meeting marketing challenges – creating awareness, developing favorable attitudes, and then getting both trial and consistent repeat behavior, all within one year – was difficult because well-established behavior patterns had to be broken. Although research had shown that opportunities to intrude into the market existed, the target was happy with its current behavior.

## **BUILDING A COALITION**

Leaders were asked to build a community coalition representing a variety of local voices to steer an effort that included private and public sector partners. Perhaps most intricate were the partnerships that included tavern owners, young people who often drank to excess, law enforcement, public health workers, and community leaders. Developing the programs required both small business and marketing acumen. In two out of the three communities, the transportation option was completely new and required organizers to put together a business plan. Grants provided funds to hire part-time coordinators for up to 18 months.

## **RESULTS**

The project developed three phases to conduct research in support of the project and document the results. Phase one included the focus groups described above. Phase two, focused on levels of drinking and driving prior to the demonstration onset, included:

- A pre-test survey conducted with bar patrons in demonstration and control communities to learn the level of driving after excessive drinking that existed prior to the onset of the program.

Phase three, conducted after the ride services had been operational for one year, included:

- A post-test conclusion to the survey. This part of the research completed the pre- and post-test with treatment and control group design, considered to be the most rigorous way to determine a causal relationship.
- A phone survey to determine awareness and attitudes toward the program was conducted to the target group, general population, community leaders, bar owners, and wait staff.
- A ride count, each ride representing the prevention of an alcohol-related crash.

Results of the *Road Crew* project significantly exceeded NHTSA's expectations.

- 19,757 rides were given to potential drunk drivers from July 1, 2002 through June 30, 2003. Rides are estimated to have prevented 15 alcohol-related crashes on area roads, a 17% reduction.
- The average cost of an alcohol-related crash in Wisconsin is approximately \$56,000; the cost to avoid an crash in this program was about \$15,300.
- There was no decrease in the percent of patrons who admitted to drinking and driving, but there was a significant drop in the frequency of occurrences per person compared with control group behavior.
- Awareness in the general community was 68%; it ranged from 70-100% in the other groups.
- Among those who were aware of the program, over 80% surveyed had positive feelings, and nearly half of those aware perceived a decrease in driving after excessive drinking in the community.
- Among bar patrons, there was no observable increase in consumption compared to control communities. However, there was an increase in the number of bars visited.
- Community leaders felt that the program should continue. The projects are likely to be sustainable, with plans in place to continue the programs for the next year.

The *Road Crew* project succeeded for a number of reasons:

- Most people are aware that they should not be driving after excessive drinking, but often there is no opportunity for them to behave otherwise. *Road Crew* provided such an opportunity.
- The program was predicated on sound research, which is not always available.
- The target saw the ride service as cool so it was easy for them to begin to use it. By meeting the target's needs, *Road Crew* was able to meet the community's need to reduce crashes.

- There were champions in the communities committed to the project, who dedicated enormous energy to developing programs that worked.

## **CONCLUSION**

This project demonstrated success in creating public/private partnerships that work, and state/local partnerships that maximized resources to make a difference. The *Road Crew* project exceeded NHTSA's goal of a 5% reduction in crashes in a cost-efficient manner while gaining widespread support in its target communities. Project leaders are confident that the work shown here can be replicated in virtually any small community in the United States; the model is not relevant just to Wisconsin.

# **ROAD CREW PROJECT TIMELINE**

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This report reflects roughly three years of research and planning on the part of WisDOT/BOTS and the University of Wisconsin School of Business. This project was funded by NTSHA in the second and third years. There was a steep learning curve in creating and implementing this approach. While the toolbox and technical assistance offered in conjunction with this program were invaluable to communities, for any community to have a sustainable, well-accepted program in place would require much more than the one-year time frame reflected in this report.

<b>DATE</b>	<b>OUTPUT</b>
May 2000 – December 2000	Focus groups (seven with expert observers, 11 with target)
January 2001 – July 2001	Program launch in two pilot communities explored, but not implemented due to lack of funding and other problems
October 2001	WisDOT/BOTS receives NTSHA grant
October 2001 – January 2002	Statewide planning conference organized, <i>Call For Proposals</i> distributed, and toolbox written
January 2001	Statewide-planning conference held
February 2002	Proposals due
March 2002	Winning communities notified
March – June 2002	Communities plan program, hire coordinators
April 2002	Kick-off meeting for grantees
June 2002	Pre-project data collection
June 2002	First community begins offering rides
July 2002	Second community begins offering rides
Sept 2002	Third community begins offering rides
October 2002	First <i>Lessons Learned</i> conference
November – December 2002	Fourth community begins and ends service
June 2003	Post-project data collection
July 2003	Research period ends
July 2003 – September 2003	Communities discuss sustainability issues
September 2003	Final <i>Lessons Learned</i> conference

# ***LESSONS LEARNED***

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Neither the *Road Crew* statewide project team nor community leaders fully grasped the enormity of what communities were being asked to do in the course of one year until the process of putting the projects together began. Communities were expected to launch and staff a new business and develop a new product, all on a shoestring budget and within a short period of time. They were challenged to develop a marketing position and brand with no prior marketing experience. In addition, they were asked to build a community coalition representing a variety of local interests to steer the effort, to raise visibility and awareness of this new service, and to become self-sustaining. Two of the four grant recipients managed to clear those hurdles and are beginning a second year of service, all without further government support. A third community operated with success during the first year, but may not sustain itself into the future.

This narrative describes the process and components involved in launching these complex projects, addressing what worked and what didn't, and detailing many of the discoveries made along the way. It begins by looking back at the research that preceded NHTSA funding and outlines the technical assistance provided to demonstration communities. It lays out a program model of public/private partnership in community coalitions and looks at how social marketing concepts and applications worked to cover launching a service business. Finally, it concludes with community overviews, including plans to sustain efforts.

## **Background**

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***“If you always do what you’ve always done, you’ll always get what you always gotten.”***

Some health and public safety issues seem intractable, some diseases incurable. But if policymakers are open to experimentation, new solutions will inevitably emerge. Although *Road Crew* participants don't claim to have found an easily replicable solution to preventing the often-fatal alcohol-related crashes that so commonly befall rural highways across Wisconsin and the United States, this demonstration project does provide a glimpse at results that indicate a new approach to wrestling this seemingly unconquerable malady.

In four rural communities, civic leaders, tavern owners and their young patrons, designed programs to meet the needs of their communities. The result is a potential 17% reduction in the number of alcohol-related crashes in those areas. How? By implementing ride programs. Almost 20,000 rides were provided to would-be drunk drivers and the possible instigators of automobile crashes. Perhaps just as importantly as the number of lives saved is the awareness that alcohol-related crashes can be tempered and communities empowered to find their own workable solutions.

Among the most difficult of public health issues to address are those rooted in behavior and culture. Drinking and driving in rural Wisconsin is just such an issue. There are deep cultural roots to imbibing linked to the state's northern European immigrant heritage. Over the past century, immigrant brew masters built an economic and cultural force, establishing hundreds of breweries and taverns across the state. Towns centered around two cultural institutions: the church and the tavern. While only a few

breweries remain, the Wisconsin tavern culture is alive and well, with taverns lining main streets of hundreds of small towns and rural intersections.

This is where adults meet and mingle. For the small community, taverns are often the center of social life. In the summer, taverns sponsor softball leagues, in the winter dart leagues. Fifty-two weekends a year, taverns offer a place for friends to gather and gab and have a few drinks.

## **RESEARCH AND KNOWLEDGE BASE**

The Road Crew project is built on a research and knowledge base that examines how 21-to-34-year-old single men behave and asks how a system can be designed to curb driving after excessive drinking. This target was defined as such because statistically it accounts for a disproportionate number of alcohol-related crashes. The project design is based on empirical evidence of 21-to-34-year-old single men defined in anthropological and psychological terms. Developmentally, psychologists concur that adolescent behavior is prolonged in men not involved in well-developed relationships. These individuals have yet to experience the domesticating influence and responsibilities that accompany wives and children. They engage in riskier behavior than most adults and are influenced to conform to peer norms and expectations, including heavy drinking and driving under the influence. They are more apt to drive home no matter what their blood alcohol level.

## **VALUE OF THE VEHICLE**

A significant finding in early research underscored the difficulty of convincing a young man to accept a ride home, leaving his car, truck, or SUV behind. For most young men, the vehicle is sacrosanct. It is their single largest investment and source of pride. Anthropologists and marketing experts alike purport that the vehicle has much to reveal about one's identity, values, and personal interests.

In a small town, where everyone knows who owns what vehicle, the automobile can reveal its owner's secrets. Leaving it in the parking lot and hitching a ride home sounds an alarm to everyone in town on matters that might not sit so well in the harsh light of day: his buddies might razz him for needing a ride home, his mom's best friend comment she saw his car in the bar parking lot Sunday morning; again. It's also true that in many communities, vehicles left unattended overnight can be ticketed or damaged by another drunk driver.

In addition to worrying about the ramifications of leaving vehicles behind and accepting a ride home, research revealed that deep inside these same young men, who appear to themselves to never be too drunk to drive, there are nagging concerns about car crashes, the cost of OWI convictions, repercussions on car insurance rates, job security, and the social shame within the extended multi-generational network of their community.

## **MODELING A NEW PRODUCT APPROACH**

While other approaches to removing intoxicated drivers from the road have had limited success, there is no one-size-fits-all approach to solving this problem. Over the years, social engineers have tried a variety of approaches, such as designated driver promotions. In focus groups with this project's target, researchers concluded that for a majority of young men, only two probable possibilities for naming a designated driver existed, including:

1. The least intoxicated person drives everyone home.
2. Someone's sober girlfriend drives her boyfriend and his friends home.

Asking a young man to not drink or to drink less does not work.

Another well-meaning strategy is to offer free cab rides to patrons who are both too drunk to drive, and too drunk to offer resistance to taking a cab home. In the culture of “being able to hold your liquor,” being forced to take a cab home is often seen more as a humiliation than as prudent. This taboo means that many young men, able to turn the key in the ignition but too inebriated to drive responsibly, set off on long rides home at high speeds on winding, rural highways. In addition, these men need their vehicles the next morning, so they are reluctant to leave them behind at the end of the evening.

Research that preceded the *Road Crew* demonstration project launch included two sets of statewide focus groups. Eleven focus groups were conducted in the first set, which took place in bars and taverns. Researchers asked the target group, 21-to-34-year-old men, why they drank and drove and invited them to brainstorm ideas about alternative ways to getting home.

In the second set of focus groups, consisting of seven groups, researchers asked identical questions to expert observers, those who regularly interact with this cohort when they have had too much to drink. This included bar owners and servers, public health workers, EMS personnel, and law enforcement officials. Researchers then applied what they learned from the two sets of focus groups to what research in the behavioral sciences, including social psychology and marketing, had found motivated this group to action.

### **LAUNCHING A SOCIAL MARKETING DEMONSTRATION PROJECT**

The goal was to shape what was learned in the focus group research into alternative ride program that would be a learning laboratory, a place that encouraged experimentation within the community to find ways to reducing driving after drinking. The *Road Crew* demonstration project emerged from this research, using social marketing techniques to develop an environmental change that addressed the objections the target had voiced about existing options.

Social marketing seeks to apply commercial marketing techniques to social issues. Just as commercial marketers use a combination of a desirable product, favorable pricing, easy availability, incentives, and messages to persuade consumers to try their products, social marketers attempt to influence individuals to change their social behavior. Marketers succeed by providing greater benefits to the target than can be given by the alternative choice, and by reducing the barriers that keep the target from selecting the desired choice.

## **The Communities**

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When the opportunity arose for WisDOT/BOTS to apply for the NHTSA grant, a core group of WisDOT safety experts had its preliminary research in hand. With implementation of the *Road Crew* project, four communities became pioneers in applying social marketing concepts to a crucial community safety issue: alcohol-related crashes involving 21-to-34-year-old drivers.

Four communities participated in the NHTSA-funded *Road Crew* demonstration project. To change behavior, communities provided appealing new alternative forms of transportation both to and from drinking establishments. To encourage participation, communities developed programs that fit the community’s drinking patterns and were fun and hassle-free. Three out of four grant sites succeeded in providing this service in the first year of the project. Complete overviews of each community are found in Appendix D. Here are brief snapshots of those communities.

## **THE ROAD CREW PARTY BARGE, POLK COUNTY, WISCONSIN**

Managed by the Polk County Tavern League, older limousines provide the basis for a fun, upscale, and funky way to make stops between the numerous small bars, as well as offer a safe and economical way to get home at the end of the evening. Limos, staffed by professional drivers and dispatched from a central point, allow groups of up to a dozen people to bar hop. It's not uncommon to have groups sign up for an entire evening, including home pick-up and drop-off.

## **DODGE-POINT ROAD CREW, DODGEVILLE AND MINERAL POINT, WISCONSIN**

Dodgeville and Mineral Point are approximately eight miles apart from one another. There was a steady flow of traffic between these two larger communities and several smaller communities by members of the target group. There are five vehicles in the Dodge-Point *Road Crew* fleet: two 6-passenger limos and one 10-passenger limo accommodating large groups, a Cadillac Sedan, and a Lincoln Town Car Sedan. A team of 80 volunteer drivers staffs the program.

## **"TAKE A CAB ON OUR TAB" ROAD CREW, TOMAH WISCONSIN**

The goal of this project was to induce the target group to use an already well-established, low-cost cab service. The program offered subsidized rides after 5 p.m., seven days a week, primarily within Tomah city limits. Riders using the program were offered \$2 off their fare on rides home; those requesting rides to a bar received coupons for \$2 off the price of food or games at participating establishments. Either riders or wait staff could call the cab companies for rides.

## **MANITOWOC COUNTY ROAD CREW, MANITOWOC, WISCONSIN**

This program was in operation from late November 2002 until New Years Eve 2002. The plan at that time was to augment a Safe Ride program already in place. There were numerous factors that contributed to the demise of this effort, but the major problems were at the administrative level. There was both a lack of trust and respect between project leadership and the primary vendor, and a lack of political support at the county level to encourage this pilot project to proceed.

# **Coalitions**

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Collaboration among state and local level stakeholders is the foundation upon which the *Road Crew* model is built. These *Road Crew* coalitions:

- Brought together stakeholders who may not naturally work together. Many public and private partners came together to think through the details of working together, all with varied skills and perspectives.
- Focused on the shared problem of increasing highway safety, while overlooking potentially different realms of self-interest that might distract from the highway safety goal.

## **PUBLIC/PRIVATE PARTNERSHIP AT THE STATE LEVEL**

A partnership of transportation safety specialists, academics, and commercial partners was put in place. WisDOT/BOTS led this team, in collaboration with the University of Wisconsin School of Business, MasComm Associates, LLC, Miller Brewing Company, and the Tavern League of Wisconsin.

***Lesson Learned: All partners agreed that to be able to collaborate, the initiative would focus solely on the behavior of driving after excessive alcohol consumption.*** This project was developed to increase highway safety by reducing alcohol-related crashes. It would not have succeeded if the (also important) goal of reducing alcohol consumption had been pursued. It is important to stay focused on a single narrow objective, as it is easy to be distracted so that different and/or less important goals are pursued.

Understanding that the target's social life often revolves around drinking, communities were convinced that trying to focus on reducing consumption would undermine the goal of increasing highway safety. Using a core marketing principle – selling a positive – the state team understood that if the target group was made to feel badly or shamed about drinking, they would feel humiliated and not buy into using the project's services. This agreement made the initiative more difficult to explain to public health practitioners who work to mitigate a wider range of social ills associated with excess alcohol consumption, but it helped in enlisting the support of local taverns essential to the success of the effort. Without all of the members of the state team transmitting their explicit endorsement of the *Road Crew* concept to their constituents at the local level, local buy in from key stakeholders would have been very difficult.

The roles of statewide project team members were as follows:

*The Wisconsin Department of Transportation/Bureau of Transportation Safety (WisDOT/BOTS):* WisDOT Alcohol Program Manager Carol Karsten provided overall program oversight and project management. She was key in providing credibility for and championing the program among law enforcement and traffic safety officials at the local level.

*University of Wisconsin School of Business:* Emeritus Marketing Professor Michael Rothschild, the principal investigator for this project, oversaw all aspects of program research and provided all technical assistance related to social marketing.

*MasComm Associates, LLC:* Led by Beth Mastin, this national consulting firm specializing in media and community collaborations, provided ongoing consultation for and tracking of the community coalitions, working closely with both the state team and community coalitions.

*Miller Brewing Company:* This partner played a key role in the initiative's promotion efforts, providing funding for the initial version of the project's toolbox and development of the *Road Crew* brand and advertising efforts. Miller wholesalers serving project communities were encouraged to play an active role in the local coalitions.

*The Tavern League of Wisconsin:* The Tavern League was crucial in providing credibility to the local taverns and target market. Without their endorsement of the project, the taverns and target would not have heard the *Road Crew* message. In addition, a separate collaboration between WisDOT/BOTS and the Tavern League of Wisconsin, known as the ACT 109 Safe Ride program, allows local tavern leagues to subsidize rides home for bar patrons from funds they receive from a portion of every state OWI conviction. Under the leadership of Executive Director Chuck Taylor, the Tavern League of Wisconsin encouraged local leagues to develop ACT 109 programs in collaboration with the *Road Crew* effort.

## **PUBLIC/ PRIVATE PARTNERSHIP AT THE LOCAL LEVEL**

There is one fundamental quality that must be present for local initiatives to succeed long-term: the presence of highly supportive and committed community leadership in both the public and private sector.

All grant sites were advised to include representatives from the public and private sectors, including local government and law enforcement; business owners, specifically the proprietors of bars, alcohol beverage wholesalers and taxi services; public health organizations and associations; news media and advertising agencies, and the target group of 21-to-34-year-old men.

***Lesson Learned: It wasn't just 21-to-34-year-old men who needed to be targeted for these efforts to succeed. It was the entire community, each with its own personality and demographic.*** A maxim in community-based initiatives is that the community owns the problem and the solution. Another maxim is that no two communities are alike. The demographics of the community leaders involved in this effort were not that of typical grassroots organizations, led by public health activists and/or experienced community organizers. Rather, the success or failure of this effort rested on the buy-in and ownership of small town tavern owners and young single men. The challenge for the state program team was to meet these key players on their turf and find a common language to talk about how marketing techniques could be used to affect social behavior.

### **Role of Local Government**

A city or county government unit was required to act as the fiscal agent for this project. It functioned as a liaison between WisDOT/BOTS and the grant sites, approving local expenses and submitting them to the state for payment. At the program's final *Lessons Learned* meeting, community leaders identified the public/private partnership at the local level as one of the strengths of the program. They appreciated that while the seed money came from the government, the communities had the power to make decisions about what would work best operationally.

***Lesson Learned: Public/private partnership should have a liaison in place to help communities manage the sometime confusing interface between local government and communities.*** Coalitions found the process of submitting bills to the municipality, waiting for approval from city councils or town boards, and then waiting for payment from the state, to be cumbersome and confusing. BOTS regional program managers (RPM) were involved in planning the project, helping to identify communities to apply for grants, but lack of continuity due to retirement and other personnel matters complicated matters.

### **Role of Law Enforcement and Public Safety Personnel**

The endorsement and cooperation of local law enforcement, EMS personnel, and public health practitioners is important for two reasons. First, pragmatically, those who encounter drunken driving crashes on a regular basis understand the gravity of the problem and far-reaching consequences of such crashes. They can be among the strongest and most credible advocates within the local community for a new approach to reducing drunk driving. Second, like the target group, this group has real-life insights into what interventions will or won't work in their community. Often they can help to remove ordinance-related barriers that might stand in the way of the program.

Police, sheriff's departments, public health and transportation departments were active coalition members in all communities:

- In the Dodge-Point program, EMS volunteers were active in the coalition and law enforcement agents endorsed the effort.
- In Tomah, the police department was the lead agency in the initiative. The department agreed to waive parking tickets for cars left on the street or in municipal lots overnight if the vehicle owner

used the *Road Crew* program to get home. One scenario for the continuation of the Tomah program is for it to be administered by its Safe Community Coalition.

- In Manitowoc County, public health nurses were early champions of the program. The Sheriff's Department was the lead fiscal agency for the program.
- In Polk County, the County Board of Transportation received reports from *Party Barge* service, and planners and was highly supportive of their efforts.

### **Private Partners in the Coalition**

Having a broader community coalition in place to provide day-to-day support was vital in steering and operating community-based efforts. This broad coalition can come from many sources. Often major players come from those who have been personally affected by a past crash.

### **Role of Executive Leaders**

There was an on-going need for a person, or core group, to take key leadership positions as the chairperson of the board and/or executive committee.

Asking communities to launch and market *Road Crew* initiatives required both small business and marketing acumen. For two out of the three communities completing the project, the ride service was new and required organizers to put together a business plan. The result was that in the early months the nuts and bolts of launching a business took precedence over conceptualizing how to market the service. In the two most successful communities, this leadership came from experienced small business owners whose businesses directly or indirectly are impacted by alcohol-related crashes.

- In Dodge-Point, an auto body shop owner spearheaded the effort, quipping that some people might wonder why he would lead an effort that has the effect of reducing his business.
- In Polk County, three tavern owners shared executive duties. As holders of alcohol sales licenses, all three are committed to being responsible business owners and to the safety of their patrons

***Lesson Learned: Entrepreneurship and can-do attitude key to success.*** Because small business management is such a large piece of the picture, having a person with strong entrepreneurial skills on board is a huge asset. Key planners must have the confidence to press forward even with some uncertainty about how the projects will evolve.

- Acknowledge that this will be a complex, time-consuming facet of the project. .
- Seek leaders with knowledge of all aspects of small business management. This includes budgeting, program management and keeping accurate logs.
- Make sure someone is minding the important details, like proper insurance for vehicles and licensing for drivers.
- Seek a leader with proven experience in taking the calculated risks required for a business start-up.
- Program planners should provide templates, resources and guidance in launching a small business.

### **Role of Community Coordinators**

Grants provided up to \$22,500 for communities to hire part-time coordinators for up to 18 months. Community coordinators were expected to take on the myriad responsibilities associated with managing a

local initiative. The position required a range of skills, including: 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. Each of the coordinators had some of these skills, but none had all.

All grant sites underestimated the amount of time required to manage the varied aspects of this position. Three of the four original coordinators juggled *Road Crew* responsibilities along with other part- or full-time work. Project management, coalition building, and the creative abilities necessary to raise the profile of the project are time-intensive work. As a result, burnout became a factor.

***Lesson Learned: Hire coordination with both the time and skills for the job.*** It should be made non-negotiable that those communities planning such a program hire at least one part-time employee.

- Applicants intending to maintain an additional full-time position should not be considered.
- As part of the interview, applicants should be asked to explain why the position will require at least 20 hours a week and how their time will be allocated.
- Applicant should be asked to explain what aspects of the position s/he feels least equipped to handle and how s/he might seek help in those areas.
- A key role of the broader coalition should be to support and complement the coordinator's skills. For instance, if the coordinator has no experience as a public speaker, a coalition member should assume the spokesperson role for the group.
- Coalition leadership should mind the advice to "never hire someone you can't fire," and be wary of close ties that could be perceived as a conflict of interest, nepotism, or favoritism. Hiring out of convenience rather than searching for the most qualified applicant can lead to larger problems later in the project.

While the grant program covered the costs to hire a coordinator, in pragmatic terms, the short turn-around time for hiring made it impossible for municipalities to post a job opening and meet mandated requirements for filling city or county positions. This meant that the only way for communities to hire coordinators was to seek individuals willing to work on a consultant or contractor basis.

- In Polk and Manitowoc Counties, local tavern leagues subcontracted with the municipalities and hired community coordinators as contractors to the league.
- In Tomah and Dodge-Point, coordinators contracted directly with the municipalities as self-employed consultants.

***Lesson Learned: Coordinators became independent contractors.*** Coordinators were unaccustomed to working as self-employed contractors and required a range of technical assistance in working through the details of their relationship between the municipality and the program. If planners had anticipated how the hiring of community coordinators would play out, more resources about hiring contractors could have been provided up-front. MasComm Associates, an experienced self-employed consultant, offered informal advice on topics ranging from writing a business plan, consultant contracts and tax implications for the self-employed

Start-up costs not covered by the grant included office space, equipment and furniture. Given the unlikelihood of a governmental unit hiring a new employee for a program such as this, those unrecoverable costs were also borne by the coordinator or local leaders. Planners should discuss how to bear these costs

for the coordinator, even when such costs are not directly borne by the state funding. For instance, local businesses could donate equipment and/or office space. .

### **Role of the 21-to-34-year-old Advisory Groups**

The importance of identifying the target market and then including representatives from that group in a planning team cannot be underestimated. There really is no substitute for listening to the target in designing and refining the product. Even the most experienced of planners knows much less than they imagine about what appeals to their target market. Target group members were instrumental in helping communities determine the type of service that would appeal to young males, including the hours of operation that would work best and techniques to persuade the target to try the service. This point was stressed at the planning conference. In the two grant sites that took this message to heart, both communities developed strong customer loyalty among target age bar patrons.

***Lesson Learned: The wisdom of the target is essential*** Bar owners from Polk County returned from the planning conference and immediately convened an advisory board of 21-to-34-year-old single men. How'd they do it and what'd they do?

- Based on their knowledge of their own customers, bar owners tapped the more influential and charismatic patrons to serve on the board. This strategy of getting taverns' alpha males vested in the program helped the *Party Barge* gain rapid acceptance among the tavern's regular patrons.
- The advisory group suggested limos as the mode of transportation.
- This informal group met several times to help refine plans, once meeting at 1 a.m. to see how they felt about the program plan after a night of drinking. *Additional lesson:* Meeting at 1 a.m. with a group of inebriated people is not especially useful.
- The program launched with advisors inviting friends to join them in riding for free to test the program. *Additional lesson:* Sampling is important. Gaining visibility via the opinion leaders is important.
- This group was also instrumental in providing feedback to bar and limousine owners on fares. The original fee structure was adapted when costs for unlimited rides appeared quite high compared to the cost of one-way rides. *Additional lesson:* Getting the right fare structure is important. If the fare is too high, demand will be minimized, but if fares are too low, sustainability will be difficult. Experimentation and adjustment of fares was done in two communities before the appropriate level was reached. While riders were willing to pay, having a price that was seen as too high had a strong impact on demand.

In Dodge-Point, an advisory group became the core from which volunteer drivers were drawn. One of the benefits of being a volunteer driver in Dodge-Point was that volunteers could ride free on their off nights. As a result, both riding and driving has become part of the social scene.

***Lesson Learned: Target perception of inclusion pays off in many ways.*** This service is for a specific target that is often excluded from community dialogue. Including them in the development and operation of the program led to stronger buy-in and cooperation. The riders became volunteer drivers and also acted as the sales force to bring in other riders. When the target realized this program was by them and for them, they embraced it more fully.

***Lesson Learned: Access to advisory groups was of value to the state project team, who met with them in conjunction with site visits.*** On each occasion, project staff gained direct and valuable insight into how the program operated. In one instance, staff learned that some riders were utilizing the ride

service to bar hop, but were then driving themselves home. Steps were made to correct this potentially serious situation that included strengthening the rules for purchasing one-way rides. Drivers now inform all riders that consenting to any ride with the program is consenting to accept a ride home at the end of the evening.

In another instance, feedback from the target group helped local organizers to see how low awareness was among the target and the misconceptions of how the program should work among bartenders and cab drivers. These individuals found that some patrons were using cabs to get home, but were unaware of both the service and vouchers. As a result, cab drivers began offering vouchers to all riders picked up at bars, not just to those who asked for vouchers. The organizers did not have members of the target as part of their advisory group to help shape their program. Recruiting such a group proved difficult for the project coordinator, an outsider to the demographic the program sought to serve.

### **Role of Alcohol Serving Industry**

Alcohol service industry participants included bars, taverns and restaurants, Miller wholesalers, and the Tavern League of Wisconsin. In all communities, local Miller wholesalers worked with community coordinators to provide promotional in-kind services, customizing and distributing local *Road Crew* posters in participating bars. The Tavern League of Wisconsin's endorsement of and involvement in the *Road Crew* project smoothed the way for local organizers to get bars on board in each community. The cooperation of local bars was also key in gathering research data.

In Polk and Manitowoc Counties, local leagues took the lead in organizing efforts, reimbursing rides home as part of the ACT 109 program. In all communities, bar owners, managers, bartenders, and wait staff were important in raising awareness, setting the campaign tone, influencing patrons, and providing incentives for trying the service. It was primarily the bartenders, in fact, who called *Road Crew* dispatchers to arrange for rides.

***Lesson Learned: Eventually all products are sold at the retail level.*** The bars were the *Road Crew* retailers, the bar staff the sales force. Their cooperation and diligence was vital.

In Polk County:

- There is a very high level of buy-in from the participating taverns. Bar owners' investment in the *Road Crew* program has contributed to its very livelihood. Quite literally, they bought into the program, securing a place on the *Party Barge* circuit by purchasing ride vouchers and then selling them to patrons. The program is housed at one of the bars.
- Under the auspices of the county tavern league, bars organized a Casino Night fundraiser, raising \$2,400 to support *Road Crew* services.
- All 34 bar owners participating in the program contributed \$35 each in order to provide the service for free to bar patrons on New Year's Eve. These free rides were great for community relations and provided a trial opportunity for future riders.

In Dodge-Point:

- There are plans to help sustain efforts with ACT 109 funding.

- The Dodger Bowl has become the meeting place for *Road Crew* meetings.
- Bartenders played a crucial role in this community in generating awareness, wearing *Road Crew* t-shirts emblazoned with the ride number in big, bold print and gave away business cards with the first drink purchased.

In Tomah:

- Both bartenders and cab drivers distributed ride vouchers to patrons.
- Bars were kept up to date on *Road Crew* activities via a monthly newsletter.
- Planners encouraged servers to actively promote the program with a monthly cash incentive to the server who distributed the most vouchers the previous month.

In Manitowoc County:

- The Tavern League located and hired a coordinator and worked diligently to reconcile the difficulties the county and community encountered.
- Several bars were involved in efforts to launch a shuttle service in October and November, hosting kick-off events.

### **Role of the Business Community**

Business involvement is important if efforts are to be sustained locally. *Road Crew* coalitions sought only modest involvement by business. Local businesses donated goods and services for *Road Crew* raffles and fundraisers, and coupons for video rentals and pizza to users of the ride service. Hotels in Polk County and Dodge-Point helped promote efforts by distributing flyers about the service to hotel guests.

***Lesson Learned: Road Crew research indicates high level of community support*** After their first successful year in operation, community coalitions are in a much stronger position to solicit higher levels of support. *Road Crew* research indicates that the services offered in these communities have likely prevented numerous alcohol-related crashes and that a high level of support exists amongst community leaders for continuing the ride service. Armed with this information, coalition leaders should be able to make a compelling case for the private sector providing major support for the programs.

All communities' sustainability plans call for higher levels of business support. These are community projects, not just a program for bars and their patrons. Everyone in the community benefits from safer roads, and all organizations and businesses should be solicited to become partners. There are many ways to assist, and there should be one found for every potential partner in this community effort. Given the success shown, future communities should be able to seek solicitation at the onset of the process. Dodge-Point provides an example of a community where a wide range of businesses contributed to the success of the program:

- Leading representatives from Lands' End, which employs a large number of the community's residents, attended the planning conference and company employees held prominent positions within the coalition. One volunteer, who trains Lands' End drivers, designed a training manual for *Road Crew* drivers, and the program was featured in the company's internal newspaper. Lands'

- End also donated *Road Crew* t-shirts for volunteer drivers and provided the embroidery template for use by other grant recipients.
- Other Dodge-Point businesses involved in this effort included two insurance companies, which provided volunteers and technical assistance in insurance matters.
  - A local gas station and insurance agency subsidized gas for *Road Crew* vehicles and a cable company subsidized the cost of creating a *Road Crew* television commercial, offering its production skills, facilities and equipment, and then following up with reduced rates and commercial placements.
  - The Dodgeville Chamber of Commerce sold program vouchers, and agreed to be the non-profit pass-through for *Road Crew* fundraising efforts.
  - The coalition leader in this effort was a body shop owner who donated his time and many of his business resources to the effort. He also underwrote the purchase of vehicles for the start-up.

## Technical Assistance

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*Road Crew* project staff fielded questions and provided technical assistance on a wide range of issues, from helping key players write business plans to trying to resolve partnership and collaboration issues. Site visits, phone calls, and daylong *Road Crew* conferences were primary components of the on-going technical assistance provided to communities.

***Lesson Learned: On-going communication and trouble-shooting was required in all of the communities.*** In the early days, state staff was called upon to provide technical assistance ranging from social marketing coaching to small business consultations and conflict resolution. Flexibility was required in determining who was best suited to manage emerging needs.

### **ROAD CREW CONFERENCES**

Four daylong conferences allowed representatives from grant sites to receive continuing training and technical assistance, as well as to meet, exchange ideas, and provide progress reports.

The first of these training conferences took place before communities submitted proposals. An invitation to attend the conference, entitled *Social Marketing: A New Approach to Addressing Alcohol-Related Crashes in Wisconsin*, provided an overview of the principals of social marketing and of the *Road Crew* model. Conference information was distributed to municipalities and county governments throughout Wisconsin. Communities with an expressed interest in trying new approaches to highway safety were contacted directly by RPMs. Fifteen communities attended and many came with fairly complete coalitions already in place.

In May 2003, approximately one month after proposals were selected, a second meeting took place. It focused on launching a new business and reviewed social marketing concepts in each community proposal. A third meeting took place in October 2002, which allowed communities to share stories about their launch and successes to date. As with the previous meeting, refining marketing plans was an integral

part of the day. The fourth event, in September 2003, included results of project research, final reports from communities, a press conference, and a celebration of the community's successes.

## **SITE VISITS**

Each community received periodic site visits from Michael Rothschild and Beth Mastin. Carol Karsten completed at least one site visit to each community. Site visits included meetings with community coalitions and with target age advisory groups. There were also meetings as requested either by the local community or the state staff to facilitate partnership conversations or assist in problem solving. There was a greater need for site visits than originally anticipated. At least three visits per site should take place: early in the project, at an interim stage, and late in the project. Each site visit should include meetings for coalition members and the target age advisory committees.

## **PHONE CONSULTATION**

Phone consultation was provided on an as needed basis. Community tracking took place primarily by regularly scheduled phone calls. In the early months of the program, local community coordinators checked-in with the state community coordinator on a bi-weekly basis. This frequent contact was important in helping communities shape projects and keep them on track.

## **TOOLBOX**

A toolbox was prepared as the primary resource for communities to use in fashioning their proposals and as an ongoing reference as they launched their programs. It has proven to be a most useful blueprint for the program, laying out the steps communities needed to launch their individual efforts. The toolbox has had substantial revisions over the past year based on the experience and input of the grantees. A revised version of the toolbox, assimilating lessons learned over the course of the demonstration project, is included in this report.

# **Social Marketing**

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Public health practitioners have recently discovered the promise of social marketing and now have attempted to utilize it to tackle drinking and driving. Often what emerges from such efforts is a new slogan designed to appeal to a target market that has already rejected the concept. However, if there is no perceived benefit, the target will persist in its old behavior. What social marketing asks is that communities understand why the target is not behaving in a desired way, then introduce a new product that the target will use because it meets their needs and desires. Only after that step has been taken can the social marketer begin to advertise and publicize the new product or the new behavior.

## **UNDERSTANDING AND IMPLEMENTING SOCIAL MARKETING CONCEPTS**

On the surface, social marketing seems easy. Marketing rides should be as appealing as, say, ordering pizzas for a party. Like pizza, the ride alternative must be tasty, something one would enjoy sharing with friends. It must also be convenient, delivered to your door in 30 minutes or less. It must be offered in such a way that the barriers to purchase are minimal. 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 required local organizers to think like marketers. This was more of a challenge than imagined. Developing a new product and brand, offering the right incentives, and launching the right promotion to create product identification and brand loyalty for a targeted group was sophisticated, nuanced work.

***Lesson Learned: The key to a successful partnership is drawn on the strengths of each partner to reach a shared goal.*** This project featured collaboration between expert outsiders with marketing

knowledge and skills and insiders who knew the communities' opportunities and constraints. Initially the state program team miscalculated the ability of communities to implement what they learned from the planning conference, toolbox, and one-on-one consultation. Social marketers should match expectations to skills and experience of those in the community, and work closely with the community to shape their ideas into well-conceived social marketing initiatives. Be prepared to revisit the social marketing concept in a variety of fresh ways.

Examples of appropriate roles for community members and marketing professionals include:

- **Community members:** Rely on the community coalition and advisors to define what will and won't appeal to members of the community. Don't allow outside expert hubris to influence the adoption of ideas that won't work in the community.
- **Marketing professionals:** Use information and insights developed in collaboration with the community to develop brand and positioning. Don't expect that communities can fully realize the creative demands of a market positioning. Provide them with the basic theme and tools and ask them to build it out with their own creative approach from there.

## **ELEMENTS OF THE SOCIAL MARKETING APPROACH**

Social marketing prescribes four elements for successful campaigns, including

- *Target Market:* Understanding who the focus of the effort is helps in designing a program specifically attuned to the needs and interests of the target.
- *Product/Brand Development:* Offer an alternative to the "product" the target is currently using. With drinking and driving, the current product may be described as "driving my own vehicle home regardless of the amount of alcohol consumed."
- *Incentives:* Offer a means to persuade someone to try a new product and then build repeat use. For example, offering a free sample to encourage an initial trial, then offer two-for-one coupons to build repeat usage.
- *Promotion:* Promotion is used to create identification with the product and build brand loyalty over time. A solid marketing and promotion plan will have messages that are specifically focused on appealing to the target market.

**Target Market:** Understanding and including the target in the product design are the first steps in social marketing. Before the program was begun, extensive focus group research was done with expert observers as well with the target to learn the benefits and barriers associated with driving impaired.

All *Road Crew* communities were required to include the target in the process. In the two communities that took this step to heart, the product now in use is widely accepted. Lessons learned about the importance of working with the target on an on-going basis are detailed in the community coalition narrative.

**Product/Brand Development:** Initially, the state program team thought that once participants understood social marketing principles they would be able to design appealing, creative campaigns that promoted their services. The belief was that by giving each community creative license, they would be more likely to take

pride in and promote their concepts. It was true that communities took ownership of their creative constructs, so much so that even when they were off point, communities found their ideas hard to part with. The initial reception to the *Road Crew* brand was tepid, each community clinging to a greater or lesser degree to their original concepts. The grant sites persisted in appending the new theme to their earlier ideas, except for Dodge-Point, which launched later and had not yet developed a campaign. A year after its adoption, one community was using the *Road Crew* theme consistently, but wasn't enthusiastic about the *Boxer Short Dave* posters.

***Lesson Learned: The statewide theme developed by creative experts, which resulted in a high quality brand, should have been developed before communities attempted to develop their own themes.*** *Road Crew*, a viable brand, is now in place. In the future, communities using this model would also be asked to use the *Road Crew* brand, to be customized with local incentive and promotion ideas. For other social marketers, the lesson from this demonstration project is to create the brand before handing it over to local communities for customization.

- With funding from the Miller Brewing Company, *Road Crew* staff hired a marketing firm to come up with the now adopted *Road Crew* logo and theme. The results are the “*Road Crew, Beats Driving*” logo and slogan which conveys the “no hassle” theme of fun and convenience. The accompanying *Boxer Short Dave* posters won a local Addy.
- In reversing the earlier intention to allow communities creative license, staff reasoned that it would be easier for communities to proceed with promotion using a well-thought out theme. By developing a consistent approach, communities could be provided with posters, logos and ideas for local customization.

### **Community Product Development and Branding Ideas – One Hit, Two Misses**

**The Hit:** One of the communities succeeded in developing the ideal concept and complementary program name. In Polk County, where bar hopping while drinking is the norm, the coalition and advisory group devised a program with a night of limousine service to predetermined destinations, including a ride home, and dubbed the service the *Party Barge*. While *Road Crew* staff lauded the genius of this campaign, opponents pointed to the concept as problematic because it appeared to endorse over-consumption. For the other, more conservative grantees, the *Party Barge* image was over the top and rejected.

**Two Misses:** For the two communities with existing cab services, starting a new community service as part of an existing service introduced positioning challenges. The question for them was how to appeal to their target and override the ingrained image of the staggering drunk forced to take a cab home. This required community leaders to pay particular attention to theme and product that featured rides home as a fun and affordable alternative to driving oneself home.

In one of the communities promoting cab service, the program coordinators adapted an existing marketing concept parallel to MasterCard's “priceless” campaign. The idea was that the cost of taking a cab was “priceless” relative to the cost of an OWI. Leaving aside issues of copyright infringement, the approach demonstrated that the community did not fully grasp social marketing concepts. Focusing on OWI convictions, shaming, and sending fear-based messages aren't the best approach to encourage the target to try something new. It also put state staff in the position of advising them against pursuing what they believed to be a clever idea. A second slogan, “Take a Cab on Our Tab,” was not much of an improvement, as it lacked the punch that staff had hoped for.

In the second community with an existing cab service, the entrepreneurial interests for the cab owner in promoting his service created problems. The proprietor's service, Sunshine Cabs, wanted the project theme to play off themes he had used to promote his business. Community organizers, on the other hand, wanted to distance themselves from his business and business practices. This community never resolved this and other issues, and eventually disbanded.

**Incentives:** The toolbox instructed communities that members of the target market would go through several stages between knowing nothing at all about the new service to becoming loyal users of said service. These stages include awareness, attitude, trial behavior, and repeat behavior. Incentives are used to get trial usage and customer loyalty is enhanced with continued use of incentives.

**Lesson Learned: Understanding how incentives work doesn't mean that coalitions understand what would make a good incentive.** As with branding, communities grasped the broad concept of using incentives, but were less adept in devising an incentive strategy. Community leaders understood the value of incentives for product introduction. All programs included coupons for pizza and/or other services that would entice patrons to try the ride service in their promotion efforts. Polk County experimented with two-for-one ride promotions and instituted a frequent rider program. However, coalitions were less consistent in recognizing the value of continuing to offer incentives as the program progressed, reporting that they didn't see a correlation between promotion and ridership after the initial program launch.

While no community launched with a well-integrated incentive strategy, over time communities working closely with advisory groups gained insights into what seemed to work best in attracting new riders and building customer loyalty. Communities learned that the best incentives are the real features of the product that are integral to the service.

- In Polk County, "party bargers" seem to agree that chauffer-driven bar hopping and cruising in the limos is an evening of fun in and of itself.
- In Dodge-Point, the reciprocal agreement that volunteer drivers ride free on their night off has become a popular incentive to both recruit drivers and build customer loyalty.

**Promotion:** In a media-saturated, brand-driven culture, all grant sites understood the necessity of promoting the *Road Crew* product at a place and time where the target could respond to it. At a minimum, this translated to distributing *Road Crew* posters to bars.

Once the *Road Crew* logos and *Boxer Short Dave* images were developed, poster and logo templates were provided to communities for customization. Miller distributors played a key role in helping communities customize posters for in-bar use. Customization focused on printing local details, such as hours of service, cost and dispatch numbers, on posters, flyers, and newspaper ads. Details of *Road Crew* promotion efforts, including local press coverage, purchased print and cable ads, and use of in-bar promotions and giveaways, can be found in the community overview section of this report.

***The Bartender as Promoter:*** Large and small *Road Crew* posters hung in every bar, on the walls and in the toilet stalls. But bars that attract the target are visually distracting and noisy places. In some bars, dozens of other splashy posters obscured *Road Crew* signage. Bartenders and servers promoted the project's efforts by acting as the *Road Crew* sales force, telling patrons about the program, encouraging them to use it, dispensing ride vouchers, and dispatching the ride service.

***Lesson Learned: A sales force that doesn't know or promote the product won't sell the service.***

There was a large variance from bar to bar and from community to community in how much individual servers were aware of and promoted the *Road Crew* service. Local planners must have a plan to continuously keep servers aware of and enthusiastic about the program. These people are busy, and may need their own set of incentives in order to assist.

***Use of Local Media:*** All communities attracted local print coverage, featuring both the launch and progress of their efforts. One community received unanticipated coverage when a drunk driver collided with a limousine associated with the *Road Crew* campaign. In Tomah, a newspaper reporter was a member of the coalition. Three of the four original grant sites purchased print ads, and one used a television commercial.

***Lesson Learned: Working with local cable companies provided a way to localize messages.*** Because the grant recipients were relatively small communities, they did not have much local radio or television coverage, as many of the media outlets are housed in nearby larger towns and/or cities. Hence, advertising on these vehicles was ineffective for several reasons, including the higher cost to buy time in larger markets with the message reaching consumers outside of the service area.

The Dodge-Point *Road Crew*, in collaboration with Charter Communications, produced an ad that ran in their communities. Cable providers often have the ability to run materials in very localized markets. In this case, Charter Communications ran the commercial in Dodgeville and surrounding towns, without running it in its larger operating area.

- The community worked closely with staff to ensure the commercial was consistent with the *Road Crew* brand and theme.
- A very reasonably priced package rate for the ads allowed the *Road Crew* to place ads on appropriate programs (such as Friday and Saturday ESPN games) appealing to bar crowds. Unlike PSAs, which run at less than optimal times and in random programming, these spots aired on channels likely to be viewed in bars.

## **The Product: Launching a Ride Service**

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The first toolbox, developed in early 2002 to assist communities in planning transportation options, suggested an array of transportation possibilities. These include buses, vans, cab service, and ride programs in which volunteer drivers use their own vehicles. Manitowoc County envisioned providing bus service to and from local summer festivals and special events, while Dodge-Point originally planned to offer rides in vans. In the end, one community used an existing cab service and the other two launched limousine services.

While other small communities might develop *Road Crew* services that puts vans or charter buses into service, this narrative focuses on the two transportation options developed in this project: taxis and limousines. If a community is going to consider using vans or buses, they should consider the issues that made limos successful and then try to adapt these features to the van or bus service.

## **LIMOUSINES**

*Road Crew* state program planners believe that this demonstration project has developed a replicable model for improving highway safety that can be rolled out in any small town in the United States. The model is one of communities investing in used luxury cars to provide a fun, safe, and affordable way to transport bar patrons to, from, and between bars, taking the hassle out of a night on the town.

***Lesson Learned: Limousines were the key to target acceptance of Road Crew services.*** This pioneering social marketing initiative, which may lead to lasting behavioral change, is built on the “Eureka!” moment when 21-to-34-year-old bar patrons in Polk County envisioned the “party barge.” That breakthrough contains important social marketing lessons to be used by future transportation safety specialists, public health workers, and social marketers.

- These vehicles functioned as the programs’ own best advertisement.
- Riding in a luxury vehicle was a major incentive for the target to use the program, with groups looking forward to the limo ride as part of the evening’s entertainment.
- Perhaps most importantly, this novel and upscale mode of transportation overcame the resistance the target felt towards many of the other alternatives.

### **Running a Limousine Business**

The good news is that a limousine service provides a fun, safe, and affordable way to transport bar patrons to, from and between bars, taking the hassle out of a night on the town. The bad news is that in order to offer this service, most communities will need to start a new business.

While a community might have a limousine service already in place, the same cautions that apply to working with an existing taxi services applies to working with an existing limo service. Some additional concerns specific to existing limo services are that since such services cater to upscale special events, much of their business takes place at nights and on weekends, prime time for the *Road Crew*. This internal competition may make an existing limo service untenable unless a carefully defined agreement is created in advance.

Planners will have to wade through the details of launching a new business and incur substantial start-up costs. In the *Road Crew* project, most of the start-up costs were initially borne by program leaders. With research now in place that demonstrates the efficacy of such programs in reducing alcohol-related crashes, it might be easier for new communities to secure community support for vehicle purchase and maintenance. Some initial business considerations include:

- Purchasing limos
- Maintaining the limos
- Obtaining affordable insurance
- Determining whether service will rely on hired chauffeurs or volunteer drivers
- Recruiting, training, scheduling, and retaining drivers

## **Purchasing and Leasing Vehicles**

Due to stipulations for allowable and unallowable expenses in this project, which were consistent with other state government funded community efforts, the high start-up costs associated with this project underscored the enormous goodwill and commitment of the two communities offering limousine service. Although attempts have been made to get a profit and loss analysis of the vehicle costs to the owners that would factor in purchase costs and on-going expenses against the lease income, all limo owners are a little vague about the bottom-line. All owners agree that they are not yet breaking even on their investment in the program.

- All eight of the luxury vehicles – now in service, four in each community – were purchased by small business owners who fronted the money and then leased the vehicles back to the program. If the average cost per vehicle was \$12,000, that equals \$48,000 ventured by each community. This amount exceeds the total funding provided by the state to launch these efforts.
- Several limos were purchased at a used limo auction.
- Limousine owners lease the vehicles to the programs on a per night basis, a cost that is an allowable expense of the programs. All owners envisioned subsidizing their costs by leasing vehicles to private parties when the limos were not in use. While there have been a few such opportunities, for the most part, the demand has conflicted with the programs' needs and hours of operation. Each program has set its own leasing structure.
- In Dodgeville, the lease only covers the vehicle and maintenance. As a volunteer run service, the municipality covers insurance and vehicles are returned to the owner's lot at the end of each shift with a full tank of gas. The gas is paid for through contributions of a local insurance company.
- In Polk County, the cost to lease vehicles includes insurance, payroll, maintenance, and gas. Insofar as both gas and maintenance costs exceeded estimates, covering these costs as part of the lease structure has added to the unpredictability of the cost of limos.

## **Limo Maintenance**

An unanticipated problem faced by communities offering limousine services was the high costs associated with maintenance.

- Older model limousines require high maintenance, and even minor repairs may require custom parts at higher than average costs.
- Vehicle maintenance ran several hundred dollars per automobile per month. In the Dodge-Point program, estimates for its four-vehicle fleet ran \$600 per month.
- Additional costs incurred include low miles per gallon associated with these vehicles; the high number of miles logged each night, and the increasing cost of gasoline.

***Lesson Learned: Older, used limousines are relatively inexpensive to purchase, but communities may be better off investing in newer, lower mileage vehicles.*** The initial cost will be more than offset by the lower maintenance costs of vehicles racking up highway miles and subject to heavy wear and tear

transporting revelers from town to town. Regular maintenance should be scheduled and drivers should keep a daily checklist of maintenance needs. An option for keeping gas costs down would be to have gas donated by local businesses.

### **Obtaining Affordable Insurance**

Determining how programs will be insured required research and resourcefulness on the part of the two communities offering limo services. Polk County estimates that insurance cost about \$1,800 per vehicle per year. The Dodge-Point *Road Crew's* insurance costs were borne by the municipality as part of its rider for municipal vehicles. This option is only possible because drivers are volunteers.

A concern raised on numerous occasions is the potential personal liability that volunteers might face as drivers. The state planners continue to work with the Wisconsin state legislature to establish a "Good Samaritan Law," which would insulate volunteers from liability claims. Each state will have different laws on this issue. While no crashes have yet occurred, it is inevitable that a crash eventually will happen and volunteers need to be protected. Each community and state needs to be cognizant of this issue and look for an appropriate solution.

### **Hired or Volunteer Drivers**

This project featured one program staffed by paid drivers and the other staffed by volunteers. There are pros and cons to each approach. Here are some of the considerations involved in each option:

Volunteer Option. Dodge-Point utilizes a core of 80 volunteer drivers:

- With no payroll, volunteer programs are much less costly than hiring chauffeurs.
- A volunteer-staffed program may be carried by the municipality's insurance, which keeps costs down and provides thorough coverage.
- Recruiting, training, scheduling, and motivating volunteers is ongoing and a time-consuming process.
- Most volunteers come from the set of people who are the regular users of the service. This system of using riders as drivers sets up camaraderie in the community, which enhances ridership. The members of the target are looking out for one another.
- Tips provide some monetary incentive to volunteers, who report making from \$20 to over \$100 a night.
- Volunteers are allowed to ride for free on nights when they need rides.
- With 80 volunteers, the Dodge-Point program has drivers scheduled up to two months in advance.

Paid Driver Option. Polk County hired drivers:

- A core group of 10 drivers have a regular schedule and earn a regular paycheck.
- Scheduling is easy.

- Payroll drives up overhead and increases employee-related record keeping.
- Running a program with professional drivers means that the municipality cannot cover insurance. This ran approximately \$1800 per vehicle annually.

### **Recruiting, Training and Retaining Drivers**

Drivers were responsible for a large measure of the success of this program, and, along with bartenders, were a key part of the *Road Crew* sales force. They kept long hours on shifts that ran into the wee hours of the morning, safely piloting their vehicles over the rural roads of Wisconsin. By the end of the first year, many patrons looked forward to a ride with their favorite driver. In both communities, camaraderie developed among drivers. In Polk County, the dispatcher's office became the driver's clubhouse. In Dodge-Point, drivers looked forward to being *Road Crew* patrons on their nights off.

#### ***Lesson Learned: Points to remember in managing this part of the sales force:***

- Whether with paid chauffeurs or volunteers, staff vehicles with pleasant, nonjudgmental drivers to help patrons feel comfortable. Keep in mind that the goal of the program is to increase highway safety. Lectures or written materials about drinking too much will turn off riders and push them back to their own vehicles. When the limo drivers are also the limo users, there is less chance of judgmental behavior occurring.
- Establishing driver's guidelines and providing them with some training helped programs run smoothly.
- Prepare drivers to manage the potentially unpredictable behavior of patrons who had over-indulged, while maintaining order and safety.
- To maintain goodwill and show appreciation for the drivers and other volunteers, grant sites hosted picnics and holiday parties, and encouraged tipping by placing obvious signage in the vehicles.

### **Setting Fares**

Fare structures were changed several times over the course of the year. Polk County began with a pricing system that included one fare for the entire night (\$20); a segment fare (\$3); and a fare for rides home (\$5). The \$20 fare was arrived at in collaboration with the target, but upon initiation of the service, it was clear that \$20 was more than the target was willing to pay. Dodge-Point offered unlimited rides within the core service area for \$5. The program subsidizes much of the costs, essentially providing free rides to drinking venues and charging \$5 for the ride home. Dodge-Point has no geographic restrictions, but does add a surcharge of up to \$10 for rides outside a predetermined zone.

#### ***Lesson Learned: Pricing***

- In Polk County, reducing the price (\$15) for an evening of service greatly increased service use. Patrons could still purchase single rides (\$4), including a ride home.
- While there is a fare for a ride home, anyone, regardless of ability or willingness to pay, will be given a ride home.

- Those purchasing an evening of service tend to be more likely to use the service for transportation to and from their homes. These patrons are also more likely to ride in groups. A key strategy is to get drinkers to preplan their rides and leave their vehicles at home. This is more likely to happen when friends travel in a group and preplan the evening.
- Dodge-Point drivers are often times told by members of the target that the fare is too low. As a result, with the need for the program to sustain itself, fares will likely increase.
- The ability to offer such low fares in the first year likely acted as an incentive for the target to try the service and build customer loyalty that will help to support its future.
- Research has shown that 75% of potential patrons would pay \$10 for a full evening of rides.

### **Dispatching, Scheduling, and Routes**

Dispatchers and schedulers learned to adapt to the ebb and flow of the program over the course of the year. Here are some lessons learned on dispatching and scheduling drivers:

- There is greater demand for Saturday night service than for Friday night. Speculation attributes this to the TGIF factor. Bar crowds gather more spontaneously Friday night, where as Saturday night activities involve more planning. Fewer ride service vehicles are required on Friday nights.
- Managing bar time is the biggest challenge. Patrons do not want to wait for a ride home.
- On Saturday nights, two shifts could be scheduled: the earlier shift might be one or two vehicles; after 10 p.m., more vehicles can be dispatched to handle increased demand.
- Two shifts helps to avoid driver burnout.
- Dispatching can be done from one central point, as was the case in Polk County, or by providing drivers with cell phones/and or two-way radios. Either way, a system needs to be in place so that the closest driver on the route can respond to the call.
- Beware of overextending the *Road Crew* range. When vehicles cover too much distance, riders wait too long for pick-ups and may elect to drive their own vehicles home.

### **TAXIS**

The major advantages of working with an existing cab service to launch a program include:

- A simple voucher system may be all that is required administratively to launch the service.
- No need to organize how to staff vehicles and dispatch rides.
- No startup costs related to purchasing vehicles.

***Lesson Learned: Taxi services introduce some difficult marketing challenges.*** In the two communities offering cab services, there were organizational concerns that impacted the programs. This made it difficult to weigh how a cab service might work in other communities. However, there are some

inherent challenges to offering cabs as a transportation service. Here are some factors to consider when implementing a taxi-based program:

- **Service Differentiation.** Planners would need to reinvent a new service that could be differentiated from the existing services while running both services on the same platform. Imagine marketing the same taxi that takes little old ladies to an evening movie at a different fare than the same cab would charge to take a bar patron to a drinking establishment.
- **Collaboration with an existing taxi company.** Any community contemplating utilizing an existing cab service should carefully weigh the level of enthusiasm, reliability, flexibility, and willingness of the cab company to adapt its routine service to the specialized needs of the program.
- **Beware of cab stigma.** The target has described taxis as a dreary and demeaning alternative to driving their own vehicles, associated in their minds with hauling staggering drunk patrons home. For a cab to be a viable *Road Crew* alternative, it needs to pass the *Boxer Shorts Dave* brand test of providing a fun, affordable, hassle-free means to get to and from the bar. Cab services tend to be more utilitarian than fun.

## Funding and Sustainability

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### FUNDING

Communities were eligible to receive up to \$37,500 under the terms of the WisDOT/BOTS grant to cover expenses for up to 18 months. Unspent funds from the aborted Manitowoc County efforts were allocated to the remaining grant recipients. Dodge-Point and Polk County received additional grants of \$10,750 each to help sustain their efforts and help defray the higher-than-expected costs that were incurred to maintain the vehicles. Tomah, while eligible, did not apply for additional funding. This increased the total grant amount for Dodge-Point and Polk County to \$48,250.

Funding was used for ride reimbursement, promotion and advertising, leasing vehicles, office supplies, phone and equipment, liability insurance, and community coordinator salaries. Monies were not used for office equipment and furnishings, or for the purchase of vehicles.

**Unanticipated Expenses:** Administrative and operating expenses for running the program were underestimated by grant sites. Vehicle expenses were higher than anticipated for the limousine service, including gas and maintenance costs. The community coordinators for both the Tomah and Dodge-Point projects found it necessary to hire a member of the target group to assist with program promotion. In both instances, the coordinator directly bore the costs of this additional staff.

**Lesson Learned: Community Funding matched state grant dollars.** Nowhere in this model is the necessity of having a public/private partnership more clearly illustrated than in taking a look at these programs' balance sheets for the first year of operation. The public money seeded the efforts, but there was almost a 100% (nongovernmental) community match in the two most successful communities. Without leaders willing to purchase limousines, these programs would not have been possible.

### SUSTAINABILITY

This project and the accompanying research illuminate the almost unimaginable success of devising a system for reducing the number of alcohol-related crashes caused by 21-to-34-year-old men. Both Dodge-Point and Polk County will continue providing services under the *Road Crew* banner; Tomah may continue to offer reduced fare rides, but will not use a social marketing model.

It is the strong recommendation of the state program team that the next step is for coalitions to shape their good works into direct appeals to major businesses and foundations, as well as to individuals. Armed with strong results to substantiate their experience and an understanding about how to use the *Road Crew* brand, these communities have compelling success stories to tell that can become strong sales pitches.

*Road Crew* research will be a tremendous asset in shaping localized appeals for funding. The research should lay to rest some of the concerns that coalitions might have encountered had they taken on aggressive fundraising in the start-up phase of their businesses.

The findings show that most people in the community know of and approve of the *Road Crew* effort:

- Awareness in the general community was 68%; it ranged from 70-100% in the other groups.
- Among those aware of the project, over 80% had positive feelings about the project, while nearly half of those aware perceived a decrease in driving after excessive drinking in the community.
- Community leaders felt that the programs should continue into the future.

The findings also show that the program is cost effective and increases highway safety:

- It is estimated that the almost 20,000 rides prevented 15 alcohol-related crashes on area roads during the one-year study, for a 17% reduction from a more typical year. (See the discussion section at the end of this report for detailed justification.)
- The average cost of an alcohol related crash in Wisconsin is about \$56,000; the cost to avoid a crash in this program was about \$15,300. (See the discussion section.)
- Among bar patrons, there was no observable increase in consumption compared to control communities.

### **Additional Components in Communities' Sustainability Plans**

At the final *Lessons Learned* meeting, each community was asked to detail its plans for sustainability. A summary of community plans can be found in the accompanying community overviews

- Dodge-Point plans to cover the difference between income from fares and operating costs with a variety of fundraisers and will likely increase service fares.
- Polk County will begin charging taverns an annual membership fee for participation in the *Party Barge* and will explore hosting at least one fundraiser per year.
- Tomah is considering having the local Safe Community Coalition take over program management. Activating the county Tavern League in the ACT 109 Safe Ride program may be the key to funding this transition.

### **Incorporation as Nonprofit Organizations**

Polk County and Dodge-Point are beginning to transition their projects from local government sponsored programs to self-sustaining, incorporated nonprofit organizations able to accept tax-exempt donations from the community. Polk County has begun this process by filing paperwork to incorporate the Polk County Tavern League, which will administer the *Party Barge*. Dodge-Point has taken the interim step of reaching an agreement with the Dodgeville Chamber of Commerce to act as a pass-through for *Road Crew* fundraising until it can complete the process of incorporation.

### **Events-Oriented Fundraising**

There are a countless number of ways to take on events-oriented fundraising. Events are fun, build camaraderie among volunteers and planners, and raise awareness of *Road Crew*. Casino Nights, raffles and golf outings have already raised thousands of dollars for Dodge-Point and Polk County. The downside of these events is that they can be time-consuming and include high overhead. Facility fees, t-shirt costs, and time and energy to solicit donations for raffles must be factored into the bottom line. Often the same amount of time and effort directed toward major givers can yield larger results. Communities should be encouraged to continue these efforts for the goodwill they generate, but should also consider direct donations as a substantial means of fundraising.

### **Role of State Partners in Sustaining Efforts**

The Tavern League of Wisconsin may be able to play a significant role in subsidizing rides in both Tomah and Dodge-Point. Both communities are eligible to apply for matching grants for rides home from ACT 109 funds.

Miller distributors will likely continue their in-kind efforts, supplying bars with new *Road Crew* posters, banners, and other promotional materials. At the September 2003 *Lessons Learned* conference, grant recipients learned that Miller Brewing Company may match a distributor's in-kind costs for promotional materials with direct grants to the community programs. Community coordinators were advised to contact distributors in order to take advantage of this funding opportunity.

## **Looking To the Future**

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### **EXPANDING AND CHANGING THE PROGRAMS**

All communities are adapting to growth in the programs and to the change from publicly funded to privately funded efforts.

*Expanding the Range of Service:* Both the Dodge-Point *Road Crew* and the Polk County *Party Barge* have grown into countywide services. The Dodge-Point service, rapidly extending into Iowa County, could also expand into adjacent counties. In the past two months alone, the service has added coverage to several additional outlying communities. The original planners see these services as operating a bit like a franchise, with other communities operating under the *Road Crew* banner and shuttling bar patrons more efficiently over a greater geographical area. To launch these new services, Dodge-Point coordinators will provide pro-bono consulting services. They envision these new service providers as self-contained, with new communities purchasing and staffing their own vehicles. Planners are hopeful that the outstanding level of endorsement they enjoyed by county leaders, such as Iowa County Circuit Judge William Dyke, will help them to migrate their program's insurance coverage from the City of Dodgeville to Iowa County.

Polk County's ride circuit has grown from 20 taverns to 40, with demand for a more extended circuit throughout the county. Planners note that they already cover a 400 square mile range with existing services, and look to other tavern owners to sustain the start-up costs to extend the range of the service.

*Shifting Coordinators' Roles:* In addition to new fundraising strategies, each community has plans to change program administration.

- Polk County has instated new coordinators with revised responsibilities. With less record keeping required without grant-related research, Polk County's efforts will continue with only a paid dispatcher. Other administrative duties will be covered by Tavern League members.
- In Dodge-Point, a 20-hour per week position will focus on scheduling volunteer drivers. The coordinator who led the effort in the first year will continue her leadership at the coalition level and work on a voluntary basis, consulting on how to expand the program into new communities.
- In Tomah, it is likely that subsidized cab service will become a project of the existing Safe Community Coalition.

## **REPLICATING THE MODEL**

Successes in three demonstration communities are a testament to what can be accomplished with strong community-based leadership, public support and technical assistance. State planners are confident that by coupling research results with the lessons learned at the local level, the *Road Crew* model can be replicated in small towns across America.

What is required at the local level is a strong leadership, a broad coalition of stakeholders and inclusion of the target group in decision-making. Equally important is the commitment of time, entrepreneurial know-how, and matching community funding to cover costs not eligible for state funding. Technical assistance in social marketing and community problem solving is required to help coalitions customize the model to match the unique characteristics of each community. With these components in place, the *Road Crew* could become a breakthrough model for increasing highway safety in America.

# RESEARCH

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In the previous section of this report, you have learned what we did and what we learned by doing it. In this section, we show the research that was done prior to the development of the *Road Crew* and at the conclusion of the demonstration year. Eight studies were executed during the past three years in support of this project. The first three were conducted prior to receiving NHTSA funding so that we would have a better understanding of the target and the environment in which we would be developing the *Road Crew* ride service. These were:

- **Literature Review,**
- **Focus Groups with Expert Observers of the Target,** and
- **Focus Groups with the Target.**

As part of the two-year NHTSA grant, we completed five more research pieces. The first of these supported the development of all of our communications prior to the demonstration's onset, while the final four were done to evaluate what had happened in the three communities during the year-long demonstration. These studies were conducted to provide insights into evaluating the objectives of the project, as defined in the original proposal:

- **Testing the Position, Name, Slogan, Logo, And Advertising,**
- **Phone Survey to Determine Awareness and Attitudes of the *Target* and the *General Population* toward the Program,**
- **Phone Survey to Determine Awareness and Attitudes of the *Community Leaders* and the *Bar Owners and Wait Staff* toward the Program,**
- **Count of Rides Given Through Ride Logs,** and
- **Pre- and Post- Test with Treatment and Control Communities to Learn Level of Driving After Excessive Drinking By Bar Patrons.** (This last piece, a field experiment, also is referred to as the "**Bar Coupon Study**" below.)

## Understanding the Target and the Environment

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The following studies were done prior to the beginning of the demonstration. Their purpose was to generate understanding of the problem, the 21-to-34-year-old target market, and the environment in which we were working so that we then could assist communities in developing appropriate ride programs, their marketing, and their promotion. The first three of these studies were done prior to the onset of this grant. They are briefly summarized here; the complete report of these studies can be found in

Appendix A. The fourth study was to test our name, slogan, logo, and advertising. It is reported here as part of the text.

### **LITERATURE REVIEW**

Goals: To learn the current prevalence of driving after drinking, what was known about those who drove after drinking, and what had been tried in the past to curb the behavior.

Method: A review of 178 studies done during 1996-1999. This phase was conducted during Spring 2000.

Results: See Appendix A.

### **FOCUS GROUPS WITH EXPERT OBSERVERS OF THE TARGET**

Goals: To learn what the people who were in close contact with the target knew and felt about the target, their values, their life style, and the processes they went through in a typical day. To get suggestions from the experts regarding how to develop a useful alternative ride service.

Method: Seven focus groups were conducted during Summer 2000 with people who worked in the alcohol serving industry, people in law enforcement, social workers, public health workers, OWI class instructors, EMT personnel, people in the legal system, and friends and relatives of the target.

Results: See Appendix A.

### **FOCUS GROUPS WITH THE TARGET**

Goals: To learn what the target felt about the ideas for creating an alternative ride service, how they might respond to such a service, and how they might improve upon the ideas we would be testing.

Method: Eleven focus groups were conducted during Fall 2000 with men, ages 21-34, who admitted to driving after excessive drinking. The focus groups were conducted in back rooms of taverns in a non-threatening environment. The groups were led primarily by moderators who were close to the target's demographic group.

Results: See Appendix A.

### **TESTING THE BRAND NAME**

This study was executed in Spring 2002 to assist during the time when the ride service and its related communications were being formulated. While it was done more than a year after the first three studies, its purpose was still to provide developmental input to the project.

Goals: To learn which of several brand name concepts would resonate with the values, life styles, and symbols of the target.

*Method:* Thirty interviews were conducted in bars, where members of the target were shown various parts of the name and branding efforts, and asked for responses. Input also was received from Miller Brewing Company executives, Wisconsin Department of Transportation managers, and community leaders in the demonstration communities in order to derive output compatible with all views.

*Results:* *Road Crew* was favored by 19 respondents, with 15 selecting *Last Call*; other names did not gain approval of many respondents. Comments focused on the ideas of who it is for: "made for the working man" and "best move a working man can make." Others included "a fun and safe night out on the town" and "people that are willing to do a good deed with a cool name." We went through several iterations with the various sets of interested parties and the target, and eventually arrived at the materials used in the communities. We all agreed on the *Road Crew*. It seemed to fit with the brand character as being more rugged, cool and genuine. *Last Call* was also a bit limiting in the sense it might have implied a one-way ride home, when the communities would offer rides to, between, and from the bars.

## **Evaluating the Impact of the Program on Awareness, Knowledge, Attitudes, Perceptions and Behavior**

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The following four studies were pre- and/or post- tests focusing on changes in awareness, knowledge, attitudes, perceptions, and behavior related to our demonstration programs. The section begins with a discussion of the goals and methods associated with each study. The results are then reported across the studies as they relate to the various dependent variables. These four studies are meant to evaluate objectives 4, 5, and 6 in the original proposal which were:

- Objective 4: Change the knowledge, attitudes and behavior of the community institution members toward social marketing and the program.
- Objective 5: Change the knowledge, attitudes and behavior of the target group toward the program.
- Objective 6: Reduce the incidence of impaired driving by 5% per year and thereby reduce alcohol-related crashes, injuries and deaths by the same 5% in each community participating in the project.

### **PHONE SURVEY TO DETERMINE AWARENESS AND ATTITUDES OF THE TARGET AND THE GENERAL POPULATION TOWARD THE PROGRAM**

*Goals:* To assess the awareness, knowledge and attitudes of the target and the general population at the end of the year-long demonstration. This study is a post-test-only design as there was no awareness of, knowledge of, or attitudes toward the program before we began. For the same reason, there is no need to study these variables in a control setting. (Proposal Objectives 4 and 5)

Method: A ten-minute phone survey was conducted amongst members of the general population and of the 21-to-34 year-old target population in each of the three demonstration communities. Members of the general population were reached using random digit dialing in the three communities. Lists of 21-to-34 year-olds were rented in each of the three communities. All calls were made during June 2003 by Wisconsin Survey Research. A copy of the questionnaire can be found in Appendix B.

The goal was to complete 400 interviews in the target population and 400 in the general population in each of the three communities. The interviewers completed the general population first. These 400 interviews represented the general population. Then a count was taken of the number of 21-to-34 year-olds interviewed as part of the general population. Additional 21-34 interviews were conducted until 400 were completed. As a result, some 21-34 respondents were part of both the general population sample as well as part of the 21-34 sample; in reality, these people are part of both populations. Each of these two samples represents its own population. In the actual execution, it was not always possible to get 400 completions due to the small sizes of the communities. Actual number of completions is as follows:

- Polk County general population 350
- Polk County 21-34 400
- Dodgeville-Mineral Point general population 350
- Dodgeville-Mineral Point 21-34 320
- Tomah general population 350
- Tomah 21-34 192

Table 1 shows the demographic characteristics of the samples derived for the general population and for the target group in each community. 16% of the general population consisted of people who were 21-to-34 year-olds, who tended to have more education and higher incomes. Gender splits were fairly similar across the older and younger samples.

### **PHONE SURVEY TO DETERMINE AWARENESS AND ATTITUDES OF THE COMMUNITY LEADERS AND THE BAR OWNERS AND WAIT STAFF TOWARD THE PROGRAM**

Goals: To assess the awareness, knowledge and attitudes of the community leaders and the bar owners and wait staff at the end of the year long demonstration. This study is a post-test-only design as there was no awareness, knowledge or attitudes toward the program before we began. For the same reason, there is no need to study these variables in a control setting. (Proposal Objective 4)

Method: A twenty minute phone survey was conducted amongst members of the community leader population and the bar owner and wait staff population in each of the three demonstration communities. Each community coalition leader put together a list of community leaders and bar owners. The community leaders included elected officials, law enforcement personnel, business leaders, volunteer leaders, EMT personnel, and others active in the community. Table 2 shows a list of the backgrounds of the community leader respondents. Beginning with a list of bar owners, the coalition leader

then asked the owners for names of wait staff that were regular, long time employees. All calls were made during June 2003 by Wisconsin Survey Research. A copy of the questionnaire can be found in Appendix B. The questionnaire is similar to that used for the general population and target, but has more questions and more detailed questions.

The goal was to complete 25 interviews in the community leader population and 25 in the bar population in each of the three communities. Given the small number of respondents in each cell, no statistical tests should be considered. Most demographic questions were not asked of these two samples, as they didn't seem relevant to the issues. 71% of community leaders and 33% of bar personnel were male; 43% of bar personnel were owners. Actual number of completions is as follows:

- Polk County community leaders 25
- Polk County bar owners and wait staff 28
- Dodgeville-Mineral Point community leaders 27
- Dodgeville-Mineral Point bar owners and wait staff 14
- Tomah community leaders 25
- Tomah bar owners and wait staff 25

#### **COUNT OF RIDES AS REPORTED IN THE RIDE LOGS**

*Goal:* To know exactly how many rides were given. In seeking to learn our impact on behavior, OWI and crash information may be less useful as they are delayed, and are subject to other environmental biases (for example, level of OWIs can be managed by changes in the aggressiveness of the law enforcement agency in pursuing impaired drivers). In addition, the geographic units within which such data are collected did not correspond precisely with the boundaries of the ride programs, and the ride program boundaries tended to shift during the year as opportunities to serve rural areas increased or diminished. Counting each ride given may yield a clearer view of impact, as each ride represents an opportunity for an alcohol-related crash that could not occur. Even this measure is not completely clear though, as there was no way to know the degree of intoxication of any individual rider. (Proposal objectives 5 and 6)

*Method:* Each community kept a log of all rides given, as well as the age and gender of the rider, and the origin, destination, date, and time of each ride.

#### **PRE- AND POST- TEST WITH TREATMENT AND CONTROL COMMUNITIES TO LEARN LEVEL OF DRIVING AFTER EXCESSIVE DRINKING BY BAR PATRONS (FIELD EXPERIMENT REFERRED TO AS THE "BAR COUPON STUDY" BELOW)**

*Goals:* To learn the level of driving after excessive drinking that existed prior to the onset of the demonstration program, and again one year later. This pre- and post- test was conducted in the three demonstration communities (treatment) as well as in several communities where there would not be a ride program (control). The same process was executed in the month prior to the onset of the program, and during the last month of the demonstration in both the test and the control communities. This pre- and post- test with

control group design would allow us to assess the impact of the demonstration on various aspects of the behavior of the target. (Proposal objectives 5 and 6)

*Method:* In this study, we wanted to create an environment within which respondents would feel comfortable in answering honestly. This was important, as we were asking many people to admit to an illegal activity. Tell Us About Us, a marketing research firm, was hired to collect data through their computerized phone and data collection service.

Bar patrons were given coupon cards by the bar's wait staff. Patrons were told to pocket the coupon, read it the next morning, and then call the 800- number on the coupon. Patrons were offered a \$7 voucher for future non-alcoholic purchases at the tavern where they received the coupon; the coupon would be activated after the patron called the number and answered a few questions. Patrons were assured their responses would be anonymous. When calling the number, the patron heard an electronic female-like voice again assure them of anonymity and then tell them what to do. For each question the patron only needed to push a number on the phone keypad in order to respond. Upon completion, the patron was given a validation code that activated the coupon for use.

The questionnaire is shown in Appendix B. It includes questions about how patrons got home on the night they received the coupon, how much they drank on the night of coupon receipt, and how often they drove after excessive drinking during a typical two week period. This field experiment is referred to as the "bar coupon study" in the report of results below.

Table 3 shows the demographic characteristics for the respondents in the field experiment data collection. They are skewed toward being male and being over 35 years of age in the treatment and control groups, and across the two years. This reflects the informal feedback we had gotten from community coordinators and bar owners in conversations during the project.

Compared to the demographics of the respondents in the general population telephone survey sample, the respondents in the 2003 treatment group bar sample are more likely to be male (65% versus 37%), and more likely to be younger (35 % were 21-34 versus 16% in the general population).

*Limitation:* When the demonstration project began there were four treatment communities in place, but one of these was not able to get their ride service into operation. As a result, we took the pretest data from this community and placed it into the control group, and then kept it there for the posttest as well. While our ride program was never implemented in this community, there was a Wisconsin Tavern League Safe Ride program in place. This did not impact on the treatment execution, but may have led some control group respondents to respond with respect to the Safe Ride program rather than with respect to our non-existent program. The result of this confusion could be to lessen some of the differences between the treatment and control groups.

# Results

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The results are presented by dependent variable, since we often used multiple methods to understand a particular issue. The order of the presentation of dependent variable data will proceed from awareness to knowledge to attitudes to behavior. The specific study being referred to in the results below will always be one or both of the phone surveys, unless stated otherwise.

## **AWARENESS**

The four sets of respondents described above in the methods sections (general community population, referred to below as [GEN], 21-to-34 year-old target [TGT], community leaders [LDR], bar owners and wait staff [BAR]) were asked “*Have you heard of any programs in your community to try to decrease driving after excessive drinking?*” Those who were unaware in response to that question were then asked “*Have you heard of a program in your area that provides rides to and from bars so that people who have had too much to drink can have a ride home?*” Table 4 shows the aggregated awareness across the two questions. Over the three communities and the two questions, awareness of our program was 68% [GEN], 71% [TGT], 99% [LDR], and 100% [BAR]. There often were differences in responses to questions across the three communities. Readers wishing to look at the data by community can do so by referring to the appropriate tables in appendix C.

Except as noted, all remaining questions in the telephone surveys were asked only of respondents who had shown awareness in response to one of these two awareness questions.

Note that the names of the contacts for the LDR and BAR samples were submitted by the coalition leader in that community, so one would expect awareness to be close to 100%. While awareness was almost certain, responses to other questions would not be preordained, as many of those interviewed were quite skeptical of our project when we first began working with the communities. Since the three communities were quite small, the lists of submitted names represented a large percentage of the total population for each community and category.

In the 2003 bar coupon study, there was 82% awareness in the treatment group, and 50% awareness in the control group. Awareness in the control group perhaps can be attributed to the presence of a well established Wisconsin Tavern League Safe Ride program in the largest of the control group communities, as well as to some yea-saying.

In the treatment communities, there was 77% awareness among 21-to-34 year-old men and 89% awareness among 21-to-34 year-old women. Awareness for 21-to-34 year-olds was higher here than in the phone survey, as all of these respondents were in bars and therefore were targeted most precisely as potential users. One would also expect a different level of response from the phone surveys, as the two questions and two methods differed.

## **KNOWLEDGE OF PROGRAM COMPONENTS**

Those who were aware were next asked “*How does the program work? Tell me what you know about it.*” Table 5 shows the number of people who were able to describe at least one aspect of the program. Of those who were aware in the three communities, 79% [GEN], 90% [TGT], 96% [LDR], and 99% [BAR] were able to describe at least one facet of the program. Since the three ride programs differed across the three communities, the level of knowledge and aspects of knowledge differed by community. Table 6 shows which aspects of the programs were most likely to be well known in each community.

## **KNOWLEDGE OF BRAND NAME**

Another measure of knowledge was tapped by focusing on the name of the ride program. While we developed the name “*Road Crew*” for the program, two of the communities decided that they wanted to use their own names (“Party Barge” and “Take a Cab on our Tab”). In addition, the state had provided funding for the Tavern League of Wisconsin to also develop a program to give rides home from bars. This program, known as the “Safe Ride” program, was well known in the state, although it was not operating in Dodgeville-Mineral Point or in Tomah during our demonstration. We asked respondents “*What is the name of the program?*” If they were unable to respond, we followed with “*Have you heard of a program called....,*” and then read each of the four names. Table 7 shows correct and incorrect knowledge of the four names.

In the aggregate, the correct name was identified by 62% [GEN], 77% [TGT], 81% [LGR], AND 97% [BAR] across the three communities. Data are presented by community, as each community had selected a different name. In Polk County the Party Barge name was known by 76% [GEN], 92% [TGT], 88% [LDR], and 100% [BAR] of the several samples. Safe Ride has a presence here and was known by 31% [GEN], 36% [TGT], 68% [LDR], and 93% [BAR] of the four samples. In Dodgeville-Mineral Point, the *Road Crew* was the name in use and it was known by 52% [GEN], 80% [TGT], 85% [LDR], and 100% [BAR] of the samples; Safe Ride, which was not in place, was incorrectly retrieved by 35% [GEN], 43% [TGT], 41% [LDR], and 63% [BAR] of the respondents. In Tomah, Take a Cab on our Tab was known by 60% [GEN], 59% [TGT], 71% [LDR], and 92% [BAR] of the respondents, while Safe Ride was incorrectly retrieved by 30% [GEN], 36% [TGT], 71% [LDR], and 40% [BAR] of the respondents.

## **SOURCES OF AWARENESS AND KNOWLEDGE**

Respondents were next asked how they had come to know about the program. They were first asked “*How did you first learn about the program?*” and then asked “*Where else have you seen news, publicity or advertising for that program?*” The first question was asked without giving any cues, while the second was followed by a reading of each item on the list shown in Table 8. This table shows the responses combined across the two questions. Across the three communities and four samples, the most common responses were word of mouth/other people, newspaper articles, newspaper ads, and posters in bars. Responses varied across communities in accordance with the tactics used in that community. For example, Dodgeville-Mineral Point created a television commercial which was not seen in the other communities. The reader should keep in mind that respondents are typically poor at remembering the source of information and often

respond with the usual dominant sources regardless of how the information actually was acquired.

### **CONCERN ABOUT DRINKING AND DRIVING**

The following two sets of questions were asked of all respondents (aware and unaware) in each sample at the end of the interview. The data are reported here to enhance the narrative flow of the report.

Respondents who were aware of the program were asked “*Before this program began, did you feel that drinking and driving in your area was a major problem, somewhat of a problem, a minor problem or no problem at all?*” Those who were unaware were asked the same question, but the first phrase was “*Before this call today....*” Across all respondents, 76% [GEN], 75% [TGT], 89% [LDR], and 78% [BAR] felt that drinking and driving was either a major problem or somewhat of a problem. Those who were unaware were less likely to respond in this way and more likely to see it as a minor problem or no problem at all. See Table 9.

Next all respondents were asked “*In your community as a whole, how concerned are residents with drinking and driving?*” A 5-point scale of responses went from very concerned to very unconcerned. 80% [GEN], 79% [TGT], 87% [LDR], and 90% [BAR] of the samples felt that the community residents were very or somewhat concerned. Again, respondents who were unaware of the program were less likely to see this level of concern, and more likely to feel the community was somewhat or very unconcerned. See Table 10.

### **GENERAL ATTITUDES**

The first attitude question was broad, and asked respondents who were aware “*How do you feel about the ride program in your area?*” The five possible responses ranged from very positive to very negative. 90% [GEN], 91% [TGT], 85% [LDR], and 98% [BAR] of the samples responded with very or somewhat positive attitudes, while 2-4% of each group responded with very or somewhat negative attitudes. There is little variance across samples or communities. Table 11 shows these data.

### **ATTITUDES TOWARD POSITIVE AND NEGATIVE FEATURES**

Respondents next were asked the open-ended question “*What do you think are the positive features of this ride program?*” This was followed by the identical question seeking negative features. Table 12 shows the major positive features, while Table 13 shows the major negative features.

The most positive features were “reduce/eliminate drunk drivers on the road,” “keeps people from drinking and driving,” “safer for the one drinking/for others,” “don’t worry about OWIs / not driving drunk,” and “less accidents/can’t cause accidents.” There were over 50 other categories of positive answers.

The most often cited negative feature was encourages drinking/undisciplined drinking, and was mentioned by 11% [GEN], 12% [TGT], 25% [LDR], and 0% [BAR] of

respondents. Most respondents could not think of any negatives. There were over 60 other categories of negative responses; typically each came from less than 1% of the respondents.

### **IMPROVING THE PROGRAM**

LDR and BAR were asked “*How would you go about improving the program?*” Table 14 shows their responses. LDR mentioned “advertise more/signs” (27%) and make it more widespread/countywide” (10%). None of the other 14 responses captured more than 6% of the respondents. BAR also selected “more advertisement/promote program more” (21%), as well as “expand the fleet of vehicles” (14%) and “run everyday” (14%). There were 13 other responses, each mentioned by only one person.

### **PERCEPTIONS OF POSITIVE AND NEGATIVE IMPACT**

Respondents were asked to think about the possible impact that the program had on their community. They were asked “*Do you feel the ride program has had any positive impact on your community?*” If yes, they were asked “*What positive impact has it had?*” These were followed by the identical questions seeking negative impact. Tables 15 and 16 show the numbers who felt there were positive or negative impacts, while Tables 17 and 18 list the primary types of positive and negative impacts.

61% [GEN], 75% [TGT], 79% [LDR], and 99% [BAR] of respondents felt that the program had a positive impact on their community, while 83% [GEN], 89% [TGT], 89% [LDR], and 100% [BAR] felt that there was no negative impact. Most commonly perceived positive impacts included “gets people off the road/keeps drunks off the road,” “saw several people using it/lots of people use it,” and “fewer accidents.” There were 25 other categories of responses.

Less than 3% of respondents felt there was any negative impact. Of the almost 2000 respondents, only 35 saw any negative impact. These focused on “encouraging people to drink more” and “justifies chemical abuse.” There were two negative impact thoughts across all the community leaders. One leader thought that a specific small part of the program was a waste of money, while one thought that the program condoned excessive drinking. When we asked how the program could be improved, the single response received (one person) was to eliminate it.

**Community Interest:** In response to “*Has anyone in your community said anything to you regarding this program?*” 63% of community leaders and 79% of bar personnel reported that others had said something to them about the program (Table 19); the responses tended to be positive (Table 20).

**Should/Will the Program Continue?:** We also asked the community leaders and bar personnel to look forward on two dimensions. “*Do you feel that your community should continue this program?*” and “*Do you think that your community will continue this program?*” 88% of community leaders and 99% of bar personnel felt that the program should continue, while 64% and 85% felt that it will continue. Most of the remaining community leaders didn’t know if the program would continue; few were negative.

(Tables 21 and 22) Respondents were then asked why they felt the way they did. Table 23 shows the reasons for the positive responses; these are generally consistent with earlier responses dealing with highway safety and keeping impaired drivers off the roads. Negative responses are not listed here as there were so few of them.

On a related issue, LDR and BAR respondents were asked “*How do you feel about programs such as this one, which try to change behavior in the community?*” 86% of community leaders and 94% of bar personnel either strongly or somewhat supported this type of program. (Table 24)

## **BEHAVIOR AND PERCEPTIONS OF BEHAVIOR**

Behavior was the most important dependent variable in this project. Was there any evidence that driving after excessive drinking could be reduced using a social marketing framework? All the research aspects of this project attempted to shed light on behavior. The next few sections begin with knowledge and perceptions of behavior, and then move to actual behavior. Behavior covers amount of drinking, number of bars visited, as well as driving after excessive drinking. Since the goal of the project was to decrease driving after drinking, but not necessarily to impact on drinking, it would be possible for drinking to increase while still allowing for a decrease in impaired driving.

**Perceptions of changes in drinking behaviors and in driving behaviors:** We wanted to learn what changes were perceived to have occurred in the communities over the year of the demonstration. The questions and responses in this section do not show actual change or amount of change, but, rather, show the percent of respondents who felt that a certain change had taken place. The introduction to this set of questions was “*Now, I’d like to ask for your opinion of changes that may have happened in your community since the beginning of the ride program.*”

The first question in this series asked “*With respect to the number of people going to bars, do you think that this has increased, decreased, or stayed the same?*” Most respondents (66% [GEN], 78% [TGT], 62% [LDR], and 73% [BAR]) felt this stayed about the same. For community leaders, 7% felt there had been an increase while 32% didn’t feel they knew what change had taken place. Among bar personnel, 27% felt they had seen an increase. (Table 25)

When asked a similar question with respect to *the amount that people are drinking in the bars*, 63% [GEN], 76% [TGT], 68% [LDR], and 84% [BAR] felt there was no change. 12% of the target and 16% of the bar personnel felt that the amount that people are drinking had gone up. Amongst community leaders, 24% felt they didn’t know if there had been a change. (Table 26)

When asked “*With respect to where people drink, do you think that people now are more likely to drink at home, drink at bars, or there isn’t much change in drinking habits?*,” most respondents felt there wasn’t much change (53% [GEN], 71% [TGT], 55% [LDR], and 55% [BAR]). Note, though, that 26% [GEN] and 24% [LDR] felt that people were now more likely to drink at home, while 14% [TGT] and 27% [BAR] felt that people

were now more likely to drink at bars. (Table 27) The TGT and BAR samples should, perhaps, have a closer view of reality with respect to this question.

In addition to the above perceptual questions, which had been asked of the four samples, the following perceptual questions were asked only of the community leaders [LDR] and the bar personnel [BAR]. These were intended to give a more detailed view of what had happened in the three communities during the year of the demonstrations; we felt that the community leaders and bar personnel would have the best sense of what was happening with respect to these next few issues.

The first of these questions was “*Has there been a change in sales?*” in the bars. 14% of the community leaders thought that sales had gone up, while 39% didn’t know. Responses from bar personnel were clearer, as they should have a better view of this issue. Here, 34% thought there had been an increase in sales, while 61% thought there had been no change. (Table 28)

To the question “*Has there been a change in individual consumption levels?*,” community leaders either thought there was no change (67%) or they didn’t know (29%). While 81% of bar personnel thought there was no change, 16% thought there had been an increase. (Table 29)

“*Has there been a change in the number of customers?*” led 17% of community leaders and 37% of bar personnel to respond that they felt there had been an increase. (Table 30) This question and the previous two attempted to deal with consumption changes. Prior to beginning the project, bar owners had told us that their business was declining because patrons would rather stay home to drink rather than risk an OWI conviction on their way back home. We felt that providing rides might yield a secondary effect of bringing people who had been drinking at home to the bars, although individual consumption levels should stay fairly constant. From the perceptions of the community leaders and bar personnel, one might conclude that there was an increase in the number of people drinking in bars, and that this increase in patronage could have come from people who were previously drinking at home. In addition, there was a perception amongst a minority of respondents that individual consumption levels also had increased.

In the previous questions, observers were asked about their perceptions of the drinking behaviors of others. Next we report what we learned when we asked the drinkers to give us a self report of their own drinking; these responses could be analyzed both over time and between the treatment and control communities.

**Drinking Behavior:** In the bar coupon field experiment, respondents were asked “*On the night that you received this coupon, how many drinks did you have?*” Overall, number of drinks increased between 2002 and 2003 in the treatment communities, but decreased in the control communities. In the 21-to-34 year-old group, the treatment group had no change, while the control group had a decrease. There was, though, an increase in drinking amongst 35+ people in the treatment communities.

To test the statistical significance of effects in the field experimental data set, we used analysis of deviance residuals, evaluating age, gender, year, group (treatment versus control), and group-by-year interaction effects in that order. The resulting likelihood ratio chi-square statistics are reported below with corresponding p-values for classical hypothesis testing. Effects with p-values of less than .05, .01, and .001 were judged to be statistically significant at those alpha levels.

As seen in Table 31, Poisson regression shows there is a significant impact of age ( $X^2 = 27.31$ ;  $p < .001$ ), gender ( $X^2 = 133.29$ ;  $p < .001$ ), and treatment versus control ( $X^2 = 22.63$ ;  $p < .001$ ) on number of drinks. As there is no interaction between treatment and year ( $X^2 = 1.54$ ; ns), one can conclude that the treatment had no significant effect on the outcome. In the treatment group, the increase in consumption seems to come from older men and women and younger women, but not from younger men (the prime targets of the campaign).

**Number of Bars Visited:** In the field experiment, respondents were asked “*On the night you got this coupon, how many bars did you visit?*” As with the previous issue, it would be possible for people to visit more bars yet drive less if they were using the ride service. Given that the treatment and control communities were of different sizes, the likelihood of people going to more or fewer bars would be related in part to the number of bars available. To neutralize this potential confound, this variable was analyzed by looking at the probability of visiting more than one bar, rather than looking at number of bars visited. The probabilities shown in Table 32 reflect the percent of respondents in each cell that visited more than one bar on the night in question.

The probability of visiting more than one bar increased between 2002 and 2003 in the treatment communities, but stayed fairly constant in the control communities. Logistic regression shows a significant impact of age ( $X^2 = 42.81$ ;  $p < .001$ ), gender ( $X^2 = 17.59$ ;  $p < .001$ ), year ( $X^2 = 10.24$ ;  $p < .001$ ), and the treatment x year interaction ( $X^2 = 4.01$ ;  $p < .05$ ) on the probability of visiting more than one bar. The interaction effect confirms that the program did have an impact on number of bars visited. With rides available, it seems that people used the service to visit more bars. This effect can be seen across both age groups and genders to varying degrees in the treatment, but is generally not present in the control communities.

**Perceptions of Related Behaviors:** The next series of questions related to perceptions of some other behaviors. In response to “*Have you seen an increase or decrease in the use of other designated driver plans since the beginning of the program?*,” about a third of community leaders felt that there had been an increase in the use of designated driver programs, a third saw no change and a third didn’t know. About a quarter of bar personnel saw an increase, half saw no change and a quarter didn’t know. (Table 33)

In response to “*Have you noticed that people who had used other designated driver programs in the past have switched over to the new ride program?*,” almost half of both sets of respondents felt that this had happened, and most of the remaining respondents didn’t know. As will be shown below, data in the bar coupon study show that the greatest

number of riders seem to have come from those who had some sort of ride available to them in the past. (Table 34)

When asked “*Do you feel that the people who are using the new ride program would have used other programs anyway?*,” responses don’t seem to indicate any strong prevalence of feeling about how things might have developed in the absence of the *Road Crew*. (Table 35)

A key question following up on this issue was “*Do you feel that people are taking more or less responsibility for their drinking now that there is a ride program?*” 62% of community leaders felt that people were taking more responsibility while only 7% felt that people were taking less responsibility. Similarly, 75% of bar personnel felt that people were taking more responsibility. (Table 36)

**Mode of Transportation Used:** In the bar coupon field experiment, respondents were asked “*On the night that you got this coupon, how did you get home?*” Respondents could then key in a response on the touch pad of their phone. The choices were: “drove myself home,” “used a ride service such as the *Road Crew*” [Note that the appropriate brand name was used for each community; note also that this option was not offered in 2002, as there was no ride service available.], “public transportation such as a bus or taxi,” “someone else drove me home,” “walked,” “none of these describe how I got home.”

Table 37 shows that the dominant mode of transportation in both years was “drove myself home.” Next most common in 2002 and for the control in 2003 was “someone else drove me home”; for the treatment group in 2003, “used a ride service” was the second most common mode and “someone else drove me home” was third. When looking at all 2003 treatment respondents, it appears that the shift of modes between the two years primarily comes from “someone else” and goes to “ride service.” When looking at 21-to-34 year-old men, the shift comes equally from “drove myself” and “someone else”; when looking at 21-to-34 year-old women, the shift comes from “someone else,” but not from “drove myself.” The goal of the project was to get 21-34 men to shift from driving themselves home to using the ride service. These data seem to indicate that this is what has happened. In addition, many people seem to have shifted from “someone else” to the “ride service.”

**Perceptions of Alcohol-Impaired Driving:** Next, respondents were asked “*With respect to the number of people who drive after drinking excessively, do you think that this has increased, decreased, or stayed the same?*” 48% [GEN], 66% [TGT], 59% [LDR], and 81% [BAR] felt that this had decreased. (Table 38) Similarly, when asked the same question with respect to *the amount that individual people are driving and drinking excessively*, 37% [GEN], 48% [TGT], 42% [LDR], and 61% [BAR] felt that this also had decreased. (Table 39) For both these questions, almost all other respondents felt that either the behavior had stayed the same, or they did not know what had happened. Very few respondents thought there had been an increase in driving after excessive drinking.

**Ride Service Usage by Individual Respondents and Known Others:** GEN and TGT respondents were asked “*Have you, personally, ever used the ride service?*” 7% [GEN] and 19% [TGT] had personally done so. The last question asked in the 2003 bar coupon field experiment was “*Have you ever used the ride service?*” 58% of respondents in the treatment group and 28% in the control group responded affirmatively. Note, again, that the Safe Ride program was well established in one of the control communities. 76% of 21-to-34 year-old men and 62% of 21-to-34 year-old women in the treatment communities responded that they had ever used the ride service. This level of response is much greater than the 19% of all 21-to-34 year-olds in the three communities, but the respondents here came from those who were in a bar on the night that the coupons were distributed and were therefore closer to the exact target that was sought. Note also that the scenario within which people responded differed. The most precisely stated goal of the project would be to reduce driving after excessive drinking among 21-to-34 year-old men who spent time in bars. 76% of that specific group reported that they used the ride service at least once during the demonstration year.

GEN and TGT respondents also were asked “*Do you know of anyone in your community who has used the ride service?*” 38% [GEN] and 61% [TGT] of respondents knew someone who had used the ride service. (Table 40)

### **ACTUAL COUNT OF RIDES TAKEN**

The most direct measure of success of the program was a count of the number of rides taken. Table 41 shows that 19,757 rides were taken over the year of the demonstration. While we aimed the program at 21-to-34 year-olds, and especially 21-to-34 year-old men, we were willing to give rides to anyone in need. Note that Tomah ran its ride program seven nights per week; Polk County and Dodgeville-Mineral Point only ran on Friday and Saturday nights.

Table 42 shows rides taken from home to bar, between bars, and from bar to home. These data are presented by calendar quarter to show trends in the development of the services, as well as by community to show differences between the programs. The bar coupon data show that the average number of bars visited in an evening was about two. Ideally, then, about one third of rides should have been taken in each of the three ride segments. This was not the case. Over the three communities and the entire year, 8% of the rides went from home to bar, 52% went from bar to bar and 41% went from bar to home. Note though, that in the fourth quarter, the percentages had changed to 7%, 47%, and 46%. These percentages differed greatly between communities. In Tomah 90% of the rides given were from bar to home. In Polk County 76% of rides were between bars, although it was being reduced as the year progressed, and was 65% in the final month. In Dodgeville-Mineral Point 44% of rides were from bar to home and 41% were between bars.

Initially patrons were more likely to use the service to go between bars and then drive themselves home. When we saw this trend, we worked with the communities to focus more on not letting patrons drive themselves home; by the fourth quarter this shortcoming was being remedied. In addition, insufficient numbers were taking the ride

service to the bars, and this remains an opportunity for the communities for further development.

In the bar coupon study, “number of alcohol-impaired drivers” was derived by combining two questions, “*How did you get home on the night you received the coupon?*” and “*How many drinks did you have on the night you received the coupon?*” Commonly accepted guidelines for intoxication are five or more drinks for a man and four or more for a woman; these were used as the arbitrary standards here. Table 43 shows changes amongst the 21-to-34 year-old respondents (the primary target) in the treatment and control communities between 2002 and 2003. Overall, there is no significant change in impaired driving on the night that the bar coupons were distributed. Logistic regression shows there is no significant impact of age ( $X^2 = 1.33$ ; ns), year ( $X^2 = .89$ , ns), treatment ( $X^2 = 3.32$ ; ns), or interaction between treatment and year ( $X^2 = 2.01$ ; ns). There is, though, a gender effect ( $X^2 = 36.77$ ;  $p < .001$ ) that one would expect, given that men do more of the driving than women in our setting. As there is no interaction between treatment and year, one can conclude that the treatment had no significant effect on the outcome of reducing impaired driving on the single night when coupons were distributed in the bars. Next we consider whether there might be an impact if the observation period is longer.

Another way to estimate alcohol-impaired driving in the field experiment was to ask: “*In a typical two-week period, on how many nights do you have five or more drinks and then drive yourself home?*” [Note: For women, four or more drinks is considered to be a close approximation of the level at which driving is impaired. Due to the nature of the automated computerized questionnaire, we felt it would be too complicated to ask this question in its complete and more complicated manner, so we traded off specificity for clarity. The result would be that impaired driving by women is understated here.]

Table 44 shows the mean number of admitted instances of alcohol-impaired driving that occurred amongst the 21-to-34 year-old respondents (the primary target) within a two week period. Poisson regression shows significant age ( $X^2 = 4.88$ ;  $p < .05$ ), gender ( $X^2 = 107.69$ ;  $p < .001$ ), year ( $X^2 = 26.18$ ;  $p < .001$ ), treatment ( $X^2 = 9.17$ ;  $p < .01$ ), and year x treatment interaction ( $X^2 = 4.85$ ;  $p < .05$ ) effects. The age effect is driven by younger respondents; the gender effect is driven by men. There is a decrease in alcohol-impaired driving in 2003 over 2002, and among respondents in the treatment group over the control group for 21-to-34 year-old respondents. Finally, and most noteworthy, there is an interaction. There is a change between 2002 and 2003 in the treatment group that is significantly larger than that shown in the control group. That is, the ride program led to a lower frequency in self-reported incidents of alcohol-impaired driving. When one looks at the data across all respondents, the effect is masked because the desired change did not occur amongst those who were over 34; the *Road Crew* was aimed at 21-to-34 year-olds, and seems to have had an impact on them.

In the Discussion section which follows, we attempt to interpret the findings reported above in this section.

## Discussion

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Almost 20,000 rides were given to potentially impaired drivers in a single year in three small communities. How did this come about? What reasonable conclusions can we draw about what happened in the three communities in the past year? In addition, what is the potential impact of these rides? How many crashes could we surmise may have been avoided, and how does that number relate to past crashes in the three communities? What inferences can be made about the costs and benefits of our program compared with the costs of alcohol-related crashes. What else do we know and what can we infer about these 20,000 rides? What context can we create to give greater meaning to the 20,000 rides? These issues are considered in this section of the report.

### **WHAT HAPPENED IN THE THREE COMMUNITIES?**

We began the *Road Crew* in three communities where there could be no prior awareness of what we planned to do, and when we first presented our ideas in the communities there were many negative and/or uncomfortable feelings amongst the community leaders. From that start, we raised awareness through the bar posters, other ads, newspaper pieces, the visibility of the vehicles, and lots of word of mouth that often was initiated by the bar personnel. Within the first year awareness rose to over 80% of bar patrons and close to 70% in the general community. As the patrons began using the ride program, word of mouth tales of its goodness spread and ridership increased. As ridership increased, there were noticeably fewer impaired drivers on the roads, and community feelings became favorable. By the end of the year, close to 90% of the community felt favorably about the ride program, and 86% of community leaders felt that they supported programs such as this one to try to change behavior in the community. In addition 88% of community leaders felt that the ride program should continue and, and 64% felt it would continue.

The clearest picture of the behavior change comes from the field experiment bar coupon data. Here one can see both what is happening over time and across the communities that had a ride program and those that did not have such a program.

A major concern amongst the community leaders and the public health community was that a ride program would lead to increased alcohol consumption. In the focus groups done before the program was ever developed, we had asked if a ride program would lead to more consumption; the typical response was “no, we’re already drinking as much as we can.” A review of the data seems to confirm this view. There does not seem to be an increase in individual level consumption.

There seems to be an increase in the number of people now going to the bars. It was felt that more people are now drinking in bars and fewer are drinking at home. This would be a logical outcome of the program. In the focus groups with bar owners that were done before the program was developed, we were told that fewer people were going to bars because they were afraid about crashing or getting apprehended on the way home. With rides available, it is reasonable that some of these people would return to the bars rather than drink at home.

The data show that there is little change in the percent of patrons who were driving impaired on the specific night of receiving the bar coupon, but that when asked about a two week period, the frequency of driving impaired had decreased significantly. One could conclude from these two seemingly contradictory results that the people who were driving impaired before the program are still doing so, but that they are doing so less often. They are seeing that there are occasions when it is important to have a car (for example, if a man's goal is to pick up a woman in a bar, it is important that he have a car so that he can take her home), but there are other occasions when he doesn't need a car (if he's out for a night of drinking and fun with a group of friends or his spouse, he doesn't really need a car). This logic would lead to a lower frequency of impaired driving for each individual, even though each individual still sees some need to drive while impaired.

In each year we asked respondents how they got home on the night they received their coupon. Since we don't have any way to know if we are talking to the same people each year, we cannot make strong statements about mode of transportation, but there are some observations that seem to make sense. Amongst 21-to-34 year-old men, there was a large drop in the percent who drove themselves home in the treatment community between 2002 and 2003; there was no similar drop off from other modes of transportation. Amongst 21-to-34 year-old women, there was a large drop in the percent who rode home with someone else in the treatment community between 2002 and 2003; there was no similar drop off from other modes of transportation.

Did women shift from their own organized ride programs to ours (this interpretation would not have an impact on road safety, but would cost the community to develop our program), or were women previously getting rides from a driver who might also be impaired (this interpretation would call for the presence of a ride service)? Our sense of the communities is such that we feel that men are more likely to be the drivers. This would mean that men would shift from driving themselves to using our program, but women would have been less likely to drive themselves and more likely to have been driven by a man. In Wisconsin, people often joke that the designated driver is the person who is still able to walk to the car. If this humor is somewhat accurate, then women may have shifted from getting a ride from an impaired driver to getting a ride in our program. We feel that women are now less likely to be driven home by an impaired driver.

### **POTENTIAL CRASHES AVOIDED**

In the next three sections we will present a number of statistics and derivations of conclusions from those statistics. Each value will be preceded by a letter of the alphabet so that the derivation of later values can easily be shown.

We know that in 2000, there were

- (A) 37,508 OWI arrests<sup>1</sup>, and
- (B) 9,096 alcohol-related crashes in Wisconsin<sup>2</sup>

In a NHTSA analysis, researchers concluded that in the United States in 1995 there was

- (C) 1 arrest for every 90 episodes of driving above the legal limit of alcohol consumption<sup>3</sup>, and
- (D) 1 arrest for every 790 episodes of driving within two hours of any alcohol consumption<sup>4</sup>.

Using the above, one can derive that there is

- (E)=(B/A)xC 1 crash for approximately every 371 episodes of driving while legally intoxicated [E = 1/371] and
- (F)=(B/A)xD 1 crash for every 3258 episodes of driving within two hours of any alcohol consumption [F = 1/3258].

Based on the bar coupon research in the taverns (Self reports of number of drinks consumed and mode of transportation home on the night of the research. Alcohol impairment was judged to be 5 or more drinks for a man and 4 or more drinks for a woman.):

- (G) 28% of respondents were alcohol-impaired drivers

And based on ride counts, we know that

- (H) 19,757 rides were given

Given the above we can begin to make estimates of the number of crashes that were avoided by giving these rides. At one extreme, if all riders were legally intoxicated then we avoided:

- (I)=H x E 53 alcohol-related crashes

At the other extreme, if all riders rode within two hours of any level of alcohol consumption, then we avoided:

- (J)=H x F 6 alcohol-related crashes

Based on the bar coupon data (G), we can estimate that we avoided

- (K)=H x E x G **15 alcohol-related crashes**

There still remains the uncertainty of knowing the level of consumption of any one of our riders, the day and time during which rides were taken, the knowledge that rides were related to being in bars, the knowledge that the typical respondent to our bar coupon survey consumed over five drinks in an evening, and the proclivity of Wisconsin residents to consume alcohol at levels above the national averages. While we don't know

any of these issues with certainty, there are sufficient data from our work and from other studies to allow us to make the above conservative estimate.

We suggest that this number is a close representation of a reality which cannot be precisely determined. It cannot be determined for the following reasons:

- complete crash data in Wisconsin is reported with an approximate two-year delay;
- the geographic regions covered in our program do not match any of the geographic reporting units in the state;
- the geographic regions covered in our program changed with time as the communities learned how to serve better their regions and as contiguous regions asked to be included in the program;
- given the small numbers of crashes in these communities, any change observed could be a random aberration from a previous year or the present year.

### **POTENTIAL IMPACT IN THE THREE COMMUNITIES**

The population of Wisconsin in 2000 was approximately

$$(L) \quad 5,364,000^5$$

The population of our three communities was about

$$(M) \quad 50,000^6,$$

And represented about

$$(N)=M/L \quad .93\% \text{ of the state's population.}$$

If crashes and fatalities are spread evenly across the state, then one would expect about

$$(O)=N \times B \quad 85 \text{ crashes per year in these three communities.}$$

(Note that the 85 crashes were estimated for the three communities based on statewide data. A separate estimate was derived based on countywide data for the three counties in question. The resulting value was the same. Each of the three community ride service boundaries was established by the community's coalition in order to be a feasible working area, but, as a result, none correspond to municipal, county, or state boundaries that are commonly used to derive population or crash statistics.)

If our program eliminated the possibility for 15 (K) of these crashes to occur, then the program can be seen to have had the following impact in the three communities:

$$(P)=K/O \quad \mathbf{17.6\% \text{ reduction in alcohol-related crashes}}$$

A potential change of that magnitude might be large enough to be noticed in the communities, and, indeed it was. Across the different questions asked to the various

populations in the three communities, there was a recurring feeling that the roads were now safer and that alcohol-impaired driving was less. For example, 78% of the community leaders felt that this program kept people from drinking and driving.

While there is a temptation to generalize our results throughout the entire state or nation, this should be done with care. Our program was successful in three communities with limited prior forms of public transportation. We feel that our program could have a similar impact on any small community that does not have alternative rides available, but that the program would be less impactful in larger communities where alternative rides and public transportation are more readily available. Nevertheless, much of Wisconsin and the nation are comprised of small communities, and we feel our program could have a strong impact in many of them.

### **COST / BENEFIT ANALYSIS**

In 2000, there were

(B) 9,096 alcohol-related crashes.

It is estimated that the total cost of alcohol-related crashes in Wisconsin in 2000 was

(Q) about \$512 million<sup>7</sup>.

This leads to

(R)=Q/B about \$56,000 cost per crash,

And the value of avoiding 15 crashes would be

(S)=R x K about \$840,000.

The direct funds allocated to the three communities include the grant awards, the fare collections for rides, community fund raising, payments made to staff for time committed to community work (as opposed to research and other non-direct community work). The total of these funds is estimated as

(T) about \$230,000

This leads to

(U)=T/K about \$15,300 cost per crash avoided

And a savings to all those impacted upon by crashes of

(V)=S-T about \$610,000

In projecting to the future, it would seem that the figures shown here would be relevant. The large up-front costs of doing research and getting the project underway would not need to be transferred to future communities or to future years for the present communities. One might expect startup and maintenance costs per community of about \$35-40,000, with an additional \$20-30,000 needed in the first year to cover the outside assistance required to guide the new community through its startup problems. These costs, to avoid several crashes, would appear to be favorable, given that the average overall cost to the community for each crash is about \$56,000. Perhaps 5 crashes were avoided in each of our small communities.

### **WHY DID WE SUCCEED WHEN OTHER PROGRAMS HAVE OFTEN FAILED?**

We feel that there are many unique aspects to this program that contributed to its success:

**Marketing versus education:** Most programs to reduce driving after excessive consumption use messages to tell the target how it ought to behave. These campaigns are good at raising awareness and at convincing those who are already prone to behave appropriately to do so. We felt that most people were already knowledgeable about the societal position that they were not to drive while impaired. We also felt that the target we selected was unable to behave appropriately, even if it chose to do so. There were too many environmental barriers to keep them from “doing the right thing.” Marketing is appropriate under these conditions; with marketing the environment is changed to provide benefits for exhibiting the right behavior, and barriers in the way of such behavior are reduced to the extent possible.

**Use of new product development marketing research:** In order to develop a ride program that would meet the needs of the target, extensive research was done prior to developing the programs. This research mimicked the work that a firm would do in developing a new product. It investigated why the target “bought” the competitive brand, “I can drive myself home, no matter how drunk I am,” what the benefits were of this brand, what people disliked about the brand, what benefits they would like to see in a new brand (a ride program), what barriers would keep them from becoming users, and what decisions they made during the day that led them to end up at a bar at closing time, drunk and with a car. The research also considered the emotions and feelings related to the choices that the target made, so that the ride service would fit into their life style and values.

**Strong interaction with the target at all stages of development:** In a marketing perspective, the target is the focus of all action. Without relevant input from the target, it is difficult to create offerings that will appeal to the target and elicit the desired behavior. In this project the target was integral in early developmental research, in branding and positioning research, in the development of each community’s program, and then in making changes to improve the programs over time.

**Local champions:** While the conceptual work for this project took place away from the community, those communities that implemented well did so because there was a strong local force that was passionate about bringing a successful project to the community.

**Many partners and partnerships:** there were many broad coalitions of players who contributed at many levels with unique insights, expertise and resources so that the end product would work well.

- Private/public partners: Many of the public health and social issue problems facing our nation are too big to be solved by just one sector of our society. In this project, Miller Brewing Company and the Tavern League of Wisconsin joined us. Miller and the Tavern League have a long history of working with the Wisconsin Department of Transportation to try to lessen impaired driving. Without these partners, we would not have been able to gain access to the taverns and to the target for our research, and we would not have had support for the program itself. In addition, Miller made a significant financial contribution to the program, and Miller distributors worked in the communities to assist at the local level.
- State/local partners: This project succeeded because each set of players brought a unique set of expertise to the table. The state brought the research that described the target and product options in great detail, as well as a conceptual base of social marketing to help guide the decision making process. The local partners brought a detailed level of knowledge about the opportunities and constraints in each community, as well as the ability to tap local leaders and resources.
- Community coalitions of bar owners, law enforcement, drinkers, public health workers and community leaders: The breadth of the coalition leadership insured that people who normally might not interact on favorable terms, worked together to meet a common goal for community good.
- Concept/execution: This project succeeded because it was built on a strong conceptual base of social marketing theory, and then was executed by faithfully following the tenets of marketing and how they could be applied in this arena.

## **Concluding Thoughts**

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We began this project with several goals:

- To reduce alcohol-related crashes by 5% in our demonstration communities;
- To show the viability of the social marketing model;
- To leave the communities at a level where they could be self sustaining after the project funding ceased to exist;
- To give sufficient information so that other communities will be able to create similar successful ride programs in the future.

We believe that we have accomplished these goals, as we have demonstrated in the text. We also feel that we have developed a model that can be replicated in small communities throughout the United States that have limited public transportation options.

It is our hope that the first three communities will continue to have success in reducing alcohol-related crashes, and that following communities can achieve the same level of success. Alcohol-related crashes are a major source of injuries and fatalities in the United States every year, as well as being a major economic drain. We feel that the addition of social marketing strategies to the education and legal strategies already in place can lead to safer highways.

## REFERENCES

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<sup>1</sup> 2000 Wisconsin Alcohol Traffic Fact Book, Wisconsin Department of Transportation, 2002.

<sup>2</sup> *ibid.*

<sup>3</sup> Drinking and Driving Trips, Stops, by the Police, and Arrests, National Highway Traffic Safety Administration, DOT HS 809 184, 2000.

<sup>4</sup> *ibid.*

<sup>5</sup> Census 2000 Data for the State of Wisconsin, U.S. Census Bureau, <http://www.census.gov/census2000/states/wi.html>

<sup>6</sup> *ibid.*

<sup>7</sup> 2000 Wisconsin Alcohol Traffic Fact Book, *op cit.*

***APPENDIX A***  
***Focus Group Research***

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**A SOCIAL MARKETING APPROACH  
TO INHIBITING DRIVING AFTER DRINKING**

Bureau of Traffic Safety  
Department of Transportation  
State of Wisconsin

In Partnership with:  
Miller Brewing Company  
Wisconsin Tavern League

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February, 2001

## TABLE OF CONTENTS

Executive summary

Introduction

Method

Phase 1

Phase 2

Phase 3

A note of caution before proceeding

Findings

Prevalence of the problem in the State of Wisconsin

Prior projects: Meta analysis of driving after drinking related studies

Focus on 'outcome variables'

Observations Regarding the Target Audience

Needs held, and benefits sought, through drinking

Needs held, and benefits sought, through driving after drinking

Decision making processes and decision-making moments

Barriers to not drinking and driving

What keeps the target from drinking and driving?

Influencers

Ideas and strategies to motivate, reward, and provide incentives for the target

Forms of Transportation and Times of the Evening

Incentives

Cost/Price Issues

Organizing Bodies

Other ideas

Concluding comments

Appendices

Endnotes

# **A SOCIAL MARKETING APPROACH TO INHIBITING DRIVING AFTER DRINKING**

## **EXECUTIVE SUMMARY**

This report uses the principles of social marketing to develop a toolbox of new product ideas that can be used by communities that wish to provide alternatives to driving after drinking. Past work has attempted to lessen this behavior either through the use of messages or through the use of law enforcement. Marketing provides opportunities in the environment for the desired behavior, and then provides incentives and rewards to motivate and reinforce this behavior. In this project we develop ideas for an alternative transportation system that will allow people to get home at the end of an evening of drinking without needing to drive.

The project to date consists of three phases of new product design (a literature review, a series of focus groups with expert observers of people who drive after drinking, a series of focus groups with those who engage in the subject behavior). The end result to date is a toolbox of ideas to be used by members of communities wishing to attack this problem.

Issues covered include:

- A description of those most likely to engage in driving after drinking
- The needs that are filled through drinking
- The needs that are filled through driving after drinking
- The processes that are gone through that lead to the subject behavior
- The barriers that keep people from not driving after drinking
- Features of products that can meet needs and also inhibit driving after drinking
  - Forms of transportation
  - Times of day of travel
  - Incentives that motivate the desired behavior
  - Costs that inhibit the desired behavior

The target most likely to drive after drinking consists of 21-34 year old single men. They do not necessarily need to drive after they drink, but find that there are few alternatives available to them at the end of the evening. They would be willing to use acceptable alternatives. Once they have their cars at the bars, they are likely to drive home, so it may be necessary to get them out of their cars for the initial trip to the bar early in the evening. Mass, personal, and designated driver types of transportation can be of value. Immediate incentives may be more useful than loyalty building incentives. Hassle, inconvenience, and time costs may be more important than monetary costs.

A tool box is being developed under separate cover that will allow communities to pick and choose from a large number of ideas, so that the program developed is most appropriate for the community. There is no single best product that will fit all communities. In the next phase of the project, communities will be invited to join the Department of Transportation in developing a transportation service that meets the needs of the community.

## **A SOCIAL MARKETING APPROACH TO INHIBITING DRIVING AFTER DRINKING**

There has been a steady decline in alcohol-related motor vehicle problems since the 1980s at both the state and the national level. Increased mass media campaigns, more stringent laws, and more visible enforcement strategies are considered to be the main reasons for this decline. In spite of the decline, a serious problem remains. For example, in Wisconsin 270 people were killed and 6,563 people were injured in 8,446 alcohol-related motor vehicle crashes during 1999.

### **GOALS**

The goals of this project were to go beyond media and legal strategies, to develop marketing incentives and rewards that could lead to a reduction in driving after drinking, and to overcome the barriers that inhibit the reduction of this behavior. Using a social marketing paradigm, incentives were developed to reflect the motivations of the various targets. The primary target was thought to be 21-34 year old single males in urban and rural settings in Wisconsin who drive after drinking. Secondary targets were friends and family of those who drive after drinking, and those who serve and/or sell alcohol to those with the potential to drive after drinking.

While mass media messages may support this project in a later phase, it was not our goal to simply create better messages. It also was not our goal to reduce drinking levels, but, rather, to inhibit driving after drinking in order to increase highway safety. Our goal was to develop incentives to reward relevant targets making progress toward reducing driving after drinking. This report describes a method for developing such incentives and the set of incentives that resulted. A follow-up project to test these incentives in communities around the state is currently in the planning phase.

For an issue such as driving after drinking, we believe there is a continuum of targets ranging from those who are prone to behave as desired to those who are resistant to behaving as desired. Messages advocating a behavior seem to be sufficient for those who are prone to behave, while law enforcement may be necessary in cases where the target is resistant to the desired behavior.

Marketing, which provides incentives to, and rewards for, behaving in a certain way, has been missing in past programs. Marketing may be most relevant for targets consisting of those who are neither prone nor resistant, but who merely need a bit of motivation to provide sufficient benefit or to overcome a barrier to the desired behavior. A marketer would attempt to manage behavior by developing new products, by changing the environment, and by adding new choices that reward the desired behavior. For example, to reduce binge drinking on campuses, colleges are introducing late night intramural sports and alcohol free dance clubs to give students more choices for socializing other than binge drinking. These products can be seen as new environmental opportunities that allow socializing while rewarding a reduction in

drinking. This report covers the development of products and environmental change with respect to driving after drinking.

## **METHOD**

We conducted a three-phase project to study the motivations that lead to driving after drinking, and the barriers that keep the targets from driving less after drinking.

### **Phase 1:**

The goal of the literature review was to understand the prevalence of the driving after drinking problem at the state and national level, and learn from the prior attempts to reduce driving after drinking. In this phase we collected and evaluated as many related studies as we could find, with the additional goal of listing potential ideas for the following phases. The focus of this search was on:

- The target market (description, past behavior, knowledge, attitudes)
- Past attempts to influence the target
- Past use of messages, marketing, and law
- Dependent variables of awareness, attitude and behavior
- Separating findings related to drinking from those related to driving after drinking.

Secondary research was conducted from the existing literature (1996-1999) in state and federal documents, popular media, the Internet and peer reviewed studies published in scientific journals in the disciplines of social science and medicine. The literature included studies conducted and published by state departments of transportation, community organizations, influencers of the target audience, other nonprofit organizations, taverns, corporations, educators, and policy makers.

### **Phase 2:**

Next, we conducted a series of six brainstorming focus groups across a number of populations considered to be primarily expert professionals in dealing with those who engage in driving after drinking. We conducted the groups as brainstorming sessions with the goal of generating potential product and environmental change ideas that could motivate the target to act appropriately. The relevant populations for this phase included:

- Law enforcement personnel
- Educators
- Employers
- Government policy makers
- Health and social service counselors
- Friends and family of drinking drivers
- Retail alcohol sellers, bartenders, and waitstaff

Members of the first five populations (listed above) were put together in focus groups. Members of the last population probably could not be mixed with the first five, as each often sees the other as “the enemy”. Friends and family of those who drive after drinking could have a presence in either type of focus group.

The focus of each group was to create new product and environmental change ideas, but we reached this point by first discussing the past work done with messages and legal strategies. This was followed by a short introduction of how social marketers might deal with the problem. This framing led to a discussion of the following issues as they pertained to those who drive after drinking:

- Generating greater insights into the people we wished to impact upon:
  - The 21-34 year old male drinking driver.
  - Those who serve and/or sell alcohol.
  - The friends and family of the drinking driver.
- Needs and benefits sought through drinking.
- Needs and benefits sought through driving after drinking.
- Barriers that keep people from not driving after drinking.
- The process drinkers go through when planning an evening that may result in driving after drinking. (That is, what are the points of “vulnerability” at pre-drinking, drinking, and post-drinking decision-making where an impact could be made?)
- Issues that might change the cost-benefit relationship associated with driving after drinking. (That is, what might make the cost of driving after drinking excessive, and what might make the benefits of alternative behaviors acceptable.)
- Behaviors we wish to change. These include:
  - Driving less often after drinking.
  - Driving fewer miles after drinking.

After moving through the above exercises, the focus was on developing strategies that would motivate drinkers to drive less, and strategies that would motivate friends, family and those in the alcohol selling/serving community to assist drinkers in not driving. The end result of this phase would be a number of product and environmental change ideas that could be further refined.

Six focus groups were conducted during the months of August and September, 2000 in five Wisconsin cities - Madison, Stoughton, Lake Mills, Green Bay, and Eau Claire. Each focus group was attended by 6-8 individuals, with a total of 44 participants. We conducted a brief follow-up survey with participants to learn their professions and their relationship with the target group. A description of each community where focus groups were conducted has been provided in Appendix 1.

Recruiting was conducted in a non-random manner. Participants who fit the criteria of influencing or observing the target were recruited by local contacts via phone, email or in person.

Each focus group lasted approximately 90 minutes. Sessions were moderated by the principal investigator or a faculty associate on the project. Each participant was paid \$50 at the end of the session, and sandwiches were provided during the discussion. Each session was tape recorded, transcribed, and analyzed by the team members.

### **Phase 3**

Finally, we conducted a series of eleven focus groups designed to gain reactions from the primary target group toward the potential behavior change ideas and products generated in the first series of focus groups. These focus groups consisted of 21-34 year-old single men who drive after drinking. In addition, we conducted one final focus group with bar owners. The focus was on an evaluation of the motivational ideas generated in the previous phase, and generating new and/or improved ideas that went beyond the first set. During each section of the discussion, participants were asked how they felt about the suggestions, providing a relative read on which ideas were popular and which seemed like they would not work.

The focus groups were held in towns of varying sizes, with the majority being conducted in casual settings such as restaurants and bars. The towns were chosen in a number of ways. In some, a team member knew a restaurant or bar owner who willingly recruited participants, while other towns were used because Miller Brewing gave us the name of their local beer distributor, who introduced a bar owner to the team. Additional towns were used because a team member knew someone within the target audience living there and enlisted that person to recruit a group. Still other locations were accessed through a team member contact with a health professional who worked with the target audience, or through a bar owner suggested by the Tavern League.

The focus groups lasted for approximately 90 minutes. An experienced moderator led each session. Each participant was paid \$50 at the end of the session, and meals were provided during the discussion. The sessions were audio recorded, included between five and twelve participants, and were conducted during the months of October, November and December, 2000, in Madison, Middleton, Germantown, Green Bay, Eau Claire, La Crosse, Appleton, Janesville, Whitewater, and Baraboo. There were a total of 97 participants. A description of each community where focus groups were conducted has been provided in Appendix 2.

Tapes of the sessions were transcribed, and then analyzed by the project team. All reference to persons, businesses, and cities were removed from the transcripts to ensure anonymity.

There were four major areas of interest addressed by the groups:

#### **Forms of Transportation and Time of the Evening**

In this section, participants were asked to consider the three times of the evening in which transportation would be needed. Those three times were 1) early in the evening

when people need to get from work or home to the bars, 2) in the middle of the evening when people often want to move between bars, and 3) at the end of the evening when people need to get home from the bars. Groups were asked to brainstorm about the types of programs that could be created to transport people during each phase of the night.

### **Incentives**

After discussing ways to help people not drive after drinking, participants were asked what kind of incentives would be needed to get people to participate in an established program. Incentives were categorized into four groups including those that were given to program participants immediately, those that were realized in the long-run in response to loyal behavior, incentives that pertained to only the individual, and incentives that were for a group.

### **Program Pricing**

After creating a program, the issue of cost was addressed. Recognizing a number of different kinds of costs, participants were asked what they would be willing to pay for such a program in terms of money, time, inconvenience, pride and the loss of freedom to move freely from place to place. This section revisited the three different times of the evening when transportation would be needed and what the men would be willing to pay at each of those times. For example, participants were asked what amount of money they would be willing to pay at the beginning of the night to get to the bar, to go from bar to bar throughout the evening and to get home when the evening was over. If differences arose, the men were asked to explain why they existed. Likewise, they were asked how much time they were willing to wait during each part of the evening. It was here that moderators discovered how much time was reasonable and how much time would be unacceptable. After being asked if pride would be involved in deciding whether or not to use a program, participants were asked how it would affect their decision during different times of the night. Men were also asked if they would participate even if the programs caused them some degree of inconvenience the next morning.

### **Program Organization**

In the final section, participants were asked to consider from what organizing group(s) they would be most comfortable accepting such a program. Most importantly, they were asked to identify any organizing groups that would cause them to reject a program. Some of the groups discussed included a favorite bar, a group of bars working together, the community, the local police or sheriff's department, an employer, a person's softball, volleyball or other team, the league in which the team plays, and/or a group of families or friends (a group of men developing a program together).

## **A NOTE OF CAUTION BEFORE PROCEEDING**

Most of the findings reported below were derived via focus groups. Data collected in this manner should not be interpreted as being statistically meaningful. Focus groups are useful for collecting ideas on a topic, and that was the purpose here. The findings

will be used to give suggestions to communities on how an alternative transportation system might be developed in order to increase road safety. None of the ideas should be accepted as a guaranteed winner; each should be thought of as a starting idea that might assist a community in its planning.

## FINDINGS

The findings of the three phases are reported together in order to provide a sense of continuity for the reader, and because findings on a particular issue often emerged from more than one phase. We have noted the source of the findings for each issue. We begin by reporting on state and national overview data, then describe findings related to the target, and finally describe the products and environmental changes that might be used to change the target's behavior with respect to driving after drinking.

### **Prevalence of the problem in the State of Wisconsin<sup>i</sup>**

#### *Findings from the literature review*

According to a CDC report published in May, 2000 Wisconsin ranked first among all states in binge drinking, with 23.3% of adult residents involved in this behavior (Source: TIME, May 8, 2000). Historically, Wisconsin has been one of the top binge drinking states in the country.

According to the Wisconsin Alcohol Traffic Facts Book, in 1999 270 people were killed (15,786 in the U. S.) and 6,563 people were injured in 8,446 alcohol-related motor vehicle crashes in Wisconsin. Alcohol-related crashes contributed to 36% of all motor vehicle fatalities, 11% of all motor vehicle injuries, and 6.4% of all crashes in the state. These percentages are similar to the national level.

Since the 1980s, there has been a steady decline in alcohol-related motor vehicle problems at the state and the national level. Compared to 1989, 1999 data shows that alcohol-related fatalities declined 26% (30% at the national level). Similarly, alcohol-related injuries declined 35% and crashes declined 39% during that time. Well-publicized law and enforcement strategies are considered to be the main reasons for this decline.

Although the rate of driving after drinking has steadily declined over the years, the prevalence of binge drinking, driving after drinking, and the percentage of alcohol-related fatalities (to total fatalities) are still high. The National Highway Traffic Safety Administration has set a goal to reduce alcohol-related motor vehicle deaths to 11,000 by 2005 (from around 15,700 in 1999) at the national level. Driving after drinking is an important social problem that needs continued attention.

### **Prior projects: Meta analysis of driving after drinking related studies**

#### *Findings from the literature review*

We conducted a meta analysis of literature on attempts made to reduce driving after drinking in the U.S. and worldwide. We chose not to include studies that focused on the following topics:

- Influence of alcohol in general
- Influence of drugs other than alcohol on driving performance
- Demographic profile of the target audience

- Underage drinkers
- Hardcore/chronic drinkers/recidivists with multiple/repeat offenses
- Discussion or recommendations for strategies without empirical support (although these reports could be useful during the idea generation phase)
- Techniques for accurate assessment of the problem (for example, techniques for breath alcohol measurement)

In this document, we discuss findings from 158 U.S. based studies.

### **Focus on ‘outcome variables’**

#### *Findings from the literature review*

- The majority of the studies (82) were focused on changing target behavior. There also were many awareness change (16) and attitude change (21) studies.
- Studies that considered behavior as the outcome variable generally evaluated the effectiveness of a certain law or enforcement practice.
- Studies that considered awareness and attitude as the outcome variable generally evaluated the effectiveness of an education campaign.
- If social change strategies were to be categorized into education, law and marketing<sup>ii</sup>, all studies reviewed used either law or education to reduce driving after drinking. There seems to be no attention given to social marketing principles and tactics.
  - There is a general feeling among policy makers that well-publicized law and enforcement works. It is implied that poor, or poorly publicized, laws, and stand-alone PSAs and education campaigns fail to reduce drunk driving incidence.
  - Some of the laws that succeeded in reducing driving after drinking include:
    - Increasing the minimum drinking age (from 18 to 21).
    - Lowering the legal level of minimum blood alcohol concentration (to .08 in some states).
    - Administrative license revocation (ALR) laws.
 Some of the enforcement practices that succeeded in reducing drunk driving include:
    - Sobriety checkpoints.
    - High visibility of enforcement officials.
    - Education campaigns with ‘tough laws’ as their positioning evoked a positive behavioral intention to reduce driving after drinking.
  - Success of these attempts may be limited for a variety of reasons. If individuals were placed along a continuum with “prone to behave as desired” and “resistant to behave as desired” as its ends, education attempts succeed when individuals are “prone” to adopt desired behaviors. As a result, past attempts may have succeeded only with those who are prone to reduce their drunk driving, and may not have worked with those who are not prone. Most of the past education attempts (including scare tactics and complicated messages) have failed to change behavior. The following positioning ideas for communication campaigns have been tested in other studies to observe the impact on the target attitude and behavioral intentions:

- Tough laws.
- Use a designated driver.
- The police are out to get you.
- Persistent and deliberate drunk drivers are stupid.

These messages generally have failed to evoke positive behavioral intentions.

### **Observations Regarding the Target Audience**

#### *Findings from the literature review*

The most likely person to drive after drinking is a 21-34, predominantly single white male, occupied in a blue-collar job, with a high school education or less, who most often drinks beer. A detailed description of the target follows. National focus group and survey research lead to the following general characteristics of the target. The CLARITAS Corporation refers to these people as “Shotguns and Pickups”.

- Drink heavily, among same sex friends, most often in bars.
- Disproportionately single.
- Go hunting and fishing.
- Often ‘assign’ the least drunk to be the designated driver.
- Emotionally immature.
- Narcissistic.
- Perceive risk as a plus (“if you tell me not to do it, I will”).
- Anti-social/hostile – less concerned about hurting someone else.
- Feel safe drinking 8-12 drinks and driving.
- Have several prior traffic violations.
- Have higher blood alcohol content when they crash.
- Have been arrested for fighting and property damage.
- Are dissatisfied with their lot in life.
- Have been stopped for OWI.
- Four times more likely to have had their licenses revoked.

### **Needs held, and benefits sought, through drinking**

#### *Findings from the literature review:*

- To socialize: For young men and single older men, the need for socialization leads them to drink in social settings, often in bars, clubs or friends’ homes (normally friends of the same sex). Alcohol is a central feature of their social life.
- To conform to norms: The pressure from friends to drink seemed to be pervasive. In some instances, this pressure took the form of overt persuading or nagging to drink. In some cases, pressure was the result of social practices, such as buying rounds or more subtle social cues. These are some of the norms that exist in social settings that require that all of the members of a social group be "on the same level" of intoxication.
- To overcome inhibitions: Serves the need to overcome inhibitions due to their poor coping skills.

- To relax: Serves to live up to the motto ‘Work hard and play hard.’ Alcohol, many times, is used as a way to release pressure and just relax.

*Findings from primary research:*

Findings mentioned in the phase 1 research were confirmed in the focus groups. In addition, phase 2 research showed:

To enhance one’s personality:

- Qualities such as increased confidence and defiance are experienced. This helps them to prove their manhood and to show they are not afraid. Level of confidence increases with each extra drink...progressive ego building
- Perceptions exist that alcohol consumption makes one more creative; this is experienced in terms of ability to solve financial problems, solve world problems, etc.

To have a good time:

- With an altered consciousness, it also lets target members feel like they are somebody else. It lets them enjoy who they *become* for a while, and takes away responsibility.
- Alcohol helps them to get in the right mood before going out.
- It is a cheap way to get a buzz.
- Perceptions exist that drunken people are the best lovers.
- Finally, people drink ‘to get drunk’.

To be a part of the Wisconsin culture:

- It’s a Wisconsin thing. This long tradition goes on, from father to son. It’s a family activity. It’s routine, it’s what they do, it’s a habit, it’s part of their day. It becomes a regular ritual such as Friday night drinks. In fact, one needs a reason not to drink. In some places, people drink because it is the only thing to do. In such places, the tavern becomes the community center and the bar adopts the mode of intimacy. Sobriety is equated to difficult intimacy.
- Sports events and drinking go together. Examples of sports events include regular TV events such as Monday night football, and participatory events such as softball games. Marketing for special events is rampant, and cheaper beer specials often are available with sports events.
- In addition to other sports, drinking also goes along with other events that interest the target group such as hunting

**Needs held, and benefits sought, through driving after drinking**

*Findings from the literature review*

- To relax and relieve boredom: Driving after drinking is a form of recreation in itself. They feel good, relaxed and confident; they enjoy cranking up the music and driving fast. They tend to be extroverted, impulsive, and aggressive, get bored easily, and like to drive fast and aggressively. Most young adults believe that driving after drinking is wrong, but do not consistently avoid impaired driving or intervene with others. They tend to deny or accept the risks associated with it<sup>iii</sup>.
- To outsmart enforcement officials: The feeling that they can get away with it.

- To increase confidence: Drinking gives them increased confidence in general, and the confidence to drive is part of it. ‘When you drink you become fearless’ and ‘there’s invincibility.’<sup>iv</sup>
- To conform to norms: Driving after drinking is a frequent and essentially normative behavior for many (‘my friends call me the professional drunk driver.’). Drinking and driving results in social rewards, such as attention (especially from the opposite gender), and peer acceptance.
- Other behaviors: Seat belt nonuse is closely associated with driving after drinking.
- To summarize: Six personality traits proved to be consistently and strongly related to driver behavior and/or crash involvement: thrill-seeking, impulsiveness, hostility/aggression, emotional instability, depression, and locus of control<sup>v</sup>.

*Findings from the focus groups with the expert observers:*

Findings mentioned in phase 1 research were confirmed in focus groups. In addition:

- To retain control and freedom:
  - Car allows the target to move from bar to bar during the night
  - Target feels they are in more control by driving their own car than by depending on others to drive them home.
- To find a date: It is easier to get a woman home.

## **Decision making processes and decision making moments**

*Findings from the literature review*<sup>vi</sup>

- The majority of the target drinks beer, mostly in bars, after work or on the weekends and they hang around in packs.
- Other venues of heavy drinking are with buddies at someone’s house, and during private parties.
- Social pressure:
  - Heavy drinking often arises in response to subtle encouragement from friends. For example, hosts may give the impression that they expect consumption and do not appreciate moderation. Friends may promote heavy drinking to feel more comfortable in their own over-consumption.
  - Making plans to avoid drinking and driving was associated with having friends who disapprove of driving after heavy drinking.
- Only one in twelve high-risk young men (who had driven after 5 or more drinks at least once in the past 2 months) say they ‘always’ plan ahead to avoid driving after drinking (by use of a designated driver or otherwise). In comparison, half of the non-high-risk young men regularly planned ahead.
- Some of the behaviors that go along with driving after drinking are substance abuse (in addition to alcohol) and sex (protected or unprotected).
- The time span between 10 pm and 4 am had the highest percentage of drivers with BAC of .08% or greater.

*Findings from the focus groups with the expert observers:*

- Several decision moments in a target individual's life were considered critical in making drinking decisions:
  - When they wake up in the morning with a hangover.
  - Before their first drink.
  - After their first drink.
  - When they leave one place to go to another bar.
  - 12-2 a.m.
- On normal days:
  - In the morning, the target gets up not thinking about drinking. They go to work.
  - During the day/lunch, they talk with and invite friends to get together in the evening.
  - After work, if they had a bad day they drink to release stress. If it was a good day they drink to celebrate. Normally, there is no plan to get drunk, but drinking evolves over the evening, sometimes after events such as softball games. Initially the plan starts with 'let's have a drink' with no intention to get drunk, but this proceeds into a longer drinking episode as friends feed off each other. For example, when they go out to eat in a restaurant, they drink. Later they go to bar and drink more.
  - On Friday, Saturday, and Sunday, the evenings are spent mostly in the bar.
  - In general, getting through the day is a means to the end of spending the evening in various bars and getting drunk.
- On special days:
  - Before sports (Badger and Packer games), drinking starts early in the morning (drink before the game at home) and then continues during and after the game.
  - Birthdays are celebrated in a bar.
  - Hunting season creates special occasions to drink for extensive periods.
  - Card games are occasions for extensive drinking episodes.

**Barriers to not drinking and driving**

*Findings from the literature review:*

- Few options are available: The respondents have a lifestyle that includes frequent drinking. On these occasions, most respondents reported that the primary concern at the end of the evening is to "get home." There is a sense of necessity, the feeling they must get to the next destination, even if they are drunk. They feel they do not have a choice; there is no other way. Even if the person recognizes his own level of impairment, he often believes he has few options. When asked how they can avoid driving while impaired, most participants mentioned taxis and public transportation, however, they rarely actually used these forms of transportation because of cost, inconvenience, and unavailability. In addition, most respondents were very reluctant to leave their

car behind, both because of the inconvenience of coming back to get it, and because of concerns about damage to the car, tickets, or towing.

- Awareness:
  - Younger men (21-26 year olds) are largely aware of OWI penalties and legal limits, but they have a feeling that they will not be caught and will not have to pay the price for their behavior. (“It made me think, but didn’t make me stop”.)
  - The young men were aware of the potential for deadly accidents. Some had friends who had been injured or even died in OWI accidents, but they still were undeterred. They just do not think about it when they drink too much.
- Personality characteristics:
  - Drunk drivers experience a feeling of invincibility when they drink. This leads to a belief that they can drive safely after heavy episodic drinking. They also believe that countermeasures such as coffee can protect them.
  - Many have a hostile/antisocial orientation, and disrespect authority. ‘If you take my license and I have to drive to get to work, I will drive anyway.’
- Dating opportunity: When one of the single men gets an opportunity to go home with a woman, he will certainly not give up his chance by refusing to drive while drunk.

*Findings from the focus groups with the expert observers:*

- Time barriers and lack of opportunity:
  - In places such as Madison, no hard alcohol is available in retail stores after 9 p.m.; this forces people to drive outside the city to buy, and encourages them to drive after drinking to replenish their supplies.
  - Poor availability of alternative transportation such as taxis or other public transport exists. Buses stop operating too early in the evening, and there is no public / safe way home if the target doesn’t privately arrange it. Even if they are available (for example, ‘saferide taxis’), the services are not well publicized, and generally require a long wait.
  - It is *cheaper* to drive than to take a cab. Cabs are expensive, even though they are cheaper than an OWI citation.
  - It is *easier*, more *convenient* and less *time consuming* to drive than walk or use and wait for public transport or cab to arrive.
- Personal reasons:
  - There is a feeling that they can work within the system, as the target individuals sometimes build good contacts with the police or a good attorney who can help them get free from charges.
  - Social conscience and reasoning get impaired while drunk. The target denies they are drunk. They have strong confidence that they can still drive, not hurt anyone, not get stopped by police, and not damage their car.
  - Feeling of ‘Its only a 5-minute drive’
  - Sometimes they don’t realize that they are drunk due to a drug/medicine interaction if they have consumed alcohol and medicine in a short span of time.

- The target does not plan ahead to leave the car at home. Similarly, there is no planning about getting home. Planning is just not part of the picture.
- Family or significant other may express anger at leaving the car at the bar.
- Target individuals are not comfortable asking a friend or significant other to drive them or pick them up

Poor monitoring: Busy bar staff don't know who's had too much to drink.

### **What keeps the target from drinking and driving?**

*Findings from the literature review<sup>vii</sup>*

- The target drinks on dates, but they drink less.
- General maturity and aging led to less driving after drinking.
- Older men had more to lose in terms of family and job responsibilities.
  - Married life meant less time to go out drinking with buddies. Older men were more likely to drink when they were home. The sense that the man was now responsible for others beyond himself. 'What would my son do without me?'
  - With increasing financial responsibilities, jobs become more important, and the men were less likely to risk losing their jobs because of an OWI citation.
- As younger men advanced in their careers, they modified their OWI patterns.

*Findings from the focus groups with the expert observers:*

- As the target grows older, they drink less due to various reasons:
  - They feel and act more responsibly and thoughtfully as they get more entrenched into family life, careers, and interests.
  - They cannot drink as easily as they could at a younger age. Hangovers are worse.
  - For some, the novelty isn't there anymore.
- Individuals are less likely to drive while drunk, if some of the following parties get actively involved: parents, family, waitstaff, girlfriend and friends. Drunk driving also decreases when there are children in the car.
- Some plan ahead not to drive and hire a cab, or ask for a designated driver to take them home.
- Some fear consequences (road accident, likelihood of being caught, loss of license).
- Some fear embarrassment, and loss of respect and job. Newspapers publicize the drunken drivers caught by police. As a result, everybody knows about the drunks, especially at the work place. This could jeopardize their career and social status.
- There is a greater realization that there are high costs to incur when involved in an accident (to fix car, court, time, insurance, opportunity cost).
- Some may not have their own car, or a spouse or other family member may own the car.
- There may be less self-confidence to drive drunk.

### **Influencers:**

*Findings from the literature review*

- Primary means of reducing the behavior are through intervention by others who are present at the scene. According to the 1993 National survey, 97% of the general public felt they should prevent family members or close friends or even acquaintances from driving when they felt they had had too much to drink.
- The girlfriend/wife plays the role of primary caretaker and/or designated driver for intoxicated men. Other credible influencers are friends and peers.
- Interveners of drinking/driving behavior fall into three groups: 1) ‘True believers’: those who are consistent and persistent in their intervening; 2) ‘Attempters’: a heterogeneous group of those who make attempts of varying frequency and seriousness, but are often dissuaded rather easily; and 3) ‘Entrenched non-actors’: those who refuse to intervene, usually in the belief that it is none of their business or not their responsibility to interfere in the deviant behaviors of others.

**Ideas and strategies to motivate, reward, and provide incentives for the target groups:**

An extensive set of ideas emerged from the phase 2 focus groups on this topic. These ideas became the focus of the discussions in the phase 3 focus groups. Rather than report this information twice, the materials are combined as they are covered below.

**Forms of Transportation and Times of the Evening:**

*Findings from the focus groups with experts led to the following findings from the focus groups with the target:*

Focus group discussions about transportation revolved around two types of transportation (mass and personal). The timing of the transportation was also discussed; should the chosen vehicle travel on a schedule, or should users be able to summon it whenever they wanted to move about?

The discussions revealed that both types of transportation, mass and personal, would be acceptable to the target audience. The audience was more concerned with keeping their car safe than with the type of transportation used to move from point A to point B. Ideally, they would like to leave their car at home, however, if they do drive to the bars, the target reported the need for a safe place to leave the vehicle overnight without risk of penalty. Much of the potential success of the program seemed to revolve around getting the target market to leave their vehicles at home. It was reported that if the men had access to their cars after they’d been drinking, they would be tempted to drive themselves home.

Participants also noted the importance of having a way to get their cars back in the morning. These factors often could be the deciding factor in the decision to drive after drinking or to take a safer form of transportation. In discussing types and scheduling of transportation, several themes became consistently apparent in every focus group; for a system to be successful, it must be convenient, reliable, cheap and safe. If any of these

components are compromised, the target audience is unlikely to use the system. Following is a detailed discussion of many of the ideas mentioned in the focus groups.

### Mass

Mass transportation, including a bus or a shuttle, was well accepted by the groups. Generally speaking, participants felt between fifteen and twenty-five riders would be appropriate on the shuttle at any given time, taking into consideration the size of the vehicle. The type of vehicle used was not important to participants but the need for restrooms in the vehicle was mentioned a number of times. Participants would prefer the transportation take them directly from the bar to their home at the end of the evening, rather than returning them to a park and ride location where they would then drive the remainder of the distance home. Participants did not require the vehicle take them directly to their doorstep, but, rather, it could drop them off a number of blocks away and they would gladly walk the remaining distance to their house. Participants indicated the pick up points at the end of the evening should be convenient and warm, such as in the bars themselves rather than at an outside bus stop.

Following are some suggestions on how mass transportation could meet the target's needs throughout the evening.

- Start running buses around six or seven in the evening to take people to the bars. Around eight, start running routes between bars and around ten, start running routes that take patrons home.
- Similar to last call, stop the music for a moment and announce the arrival of a bus to take people home.
- Establish pick-up and drop-off points at apartment complexes or areas of town in which many members of the target audience live.
- Provide service similar to the current service available in many cities on holidays such as St. Patrick's Day and New Year's Eve.
- Have extended hours on the weekends when patrons may want to stay out later.
- Put a two-way radio on the bus and in the bar. The driver can radio the bartender when approaching the bar. The bartender can then announce an estimated time of arrival to patrons.
- Schedule shuttle drop-off points at centrally located, popular bars, allowing people to get to their desired location but minimizing the stops the shuttle has to make.
- Develop a shuttle system that is easy for passengers. Decreased wasted time and hassle for the target would encourage use.
- An organizing body such as the city, the Tavern League or a group of bars could purchase and then rent out vans, complete with drivers, for an evening.
- A brewery could start a party bus such as the 'Miller party bus'. This will allow individuals to travel with their friends.
- Employers could provide vans from their workplace to a central place where most of the bars are located, so that their employees do not drive .
- Federal dollars that are being utilized for cabs and vans for elderly citizens could be utilized for this program during the evening.

- Develop a park and ride system, where buses pick up and drop off the target at a central parking spot, reducing the number of miles driven while drunk.

It was noted that the use of mass transportation should be well advertised, as the target may be less familiar and therefore less comfortable with such a system at the beginning of the program.

### Personal

Personal transportation included cab service and the use of designated drivers. These systems also were well accepted by most participants but this level of personal service was not necessary to get the majority of the group to use the system. If a cab service was employed, participants felt a wait time of thirty minutes was the maximum that would be tolerated. They also noted that the younger half of the target, those that are twenty-one to twenty-five years old, would be less willing to incur the extra expense of a cab than the older part of the target.

Following are some suggestions on how personal transportation could meet the needs of the target audience.

Possible groups that could serve as designated drivers include:

- Friends
- Police Officers
- People hired by the bar or Tavern League
- Alcoholics Anonymous members
- Mothers Against Drunk Driving members
- Past offenders of drunk driving laws who are often assigned a number of community service hours as part of their punishment. Serving as a driver could apply to the community service requirement.
- Pizza delivery people
- Bar waitstaff

A designated driver program was acceptable, but participants felt most comfortable traveling with people they knew and trusted.

A relevant program in California is the Road Angels Program described in Appendix 3. This program shows how to develop a designated driver program among people who may not know each other.

- Designated drivers could be identified by special wrist bands inside the bars, and then given incentives.
- There is a need to pre-arrange cab rides or family rides.
- Develop a hot-line system. A group of drinkers decides which bars they want to go to for an evening. They contact a taxi service that takes them to each bar, at a specified time, throughout the evening. One fee would be charged for the group.

- Develop a program in conjunction with local delivery pizza restaurants. The target group calls the delivery restaurant to order their pizza when they are almost ready to leave the bar. On the way to the customer's house to deliver the pizza, the delivery person stops at the bar and picks up the drinkers. The restaurant and the delivery person would collect a fee, either from the drinkers or from another group, such as the Tavern League or an organized group of bars.

In response to the concern that mass transportation may not be well received immediately in rural towns, some felt personal transportation would be more appropriate. Members of the target living in these areas are likely to live a long distance from the bar, making a bus service impractical.

- Safe rides are being offered today in Wisconsin towns, but safe rides are limited to routes between bars and homes. There is a need for additional routes connecting places of work and bar, for example.
- Provide the same quality and level of service as is provided on New Year's Eve.

#### Appropriate Transportation for Each Evening Phase

Participants liked the idea of having transportation throughout the evening as they wanted to get to the bars, move between bars, and get home at the end of the evening. The program would be used during all phases of the evening, and the men generally were not worried about any loss of respect from using a mass transportation system. However, discussions illustrated the need for the system to service each part of the evening appropriately. For example, the acceptable wait time for a shuttle which moves people from bar to bar is shorter than it would be for a shuttle that is taking people home. People are less willing to sacrifice their party time than their time at the end of the night when they are finished drinking. Also, while the groups considered both forms of transportation acceptable, they felt transporting people between bars during the evening should be done with shuttles or buses because individual taxis would be too expensive. Shuttles were also preferred because they allow a large group to travel to another bar together. It also was noted that a between-bar shuttle would not be needed in towns where the bars were close together.

Mass transportation was also well received by most participants as a form of getting home at the end of the evening. However, there were two concerns about using mass transportation at the end of the night. First, the target audience didn't want to wait more than thirty minutes to be picked up from the bar, nor did they want it to take a long time to get home. As one participant said, "Why would I want to sit on a bus for a whole extra hour, when I could be going home individually with the cab and go right into my nice bed?" Secondly, many participants were concerned about riding on "a bus full of drunks." While the target may be intoxicated as well, many don't view themselves the same as intoxicated strangers.

There was also some specific conversation about ways in which police departments could support such a program. For example, they could change local parking laws so

cars could be left near the bars overnight without receiving a ticket. In order for drivers to leave their cars and use other transportation, there needs to be a safe place to leave vehicles without any chance of receiving a parking ticket. Law enforcement could further support the program by increasing OWI fines and donating the extra money to the administration of this program. Departments also could donate unclaimed cars to the program to be used as shuttles by designated drivers.

### Scheduling Transportation

The way in which the transportation system is scheduled is seen as a critical factor for the success of this program. The rides need to be available when the target wants them, with a reasonable wait time. As mentioned earlier, it appears thirty minutes is the longest that members of the target audience are willing to wait before they will drive themselves. Participants didn't seem to have a strong preference whether the rides were on a set schedule or individually arranged as long as they were aware of the system and it was reliable. This knowledge would help them plan the night to their liking, giving them more control over their situation.

### **Incentives**

*Findings from the focus groups with experts led to the following findings from the focus groups with the target:*

A large variety of incentives not to drive after drinking were brought up and discussed with the target group. Some of these were short-term incentives, and some of them were more long term. Depending on a community's needs, it may be possible to choose either short-term or long-term incentives or a mix of them both.

#### **“A safe ride home is incentive enough”**

For some members of the target group, just the service of getting a safe the ride home for themselves or for their friends would be enough of an incentive to get them to participate. Others were more car-focused, saying that they would be grateful to have the option of not driving because then they wouldn't have to worry about anything happening to their car—either while it was parked or while driving it.

#### **“To meet people or to not meet people?” That is the question.**

Younger members of the target group often noted that the combination of getting a safe ride home and the chance to meet and mingle with new people on the bus or shuttle would be a definite motivator to use the service. In contrast, potential users who were on the older side of the target tended to view riding a bus or shuttle with strangers at that time of night as a definite disincentive.

### **Short Term Incentives**

In general potential users felt that short-term incentives were typically more motivating, especially once people were out and drinking. To most, the immediate gratification-type incentives seemed much more direct and appealing than more long-term incentives. Also the me-centeredness of short-term incentives was much more

appealing to potential users than incentives where they would need to work towards a prize that a group would share. With more individually oriented incentives, each person has direct control over their immediate results than they would if they were working toward a collective goal. Some mentioned that the logistics involved with managing lottery type tickets or frequent user cards isn't a first priority when out having a good time in the bars.

### **Drink Incentives**

A popular incentive among the target group was that service users could earn immediate free or discounted drinks or pitchers. Another version of this idea would be that they could earn coupons, chits, or tokens for use at future visits. Another way to structure this incentive might be to extend happy hour style pricing all night long for service users. A possible enhancement of this incentive would be to design the system to give riders some sort of ticket, receipt, or proof that they were actual users of the system. This would help ensure that people were using the system as it was meant to be used.

Another possibility along these lines might be to waive cover charges for users of the system.

Yet another possibility might be to offer cheaper drinks to users of the system and charge more to patrons who do not.

Another option along these lines would be to offer potential users of a service free rides home with the purchase of a certain number of drinks.

### **Food Incentives**

Another popular suggestion was that potential users could earn free food for using the service. It would be possible to earn free food either the same night that they used the service or to earn coupons, chits or tokens for use at a future visit.

Offering free food on the shuttle may also be a good incentive for the target group. This food could possibly be sponsored by a local restaurant, pizza or fast food franchise.

### **Cash Incentives**

Cash is always a motivator, and this option might be especially useful as a system is getting started.

### **Free Stuff Incentives**

Users could earn or get free T-shirts, hats, mugs, sports paraphernalia or other prizes for using the system. In the case of shirts or hats, if they had a cool and appealing design and were used early on in the program, they could help publicize the system.

### **Local Business Supported Incentives**

Another possible incentive would be to have system users be able to get or earn gift certificates at supportive local businesses. Possible businesses could include local malls, stores, video rental shops, golf courses, gas stations, oil change centers, pizza delivery places, restaurants or fast food franchises. The gift certificate could either be for a specific site or perhaps could be used across multiple sites like “Mall Money” or “Downtown Dollars” good at any store in a local mall or shopping area.

Earning discounts at local businesses supporting the program would also motivate some users. The discount idea is not as strong an incentive as gift certificates because it is less direct, more of a hassle, requires users to pay something to get the discount in the first place, and requires users to identify themselves as heavy drinkers. Some respondents mentioned that they would be uncomfortable or self-conscious using a gift certificate that they had earned through a program about reducing drinking preferring a more anonymous way to earn rewards for using the system.

National sponsors that are headquartered in the area would also be a possible source for incentives.

### **Free Or Discounted Cost Incentives**

Free or discounted rides were very motivating to some potential users. Another possible option along these lines would be that users could earn a voucher to get their next ride free.

### **Priority Cab Incentives**

An incentive option for more individualized transportation such as cab rides is that a person or group that took a cab to a bar could get a receipt, and then at the end of the evening they would get preferred status when they were ready to go home.

### **Random Reward Incentives**

This type of incentive would occur at set intervals unknown to users of the system. For example, every 50<sup>th</sup> rider or service user gets an amount of cash, a gift certificate, a free pizza, etc.

### **“Park It” Incentives**

This type of incentive would make it easier, safer and/or more convenient to leave one’s car where it is and find a different ride home. Incentives in this category could include a place to park where cars would not be ticketed and/or towed away the next morning. Another example of this type of incentive would be free or discounted cab rides to go back and pick up one’s car in the morning.

### **“Safe Arrival” Incentives**

Some thought that users of the system could get a free can of beer after they got off the bus or shuttle at the end of the night or get a coupon for a free or discounted drink at that time.

## **Designated Driver Incentives**

Incentives to encourage target group members to become responsible designated drivers for others were also discussed. Generally speaking these incentives were much the same as those already discussed. The designated driver would come from the same target group of single males ages 21-35, so the same kind of incentive ideas would apply to them as well.

Some possible incentives specifically for designated drivers might include earning one drink coupon/chit/token to be used during a future visit for every hour that the group was at the bar. For example, if they come in at 7 and leave at 10, the driver gets 3 tokens for free or discount drinks on his next visit.

It may also be possible to give the designated driver free food and non-alcoholic beverages for the night. The cost of this could be justified by the fact that the people with the designated driver are likely to drink more, increasing the bars profits. Also, designated drivers who are well rewarded would be more likely to return to the bar in the future, and to drive again in the future.

Giving the designated driver free games of pool, foosball, darts or video games, may be a strong incentive for a designated driver because it would give them something more to do than just sit and watch other people drink. There could be a competition among designated drivers for a special set of prizes.

Another option might be for designated drivers to log hours and/or mileage and receive reimbursement from a bar or sponsor organization.

Earning a voucher for a free ride home or a shuttle-type service for a night in the future might also motivate designated drivers.

Designated drivers may also be motivated by lottery-type prizes that are either short or long-term in nature. It may take some care to execute this kind of reward strategy correctly since if the designated driver did happen to be in the bar, he may not want to call attention to the fact that he was a designated driver. Conversely, rewarding designated drivers sufficiently may make it appealing to become one.

Some potential problems with designated driver systems are that they may be too easily abused. Also, to some people designated driver means someone who doesn't drink at all, to others it means someone who has a drink or two at the beginning of the evening and then coasts through the rest of the night on soft drinks, to yet others, it may mean the least drunk person. There will need to be some enforcement mechanism.

## **Long Term Incentives**

According to most of the responses from our target group, long-term incentives are much more tricky to leverage effectively in an instant gratification setting like a bar. There would certainly be some members of the target group that would respond to more

long-term incentives, but figuring out just the right reward and lottery system could provide a major challenge. For example, if a reward is too small it is deemed not worth the bother. By contrast if a reward is too large, some may feel the chance of actually winning the prize may be too remote to motivate the target to change behavior. Also, any long-term incentive must be easy to use. If it is too complicated, the target group will ignore it.

With long-term incentives, it would be very important that whenever there is a pay-out that it be very well-publicized because people are skeptical of smaller scale, non-institutionalized lotteries. Extensive publicity around lottery prize winners also would help reach new users of the service as well as reinforce use among people who had heard of the service, but had slipped back into a pattern of driving after drinking.

Another challenge that long term incentives face is that if the lotteries or large prizes stop being offered, there is a potential chance that some people might stop using the services. One option might be to use a combination of flashy long-term incentives along with short-term incentives especially as programs are getting off the ground. Over time the prizes could be slowly removed.

### **Frequent User Incentives**

Users of the service could earn a free ride with every “so many” rides. It could be a “buy one get one free” situation, or it could be that users would get a free ride every five, ten, twelve, or fifteen rides.

Another version of this type of incentive might be to use the service 12 times and then earn a case of beer, cash or a gift certificate.

Earning free or discounted car insurance for a period of time would also be a strong incentive to use the service. This idea seemed especially attractive to potential users who had already experienced some sort of incident with drinking and driving. This group may be a really key group to reach in terms of getting to people who may not learn their lesson about driving after drinking after their first conviction.

Another potential incentive was that frequent users could earn discounts on personalized license plates.

### **Lottery Style Incentives**

Target group members could earn prize tickets every time they used a service or acted as a designated driver. Though lottery incentives do not offer immediate gratification, if the prizes were right, they might motivate members of the target. Packer tickets or some sort of “Packer Prize Package” was a popular idea raised by potential users.

### **Team or Group Incentives**

Long-term incentives may have the best chance of working if they are used with clearly established groups such as in a bar with a lot of hardcore regular patrons or in a

community where there are established local sports teams. Team or group incentives could either be lottery style, frequent user style, or a combination of both.

An example might be for regulars at a bar to get a chit for each time they use the service. The bar then collects all the chits and when they get a designated number, they could earn a big-screen TV, a free performance by a band, a pool table, or some other desired large prize.

This might not work so well in college-oriented and younger bars since it may be less likely that a group of regulars who are somewhat invested in the bar could be found. Also, in college towns, people graduate and leave, so loyalty isn't always as deep in these settings. One exception might be found in larger college if there were well organized bar challenges sponsored by different fraternities, sororities, or popular student organizations.

Group incentives may be helpful in establishing a pattern of using the service and thus, set an example for others. In addition, group members may look out for each other to increase the opportunity to receive a prize.

Before any long-term incentives are implemented, the level of complexity of the system should be carefully considered. It should be easy for people offering the system to manage, as well as easy for members of the target market to use and understand.

#### Program Promotion

Many participants felt the promotion of the program would greatly affect its success. For example, the target audience is tired of hearing negative drunken driving campaigns. They would be more likely to use an established system if it seemed fun and was an extension of the party. This approach was seen as empowering by members of the group, allowing the target audience to decide what they would do during the evening, rather than being told what is right and wrong.

Choosing promotion tools and partners that appeal to the target is also important. For example, focus group participants noted the NFL, NHL and NBA would be appropriate endorsements because they are of interest to the majority of men, ages twenty-one to thirty-four in the United States.

The program should be positioned as a reward for a smart decision and should encourage usage.

- Make it a reward to be driven home instead of a penalty or embarrassment.
- Provide an opportunity for individuals to tell their peers... 'I didn't get busted...I got a reward for not driving after being drunk.'
- Offer rewards to cooperating bars.

## **Cost/Price Issues**

*Findings from the focus groups with experts led to the following findings from the focus groups with the target:*

With any of the aforementioned programs, the user would incur some type of cost. The cost may be monetary, inconvenience, wasted time, or damage to ego. Following are some of the ideas that were mentioned to make the program acceptable to the target market.

- A wide variety of prices were suggested, from approximately one dollar a mile or two dollars per ride, with five and ten dollars a ride being acceptable to some. Ultimately, the monetary cost will need to be determined individually within each community.
- Several mentions were made of offering prepaid ride cards. Prepaid programs are important because there is usually not much money left for transportation at the end of the evening. Also, a prepaid service requires preplanning, and this means that vehicles are more likely to be left at home.
- Encourage participation at the start of the program by offering free or discounted rides until the target gets in the habit of using the system.
- If a cab service is used for transportation, rates should be cheaper later at night than they are during the day to encourage use.
- Make the process as convenient as possible by having the bar charge a dollar more for the person's first drink and include a shuttle token in the price.
- Offer shuttle tokens at the bar in vending machines.
- Provide discounted pre-pay cab cards.
- Give bar coupons to taxis to be passed on to individuals

Participants were willing to incur some inconvenience to get a safe ride home but at some point they viewed driving as a better alternative than waiting for a shuttle or cab. For example, rides need to be scheduled, so the target can plan the evening. In addition, the schedule should be posted so the users are well informed. While the target is relatively flexible on how often the shuttle or taxi should pick up passengers, having to wait longer than thirty minutes was not satisfactory. Also, participants were flexible as to where they would wait for a shuttle or taxi, as long as it was relatively convenient and weather appropriate. They were not willing to sacrifice personal comfort to get a safe ride home.

The final cost that was discussed was to programs users' image. We wondered if the target audience would be concerned with a loss of "coolness" if they were seen using an established ride program. For the majority, loss of image was not a factor that would cause them to avoid a ride program. It was felt that getting home in one piece and without a ticket was more acceptable than driving yourself home when intoxicated.

However, people did say, while being dropped off at one's door at the end of the night by a safe ride program was acceptable, being picked up by one in front of one's house at the beginning of the night was not. Participants feared they would look like a drunk to their neighbors. While the men weren't overly concerned with how cool they appeared to others when taking an established ride program, they did mention that any

measures taken to make the shuttles or rides more fun to the target market would increase ridership.

### **Organizing Bodies**

*Findings from the focus groups with experts led to the following findings from the focus groups with the target:*

The research team wondered if there was any group that would be an unacceptable organizer of a safe ride program. A number of groups were mentioned and discussed, including bars, the Tavern League, the community, other non-alcohol related businesses, sports leagues/teams and the police. The general response was employers should not be involved; the target market would like to keep their social life separate from their work life. The police was another group that was a bit suspicious to the target. Many wondered what the incentive would be for the police to get them home safely rather than catch them for drunken driving and issue a revenue-generating ticket. Sporting teams were not seen as an appropriate organizer because most leagues play during the week when drinking is lighter. The other groups discussed seemed to be acceptable organizers of a safe ride program.

### **Other ideas**

The following ideas did not easily fit elsewhere:

- Utilize breathalyzers. Offer incentives to those who pass the test such as dollars or bar chits or drink chips...take these tests more often.
- Provide the service for profit: Somebody could start a new transport business of carrying individuals from and to bars and homes.
- Car dealers could make vehicles available for transport services.
- Bars could take the responsibility for collecting car keys, collecting driver's licenses, of getting taxis or rides when the patrons leave, administering breathalyzer tests.
  - Breathalyzer tests could be made more fun by converting them into video game drunk tests or driving simulators. If the patrons pass, they get their car keys, their license and they drive. If they fail, the bouncer arranges for alternative transportation. Patrons get their keys and license back once they take the alternative ride.
  - Install a 'Drunk Phone' where the individual can make a free call to ask for a ride back home.
  - Disable vehicles or install ignition interlock in the cars of drivers who are incapacitated.
- Private party hosts should gather keys at the start of the evening.
- Communities/state government should promote rituals such as:
  - Pledge to not drink and drive on certain days.
  - Change perception of getting caught by distributing a different license plate color for OWI convictions.
- Give a gift of a book of ride coupons to a drinker (Christmas, birthday, any time).

## CONCLUDING COMMENTS

Social marketing asks the manager to consider the current and the desired behavior of the target, and to then assess:

The needs of the target that are met by the current behavior,

The barriers that keep the target from exhibiting the desired behavior, and

The processes that the target goes through in making behavioral decisions.

Next the manager is asked to consider the target's motivations, the opportunities for behavior, and the ability of the target to behave as desired. The result of the above analysis should be a set of offerings that will motivate and reward the target for behaving as desired. In the current project we have done the assessments called for, and are now ready to implement the development of transportation services that will serve both the target and the community. The toolbox of potential environmental changes that has emerged from the process will allow a community to develop the most relevant services.

## APPENDIX 1: Demographics of First Phase Focus Group Participants

Out of 44 individuals that participated in the first phase of focus groups, 33 responded to our follow-up questionnaire that was administered via email and postal services shortly after each group.

A summary of responses shows that our participants were broadly based in their interactions with the target.

1. What have been your present and past jobs (full-time and part-time) that put you in contact with our target group? (male, 21-34 year olds who drive after drinking).

<b>Present and past jobs (full-time and part-time) of Participants</b>	<b>#</b>
Bartender / Wait staff / Server / Bouncer / Bar owner/manager	12
Educator, group dynamics instructor, alcohol or drunk driving treatment program staff	11
Health and social service counselor	7
Judge, clerk of court, district attorney's office	5
Government policy maker	3
EMT personnel	3
Police / Law enforcement personnel	2
Employer	2
Resident Assistants	2
Coach	2
Other	5
<i>Peer of high risk males:</i> 1	
<i>Community Service Coordinators:</i> 1	
<i>DCS/HT:</i> 1	
<i>Assessor:</i> 1	
<i>Retail alcohol seller:</i> 1	

2. Also, what other relationships do you have with our target group (again male, 21-34 year olds who drink and drive)? These relationships may exist now or may have existed in the past.

<b>Relationship with the target group</b>	<b>#</b>
Friend	28
In the past, I have been someone who drove after drinking	15
Brother/Sister	13
Son / Daughter	6

Uncle	5
Girlfriend	4
Mother / Father	3
Cousins	3
Spouse	2
Nephew	2
Grandfather	2

NOTE: The tally for each question exceeds 33 as each respondent was allowed to check more than one category.

**APPENDIX 2: Population and Profile of Communities where focus groups were conducted**

<b>Location of focus group</b>	<b>Population ^</b>	<b>Profile</b>
Appleton *	67,178	urban
Baraboo	10,082	rural
Eau Claire	60,223	urban
Germantown	17,859	suburban
Green Bay	98,362	urban
Janesville	60,255	urban
La Crosse	49,409	urban
Lake Mills	4,655	rural
Madison	210,674	urban
Middleton	16,176	suburban
Stoughton	11,701	rural
Whitewater	13,569	rural
State of Wisconsin – All Adults +	5,250,446	
State of Wisconsin – 21-34 Males \$	476,189	

^ Population Estimates in 1999

\* Population Estimates for Places: July 1, 1999, and Population Change: April 1, 1990 to July 1, 1999

Source: Population Estimates Program, Population Division, U.S. Census Bureau, Washington, DC 20233

Internet Release Date: October 20, 2000

(<http://www.census.gov/population/estimates/metro-city/plrank.txt>)

+ State Population Estimates and Demographic Components of Population Change: July 1, 1998 to July 1, 1999

Source: Population Estimates Program, Population Division, U.S. Census Bureau, Washington, DC 20233

Internet Release Date: December 29, 1999

(<http://www.census.gov/population/estimates/state/st-99-1.txt>)

\$ Population Estimates for the U.S. and States by Single Year of Age and Sex: July 1, 1999

Source: Population Estimates Program, Population Division, U.S. Census Bureau, Washington, DC 20233

Internet Release Date: March 9, 2000

(<http://www.census.gov/population/estimates/state/stats/st-99-10.txt>)

## ENDNOTES

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### ENDNOTES

- <sup>i</sup> Facts about State of Wisconsin were sourced from 1999 Wisconsin Alcohol Traffic Facts Book. Wisconsin Department of Transportation: Madison, WI; while those about the National level were sourced from Traffic Safety Facts 1999: Alcohol. National Center for Statistics and Analysis: National Highway Traffic Safety Administration, U.S. Department of Transportation.
- <sup>ii</sup> Rothschild, M. L. (1999). Carrot, Sticks, and Promises: A conceptual framework for the management of public health and social issue behaviors. Journal of Marketing. 63(October 1999). 24-37.
- <sup>iii</sup> Leigh, B. C. (1999). Peril, chance, adventure: Concepts of risk, alcohol use and risky behavior in young adults. Addiction. 94(3). 371-383; Wells, S. & Macdonald, S. (1999). The relationship between alcohol consumption patterns and car, work, sports and home accidents for different age groups. Accident Analysis and Prevention. 31(6). 663-665.
- <sup>iv</sup> Greenfield, T. K., & Rogers, J. D. (1999). Alcoholic beverage choice, risk perception and self-reported driving after drinking: Effects of measurement on risk analysis. Addiction. 94(11). 1735-1743.
- <sup>v</sup> Beirness, D. J. (July-December 1993). Do we really drive as we live? The role of personal factors in road crashes. Alcohol, Drugs, & Driving, 9(3-4). 129-143; Berger, D. E. (1997). Legal and social control of alcohol-impaired driving in California: 1983-1994. Journal of Studies on Alcohol. 58(5). 518-523.
- <sup>vi</sup> Why people drink and drive: The bases of drinking and driving decisions. (March 1995). Washington, DC: National Highway Traffic Safety Administration (DOT HS 808 251).
- <sup>vii</sup> Nelson, T. F., Isaac, N. E., Kennedy, B. P., & Graham, J. D. (1999). Factors associated with planned avoidance of alcohol impaired driving in high-risk men. Journal of Studies on Alcohol. 60(3). 407-412; Kennedy, B. P., Isaac, N. E., Nelson, T. F. & Graham, J. D. (1997). Young male drivers and impaired driving intervention: Results of a U.S. telephone survey. Accident Analysis and Prevention. 29(6). 707-713.

# ***APPENDIX B***

## ***Questionnaires***



## Random Community Survey/Target Market Survey

ASK TO SPEAK TO THE MALE HEAD OF HOUSEHOLD FIRST, IF NOT HOME ASK TO SPEAK TO THE FEMALE HEAD OF HOUSEHOLD. PLEASE BE SURE RESPONDENT IS AT LEAST 21 YEARS OF AGE.

Hello. I'm \_\_\_\_\_ from Wisconsin Research. We are conducting a brief survey for the State of Wisconsin. Could I please have a few minutes of your time?

INITIAL REFUSALS: TALLY: \_\_\_\_\_

A. May I have your zip code? \_\_\_\_\_ **INTERVIEWER PLEASE VERIFY RESPONDENTS ARE IN THE CORRECT ZIP CODE FOR THEIR AREA.**

**INTERVIEWER PLEASE CODE INTO PROPER CATEGORY. YOU WILL BE COMPLETING ALL OF THE RANDOM SAMPLE BEFORE YOU DO THE TARGETED SAMPLE.**

### POLK COUNTY

Random Sample-----1 QUOTA 400  
Targeted non-random sample-----2

### DODGEVILLE

Random Sample-----3 QUOTA 400  
Targeted non-random sample-----4

### TOMAH

Random Sample-----5 QUOTA 400  
Targeted non-random sample-----6

1. Have you heard of any programs in your community to try to decrease driving after excessive drinking?

Yes-----1 CONTINUE  
No-----2 SKIP TO QUESTION 3  
Don't know-----3 SKIP TO QUESTION 3

2. How does the ride program work? Tell me what you know about it. **INTERVIEWER: RECORD VERBATIM AND THEN INTO APPROPRIATE CATEGORIES FOR APPROPRIATE AREA.**

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**SKIP TO QUESTION 5**

## POLK COUNTY

Limos -----	101
In operation Friday and Saturday nights-----	102
Pay \$3 or \$5 for one ride (either amount is correct)-----	103
Pay \$15 for a whole night of rides-----	104
Bar owners sell tickets for riders-----	105
Bar owners place calls to dispatch limos -----	106
Can ride in groups or alone-----	107
Can get ride to the bar at the beginning of the evening-----	108
Can drink in limo-----	109
Can bar hop from bar to bar-----	110
Can get ride home at end of night-----	111
Other (Specify)_____	198
Don't know / no answer-----	199

## DODGEVILLE

Cost \$5 or \$10 (either amount is correct)-----	201
Service available Friday & Saturday nights and for special events-----	202
Can call for a ride-----	203
Ask bar to call for a ride-----	204
Cars are limo, Cadillac, Lincoln Town Car or Van-----	205
Can ride in groups or alone-----	206
Can call in advance to reserve a limo pick-up-----	207
Can get a ride to the bar at the beginning of the evening-----	208
Can bar hop from bar to bar-----	209
Can get ride home at end of night-----	210
Volunteer drivers will drive your car home for you-----	211
Other (Specify)_____	298
Don't know / no answer-----	299

## TOMAH

Ace and/or AAA Cab Company provide service-----	301
Vouchers distributed by bartenders-----	302
Vouchers distributed by cab drivers-----	303
Cost is \$2 off ride home, or \$2 coupon for food/games with a ride the bar (either answer is correct)-----	304
5 pm to closing time-----	305
Anyone can call for a ride-----	306
Bartender can call for a ride-----	307
Can leave car parked downtown and have parking ticket revoked if ticketed-----	308
Other (Specify)_____	398
Don't know / no answer-----	399

3. Have you heard of a program in your area that provides rides to and from bars so that people who have had too much to drink can have a ride home?

Yes-----1 CONTINUE  
No/don't know-----2 SKIP TO QUESTION 16

4. How does the program work? Tell me what you know about it. **INTERVIEWER:  
RECORD VERBATIM AND THEN INTO APPROPRIATE CATEGORIES FOR  
APPROPRIATE AREA.**

---

---

### **POLK COUNTY**

Limos -----	101
In operation Friday and Saturday nights-----	102
Pay \$3 or \$5 for one ride (either amount is correct)-----	103
Pay \$15 for a whole night of rides-----	104
Bar owners sell tickets for riders-----	105
Bar owners place calls to dispatch limos -----	106
Can ride in groups or alone-----	107
Can get ride to the bar at the beginning of the evening-----	108
Can drink in limo-----	109
Can bar hop from bar to bar-----	110
Can get ride home at end of night-----	111
Other (Specify)_____	198
Don't know / no answer-----	199

### **DODGEVILLE**

Cost \$5 or \$10 (either amount is correct)-----	201
Service available Friday & Saturday nights and for special events-----	202
Can call for a ride-----	203
Ask bar to call for a ride-----	204
Cars are limo, Cadillac, Lincoln Town Car or Van-----	205
Can ride in groups or alone-----	206
Can call in advance to reserve a limo pick-up-----	207
Can get a ride to the bar at the beginning of the evening-----	208
Can bar hop from bar to bar-----	209
Can get ride home at end of night-----	210
Volunteer drivers will drive your car home for you-----	211
Other (Specify)_____	298
Don't know / no answer-----	299

**TOMAH**

Ace and/or AAA Cab Company provide service-----	301
Vouchers distributed by bartenders-----	302
Vouchers distributed by cab drivers-----	303
Cost is \$2 off ride home, or \$2 coupon for food/games with a ride the bar (either answer is correct)-----	304
5 pm to closing time-----	305
Anyone can call for a ride-----	306
Bartender can call for a ride-----	307
Can leave car parked downtown and have parking ticket revoked if ticketed-----	308
Other (Specify)_____	398
Don't know / no answer-----	399

5. What is the name of that program? RECORD AND CODE; \_\_\_\_\_

<b>ROAD CREW</b> -----	<b>1</b>
<b>THE PARTY BARGE</b> -----	<b>2</b>
<b>TAKE A CAB ON OUR TAB</b> -----	<b>3</b>
<b>SAFE RIDE</b> -----	<b>4</b>
Wrong name (RECORD ALL WRONG NAMES GIVEN BY RESPONDENT)-----	5
Don't know-----	6

6. **FOR EACH NAME NOT MENTIONED IN Q5 ASK:** Have you heard of a program called: READ PROGRAM NAME:

<b>The Road Crew</b> -----	<b>1</b>
<b>The Party Barge</b> -----	<b>2</b>
<b>Take a Cab on our Tab</b> -----	<b>3</b>
<b>Safe Ride</b> -----	<b>4</b>

**Only respondents who are aware of program at question 1 or 3 should answer the following.**

- 7. How did you first learn about this program? DO NOT READ LIST. RECORD ON GRID UNDER FIRST HEARD. **SINGLE RESPONSE**
- 8. Where else have you seen news, publicity, or advertising for that program? RECORD ON GRID UNDER OTHER. **MULTIPLE RESPONSE**

	<b>FIRST HEARD</b>	<b>OTHER</b>
Radio-----	01	01
TV commercial-----	02	02
TV news-----	03	03
Newspaper ads-----	04	04
Newspaper articles-----	05	05
Vehicle signage-----	06	06
Posters in bars-----	07	07
Staff in bars-----	08	08
Word of mouth/other people-----	09	09
Know people who have used it-----	10	10
Flyers at local establishments-----	11	11
Road Crew T-shirt-----	12	12
Other (SPECIFY: _____	98	98
Don't remember/don't know-----	99	99

- 9. How do you feel about the ride program that is in your area? Do you feel . . . READ LIST.

Very positive about the program-----	1
Somewhat positive about the program-----	2
Neither positive nor negative about the program---	3
Somewhat negative about the program-----	4
Very negative about the program-----	5
Don' t know-----	6 DO NOT OFFER

- 10. What do you think are the positive features of this ride program? PROBE: Any other?

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11. What do you think are the negative features of this ride program? PROBE: Any other?

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12. Do you feel the ride program has had any positive impact in your community?

Yes----- 1 CONTINUE  
No----- 2 SKIP TO QUESTION 13

12A. What positive impact has it had?

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13. Do you feel the ride program has had any negative impact in your community?

Yes----- 1 CONTINUE  
No----- 2 SKIP TO QUESTION 14

13A. What negative impact has it had?

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Now, I'd like to ask you for your opinion of changes that may have happened in your community since the beginning of the ride program.

13B. With respect to the number of people going to bars, do you think that this has: READ LIST.

Increased----- 1  
Decreased----- 2  
Stayed about the same-----3

13C. With respect to the amount that people are drinking in the bars, do you think that this has: READ LIST

Increased----- 1  
Decreased----- 2  
Stayed about the same-----3

13D. With respect to where people drink, do you think that people now are more likely to:  
READ LIST.

- Drink at home----- 1
- Drink at bars----- 2
- Or, there isn't much change in drinking habits----- 3

13E. With respect to the number of people who drive after drinking excessively, do you think that this has: READ LIST.

- Increased----- 1
- Decreased----- 2
- Stayed about the same-----3

13F. With respect to the amount that individual people are driving and drinking excessively, do you think that this has: READ LIST.

- Increased----- 1
- Decreased----- 2
- Stayed about the same-----3

14. Do you know of anyone in your community who has used the ride service?

- Yes----- 1
- No-----2

15. Have you, personally, ever used the ride service?

- Yes----- 1
- No-----2

**ASK EVERYONE**

16. **INTERVIEWER: IF AWARE OF PROGRAM ASK:** Before this program began, did you feel that drinking and driving in your area was....?

**INTERVIEWER: IF NOT AWARE OF THE PROGRAM ASK:** Before this call today, did you feel that drinking and driving in your area was. . . ?

- A major problem----- 1
- Somewhat of a problem----- 2
- A minor problem----- 3
- No problem at al----- 4

17. In your community as a whole, how concerned are residents with drinking and driving. Would you say they are: READ LIST,

- Very concerned----- 1
- Somewhat concerned----- 2
- Neither concerned or unconcerned----- 3
- Somewhat unconcerned----- 4
- Very unconcerned----- 5

The following questions are for classification purposes only.

18. How old are you? \_\_\_\_\_ **INTERVIEWER CODE INTO FOLLOWING CATEGORIES, IF RESPONDENT DOES NOT ANSWER READ CATEGORIES.**

**PROMPT IF ONLY NECESSARY:**Into which of the following age categories does your age fall? READ LIST.

- 21-24----- 1
- 25-29----- 2
- 30-34----- 3
- 35-44----- 4
- 45-54----- 5
- 55-64----- 6
- 65+----- 7
- Refused----- 8 DO NOT OFFER

19. What is the highest level of education you have completed? READ LIST.

- Less than high school grad-----1
- High school graduate----- 2
- Some college / tech school-----3
- College graduate----- 4
- Post graduate degree-----5
- Refused----- 6 DO NOT OFFER

20. Which of the following categories describes your household income before taxes for the year 2002? READ LIST

- Less than \$15,000----- 1
- \$15,000-\$34,999----- 2
- \$35,000-\$54,999----- 3
- \$55,000-\$74,999----- 4
- \$75,000 or more----- 5
- Refused----- 6 DO NOT OFFER

21. CODE GENDER OF THE RESPONDENT.

Male----- 1  
Female----- 2

Thank you very much for your time.

Name\_\_\_\_\_ Phone\_\_\_\_\_

Address\_\_\_\_\_

City\_\_\_\_\_ State\_\_\_\_\_ Zip\_\_\_\_\_

## City Official Survey

ASK TO SPEAK TO THE PERSON ON THE LIST.

Hello. I'm \_\_\_\_\_ from Wisconsin Research. For the past year, there has been a program in your community to offer rides to bar patrons who may have had too much to drink. We are now evaluating this program, and would like to talk to you. As someone who is a community leader, your insights are very important to us. We got your name from (Names : TOMAH: Renie Betthausen (Pronounced Ree-Nee); POLK: Keven Casselius and DODGEVILLE: JoAnn Munson or Dennis Marklein), the local coordinator of your program. I'll need about 20 minutes. Is this a good time to talk to you about the ride program? IF NOT A CONVENIENT TIME, PLEASE SCHEDULE A CALLBACK TIME WITH THE RESPONDENT.

INITIAL REFUSALS: TALLY: \_\_\_\_\_

**CALLBACK:** \_\_\_\_\_

POLK COUNTY-----	1 Quota 25
DODGEVILLE-----	2 Quota 25
TOMAH-----	3 Quota 25

1. Have you heard of any programs in your community to try to decrease driving after excessive drinking?

Yes-----1 CONTINUE  
No-----2 SKIP TO QUESTION 3  
Don't know-----3 SKIP TO QUESTION 3

2. How does the program work? Tell me what you know about it. PROBE: Can you tell me anything else about the program? **INTERVIEWER: RECORD VERBATIM AND THEN INTO APPROPRIATE CATEGORIES FOR APPROPRIATE AREA.**

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**SKIP TO QUESTION 5**

## POLK COUNTY

Limos -----	101
In operation Friday and Saturday nights-----	102
Pay \$3 or \$5 for one ride (either amount is correct)-----	103
Pay \$15 for a whole night of rides-----	104
Bar owners sell tickets for riders-----	105
Bar owners place calls to dispatch limos -----	106
Can ride in groups or alone-----	107
Can get ride to the bar at the beginning of the evening-----	108
Can drink in limo-----	109
Can bar hop from bar to bar-----	110
Can get ride home at end of night-----	111
Other (Specify)_____	198
Don't know / no answer-----	199

## DODGEVILLE

Cost \$5 or \$10 (either amount is correct)-----	201
Service available Friday & Saturday nights and for special events-----	202
Can call for a ride-----	203
Ask bar to call for a ride-----	204
Cars are limo, Cadillac, Lincoln Town Car or Van-----	205
Can ride in groups or alone-----	206
Can call in advance to reserve a limo pick-up-----	207
Can get a ride to the bar at the beginning of the evening-----	208
Can bar hop from bar to bar-----	209
Can get ride home at end of night-----	210
Volunteer drivers will drive your car home for you-----	211
Other (Specify)_____	298
Don't know / no answer-----	299

## TOMAH

Ace and/or AAA Cab Company provide service-----	301
Vouchers distributed by bartenders-----	302
Vouchers distributed by cab drivers-----	303
Cost is \$2 off ride home, or \$2 coupon for food/games with a ride the bar (either answer is correct)-----	304
5 pm to closing time-----	305
Anyone can call for a ride-----	306
Bartender can call for a ride-----	307
Can leave car parked downtown and have parking ticket revoked if ticketed-----	308
Other (Specify)_____	398
Don't know / no answer-----	399

3. Have you heard of a program in your area that provides rides to and from bars so that people who have had too much to drink can have a ride home?

Yes-----1 CONTINUE

No/don't know-----2 SKIP TO QUESTION 24

4. How does the program work? Tell me what you know about it. PROBE: Can you tell me anything else about the program? **INTERVIEWER: RECORD VERBATIM AND THEN INTO APPROPRIATE CATEGORIES FOR APPROPRIATE AREA.**

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## POLK COUNTY

Limos -----	101
In operation Friday and Saturday nights-----	102
Pay \$3 or \$5 for one ride (either amount is correct)-----	103
Pay \$15 for a whole night of rides-----	104
Bar owners sell tickets for riders-----	105
Bar owners place calls to dispatch limos -----	106
Can ride in groups or alone-----	107
Can get ride to the bar at the beginning of the evening-----	108
Can drink in limo-----	109
Can bar hop from bar to bar-----	110
Can get ride home at end of night-----	111
Other (Specify)_____	198
Don't know / no answer-----	199

## DODGEVILLE

Cost \$5 or \$10 (either amount is correct)-----	201
Service available Friday & Saturday nights and for special events-----	202
Can call for a ride-----	203
Ask bar to call for a ride-----	204
Cars are limo, Cadillac, Lincoln Town Car or Van-----	205
Can ride in groups or alone-----	206
Can call in advance to reserve a limo pick-up-----	207
Can get a ride to the bar at the beginning of the evening-----	208
Can bar hop from bar to bar-----	209
Can get ride home at end of night-----	210
Volunteer drivers will drive your car home for you-----	211
Other (Specify)_____	298
Don't know / no answer-----	299

## TOMAH

Ace and/or AAA Cab Company provide service-----	301
Vouchers distributed by bartenders-----	302
Vouchers distributed by cab drivers-----	303
Cost is \$2 off ride home, or \$2 coupon for food/games with a ride the bar (either answer is correct)-----	304
5 pm to closing time-----	305
Anyone can call for a ride-----	306
Bartender can call for a ride-----	307
Can leave car parked downtown and have parking ticket revoked if ticketed-----	308
Other (Specify)_____	398
Don't know / no answer-----	399

5. What is the name of that program? RECORD AND CODE ALL THAT ARE MENTIONED \_\_\_\_\_

- ROAD CREW** ----- 1
- THE PARTY BARGE** ----- 2
- TAKE A CAB ON OUR TAB** ----- 3
- SAFE RIDE**----- 4
- Wrong name (RECORD ALL WRONG NAMES GIVEN BY RESPONDENT)----- 5
- Don't know----- 6

6. **FOR EACH NAME NOT MENTIONED IN Q5 ASK:** Have you heard of a program called: READ PROGRAM NAME:

- The Road Crew**----- 1
- The Party Barge**----- 2
- Take a Cab on our Tab**----- 3
- Safe Ride**----- 4

**Only respondents who are aware of program at question 1 or 3 should answer the following: otherwise skip to question 24.**

- 7. How did you first learn about this program? DO NOT READ LIST. RECORD ON GRID UNDER FIRST HEARD. **SINGLE RESPONSE**
- 8. Where else have you seen news, publicity, or advertising for that program? RECORD ON GRID UNDER OTHER. **MULTIPLE RESPONSE**

	<b>FIRST HEARD</b>	<b>OTHER</b>
Radio-----	01	01
TV commercial-----	02	02
TV news-----	03	03
Newspaper ads-----	04	04
Newspaper articles-----	05	05
Vehicle signage-----	06	06
Posters in bars-----	07	07
Word of mouth/other people-----	08	08
Know people who have used it----	09	09
Flyers at local establishments-----	10	10
Road Crew T-shirt-----	11	11
Bar workers-----	12	12
Bar owners-----	13	13
Community coalition / team-----	14	14
Police / sheriff-----	15	15
Tavern League meeting or newsletter	16	16
Other (SPECIFY:		
_____	98	98
Don't remember/don't know-----	99	99

9. How do you feel about the ride program that is in your area? Do you feel . . . READ LIST.

- Very positive about the program----- 1
- Somewhat positive about the program----- 2
- Neither positive nor negative about the program--- 3
- Somewhat negative about the program----- 4
- Very negative about the program----- 5
- Can see both some positives and negatives about the program----- 6
- Don't know----- 7 DO NOT OFFER

10. What do you think are the positive features of this ride program? PROBE: Any others?

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11. What do you think are the negative features of this ride program? PROBE: Any others?

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IF QUESTION 11 ANSWER IS "NONE" SKIP TO QUESTION 12

11a. How would you go about improving the program? PROBE: Anything else?

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12. Do you feel the ride program has had any positive impact in your community?

Yes----- 1 CONTINUE  
No----- 2 SKIP TO QUESTION 13

12A. What positive impact has it had? PROBE: Anything else?

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13. Do you feel the ride program has had any negative impact in your community?

Yes----- 1 CONTINUE  
No----- 2 SKIP TO QUESTION 13C

13A. What negative impact has it had? PROBE: Anything else?

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13B. From your perspective as a community leader, how would you go about improving the program? PROBE: Anything else?

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Now, I'd like to ask you for your opinion of changes that may have happened in your community since the beginning of the ride program.

13C. With respect to the **number of people** going to bars, do you think that for **your community** the numbers have: READ LIST.

- Increased----- 1
- Decreased----- 2
- Stayed about the same-----3
- No way for me to know----- 4 DO NOT OFFER

13D. With respect to the **amount** that people are drinking in the bars, do you think that in **your community** it has: READ LIST

- Increased----- 1
- Decreased----- 2
- Stayed about the same-----3
- No way for me to know----- 4 DO NOT OFFER

13E. With respect to where people drink, do you think that people now are more likely to: READ LIST.

- Drink at home----- 1
- Drink at bars-----2
- Or, there hasn't been much change in drinking habits-----3
- Or, there is no way for me to know-----4 DO NOT OFFER

13F. With respect to the **number of people** who drive after drinking excessively, do you think that this has: READ LIST.

- Increased----- 1
- Decreased----- 2
- Stayed about the same-----3

13G. With respect to the amount that **individual people** are driving and drinking excessively, do you think that this has: READ LIST.

- Increased----- 1
- Decreased----- 2
- Stayed about the same-----3

14. In what ways did you participate in the ride program? PROBE: Any other ways?  
**Record verbatim and code into appropriate categories.**

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Put up posters-----	01
Actively encouraged servers and bar owners to tell about ride program-----	02
Volunteered for the program-----	03
Shared my expertise with program planners-----	04
Was member or planning committee-----	05
Explained or discussed program to colleagues or constituents-----	06
Attended meeting where program was discussed-----	07
Displayed program posters or distributed program brochures in my Agency / business / office-----	08
Provided in-kind or financial support for program-----	09
Been interviewed about the program-----	10
Spoke about the program at community event-----	11
Spoke to faith community about it-----	12
Discussed with a neighbor-----	13
Don't know / no answer-----	99 DO NOT OFFER

- 14a. For each of the following issues, would you say that there has been an increase, decrease or no change **in your community bars** since the beginning of the ride program?

	Increase	No change	Decrease	Don't know
Change in sales	1	2	3	4
Change in individual consumption levels	1	2	3	4
Changes in number of customers	1	2	3	4

15. Before this program began, did you feel that drinking and driving in your area was....?

A major problem-----	1
Somewhat of a problem-----	2
A minor problem-----	3
No problem at all-----	4

16. Has your opinion changed since the initiation of this program?

- Yes----- 1 CONTINUE
- No----- 2 SKIP TO QUESTION 18

17. How has **your opinion** about drinking and driving as a problem in your community changed?

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18. Have you seen an increase or decrease in the use of designated driver or other ride plans since the beginning of the program?

- Yes, increase----- 1
- Yes, decrease----- 2
- No change----- 3
- Don't know / no answer----- 4

19. Have you noticed that people who had used designated driver or other ride programs in the past have switched over to the new ride program?

- Yes----- 1
- No----- 2
- Don't know / no answer----- 3

20. Do you feel that the people who are using the new ride program would have used other programs anyway?

- Yes----- 1
- No----- 2
- Don't know / no answer----- 3

21a. Do you feel that people are taking more or less responsibility for their drinking now that there is a ride service available?

- More responsibility----- 1
- Less responsibility----- 2
- No change----- 3

22. Has anyone in your community said anything to you regarding this program?

- Yes----- 1 CONTINUE
- No----- 2 SKIP TO QUESTION 25

23. What have they said about the program?

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**SKIP TO QUESTION 25**

24. Before this call today, did you feel that drinking and driving in your area was. . . ?

- A major problem----- 1
- Somewhat of a problem----- 2
- A minor problem----- 3
- No problem at all----- 4

25. An important part of the ride program is that it will need to be self sufficient in order to continue in the future. The fees that are collected from the riders would pay for the program. Do you feel that your community **should** continue this program?

Yes----- 1

No----- 2

25A. IF YES AT Q25 ASK: Why do you feel that the program should continue?

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IF NO AT Q25 ASK: Why do you feel that the program should not be continued?

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26. Do you think your community **will** continue this program after the pilot program has ended?

- Yes----- 1
- No----- 2

27. IF **YES** AT Q26 ASK: Why do you feel that your community **will** continue the program beyond the pilot program?

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IF **NO** AT Q26 ASK: Why do you feel that your community **will not** continue the program beyond the pilot?

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28. How do you feel about programs such as this one, which try to change behavior in the community? Do you. . READ LIST.

- Strongly support this type of program----- 1
- Somewhat support this type of program----- 2
- Strongly believe that it is up to the individual  
to control his / her own behavior and the  
community should not be involved----- 3
- Somewhat believe that it is up to the individual to  
control his / her own behavior and the  
community should not be involved----- 4
- Don't know / no answer----- 5 DO NOT OFFER

29. In your community as a whole, how concerned are residents with drinking and driving. Would you say they are: READ LIST,

- Very concerned----- 1
- Somewhat concerned----- 2
- Neither concerned or unconcerned----- 3
- Somewhat unconcerned----- 4
- Very unconcerned----- 5

30. Have you noticed any shifts in community opinion about drinking and driving since the start of this program?

- Yes----- 1 CONTINUE
- No----- 2 SKIP TO QUESTION 32

31. What shifts in community opinion have you noticed?

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32. CODE GENDER OF THE RESPONDENT.

Male----- 1

Female----- 2

33. What is your occupation? \_\_\_\_\_

35. How would you describe your role in the community? \_\_\_\_\_

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Thank you very much for your time. Your input is important to us.

Name \_\_\_\_\_ Phone \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

## Bar People Survey

ASK TO SPEAK TO THE PERSON ON THE LIST.

Hello. I'm \_\_\_\_\_ from Wisconsin Research. As you may know, there has been a program in your community for most of the past year to offer rides to people who have been drinking. We are now evaluating this program which was a partnership between the Department of Transportation, Miller Brewing and the Tavern League. As a (bar owner / server) your insights are very important to us. We got your name from (the local coordinator of this program / your boss). I'll need about 20 minutes. Is this a good time to talk to you about the ride program? IF NOT A CONVENIENT TIME, PLEASE SCHEDULE A CALLBACK TIME WITH THE RESPONDENT.

INITIAL REFUSALS: TALLY: \_\_\_\_\_

**CALLBACK:** \_\_\_\_\_

POLK COUNTY-----	1 Quota 25
DODGEVILLE-----	2 Quota 25
TOMAH-----	3 Quota 25

1. Have you heard of any programs in your community to try to decrease driving after excessive drinking?

Yes-----1 CONTINUE  
No-----2 SKIP TO QUESTION 3  
Don't know-----3 SKIP TO QUESTION 3

2. How does the program work? Tell me what you know about it. PROBE: Can you tell me anything else about the program? **INTERVIEWER: RECORD VERBATIM AND THEN INTO APPROPRIATE CATEGORIES FOR APPROPRIATE AREA.**

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**SKIP TO QUESTION 5**

## POLK COUNTY

Limos -----	101
In operation Friday and Saturday nights-----	102
Pay \$3 or \$5 for one ride (either amount is correct)-----	103
Pay \$15 for a whole night of rides-----	104
Bar owners sell tickets for riders-----	105
Bar owners place calls to dispatch limos -----	106
Can ride in groups or alone-----	107
Can get ride to the bar at the beginning of the evening-----	108
Can drink in limo-----	109
Can bar hop from bar to bar-----	110
Can get ride home at end of night-----	111
Other (Specify)_____	198
Don't know / no answer-----	199

## DODGEVILLE

Cost \$5 or \$10 (either amount is correct)-----	201
Service available Friday & Saturday nights and for special events-----	202
Can call for a ride-----	203
Ask bar to call for a ride-----	204
Cars are limo, Cadillac, Lincoln Town Car or Van-----	205
Can ride in groups or alone-----	206
Can call in advance to reserve a limo pick-up-----	207
Can get a ride to the bar at the beginning of the evening-----	208
Can bar hop from bar to bar-----	209
Can get ride home at end of night-----	210
Volunteer drivers will drive your car home for you-----	211
Other (Specify)_____	298
Don't know / no answer-----	299

## TOMAH

Ace and/or AAA Cab Company provide service-----	301
Vouchers distributed by bartenders-----	302
Vouchers distributed by cab drivers-----	303
Cost is \$2 off ride home, or \$2 coupon for food/games with a ride the bar (either answer is correct)-----	304
5 pm to closing time-----	305
Anyone can call for a ride-----	306
Bartender can call for a ride-----	307
Can leave car parked downtown and have parking ticket revoked if ticketed-----	308
Other (Specify)_____	398
Don't know / no answer-----	399

3. Have you heard of a program in your area that provides rides to and from bars so that people who have had too much to drink can have a ride home?

Yes-----1 CONTINUE

No/don't know-----2 SKIP TO QUESTION 24

4. How does the program work? Tell me what you know about it. PROBE: Can you tell me anything else about the program? **INTERVIEWER: RECORD VERBATIM AND THEN INTO APPROPRIATE CATEGORIES FOR APPROPRIATE AREA.**

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## POLK COUNTY

Limos -----	101
In operation Friday and Saturday nights-----	102
Pay \$3 or \$5 for one ride (either amount is correct)-----	103
Pay \$15 for a whole night of rides-----	104
Bar owners sell tickets for riders-----	105
Bar owners place calls to dispatch limos -----	106
Can ride in groups or alone-----	107
Can get ride to the bar at the beginning of the evening-----	108
Can drink in limo-----	109
Can bar hop from bar to bar-----	110
Can get ride home at end of night-----	111
Other (Specify)_____	198
Don't know / no answer-----	199

## DODGEVILLE

Cost \$5 or \$10 (either amount is correct)-----	201
Service available Friday & Saturday nights and for special events-----	202
Can call for a ride-----	203
Ask bar to call for a ride-----	204
Cars are limo, Cadillac, Lincoln Town Car or Van-----	205
Can ride in groups or alone-----	206
Can call in advance to reserve a limo pick-up-----	207
Can get a ride to the bar at the beginning of the evening-----	208
Can bar hop from bar to bar-----	209
Can get ride home at end of night-----	210
Volunteer drivers will drive your car home for you-----	211
Other (Specify)_____	298
Don't know / no answer-----	299

## TOMAH

Ace and/or AAA Cab Company provide service-----	301
Vouchers distributed by bartenders-----	302
Vouchers distributed by cab drivers-----	303
Cost is \$2 off ride home, or \$2 coupon for food/games with a ride the bar (either answer is correct)-----	304
5 pm to closing time-----	305
Anyone can call for a ride-----	306
Bartender can call for a ride-----	307
Can leave car parked downtown and have parking ticket revoked if ticketed-----	308
Other (Specify)_____	398
Don't know / no answer-----	399

5. What is the name of that program? RECORD AND CODE ALL THAT ARE MENTIONED \_\_\_\_\_

- ROAD CREW** ----- 1
- THE PARTY BARGE** ----- 2
- TAKE A CAB ON OUR TAB** ----- 3
- SAFE RIDE**----- 4
- Wrong name (RECORD ALL WRONG NAMES GIVEN BY RESPONDENT)----- 5
- Don't know----- 6

6. **FOR EACH NAME NOT MENTIONED IN Q5 ASK:** Have you heard of a program called: READ PROGRAM NAME:

- The Road Crew**----- 1
- The Party Barge**----- 2
- Take a Cab on our Tab**----- 3
- Safe Ride**----- 4

**Only respondents who are aware of program at question 1 or 3 should answer the following.**

- 7. How did you first learn about this program? DO NOT READ LIST. RECORD ON GRID UNDER FIRST HEARD. **SINGLE RESPONSE**
- 8. Where else have you seen news, publicity, or advertising for that program? RECORD ON GRID UNDER OTHER. **MULTIPLE RESPONSE**

	<b>FIRST HEARD</b>	<b>OTHER</b>
Radio-----	01	01
TV commercial-----	02	02
TV news-----	03	03
Newspaper ads-----	04	04
Newspaper articles-----	05	05
Vehicle signage-----	06	06
Posters in bars-----	07	07
Word of mouth/other people-----	08	08
Know people who have used it----	09	09
Flyers at local establishments-----	10	10
Road Crew T-shirt-----	11	11
Bar workers-----	12	12
Bar owners-----	13	13
Community coalition / team-----	14	14
Police / sheriff-----	15	15
Tavern League meeting or newsletter	16	16
Other (SPECIFY:		
_____	98	98
Don't remember/don't know-----	99	99

9. How do you feel about the ride program that is in your area? Do you feel . . . READ LIST.

- Very positive about the program----- 1
- Somewhat positive about the program----- 2
- Neither positive nor negative about the program--- 3
- Somewhat negative about the program----- 4
- Very negative about the program----- 5
- Don't know----- 6 DO NOT OFFER

10. What do you think are the positive features of this ride program? PROBE: Any others?

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11. What do you think are the negative features of this ride program? PROBE: Any others?

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IF QUESTION 11 ANSWER IS "NONE" SKIP TO QUESTION 12

11a. How would you go about improving the program? PROBE: Anything else?

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12. Do you feel the ride program has had any positive impact in your community?

Yes----- 1 CONTINUE  
No----- 2 SKIP TO QUESTION 13

12A. What positive impact has it had? PROBE: Anything else?

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13. Do you feel the ride program has had any negative impact in your community?

Yes----- 1 CONTINUE  
No----- 2 SKIP TO QUESTION 13C

13A. What negative impact has it had? PROBE: Anything else?

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13B. From your perspective as a bar owner or server, how would you go about improving the program? PROBE: Anything else?

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Now, I'd like to ask you for your opinion of changes that may have happened in your community since the beginning of the ride program.

13C. With respect to the **number of people** going to bars, do you think that for **your** bar the numbers have: READ LIST.

- Increased----- 1
- Decreased----- 2
- Stayed about the same-----3

13D. With respect to the **amount** that people are drinking in the bars, do you think that for **your** bar this has: READ LIST

- Increased----- 1
- Decreased----- 2
- Stayed about the same-----3

13E. With respect to where people drink, do you think that people now are more likely to:  
READ LIST.

- Drink at home----- 1
- Drink at bars----- 2
- Or, there hasn't been much change in drinking habits----- 3

13F. With respect to the **number of people** who drive after drinking excessively, do you think that this has: READ LIST.

- Increased----- 1
- Decreased----- 2
- Stayed about the same-----3

13G. With respect to the amount that **individual people** are driving and drinking excessively, do you think that this has: READ LIST.

- Increased----- 1
- Decreased----- 2
- Stayed about the same-----3

14. In what ways did your bar participate in the ride program? PROBE: Any other ways?

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14a. FOR EACH NOT MENTIONED AT Q14 ASK: In addition to what you just told me, which of the following things have been done in your bar to promote the ride program? READ LIST OF ITEMS NOT MENTIONED IN THE PREVIOUS QUESTION..

- Put up posters----- 01
- Actively encouraged servers to tell about ride program----- 02
- Handed out ride coupons or vouchers----- 03
- POLK ONLY: Sell tickets----- 04
- Make calls for patrons who requested a ride----- 05
- Initiated getting patrons a ride (rather than waiting for patron to ask for a ride)----- 06
- Don't know / no answer----- 99 DO NOT OFFER

15. For each of the following issues, would you say that there has been an increase, decrease or no change **in your bar's business** since the beginning of the ride program?

	Increase	No change	Decrease	Don't know
Change in sales	1	2	3	4
Change in individual consumption levels	1	2	3	4
Changes in number of customers	1	2	3	4

16. Before this program began, did you feel that drinking and driving in your area was....?

- A major problem----- 1
- Somewhat of a problem----- 2
- A minor problem----- 3
- No problem at all----- 4

17. Has your opinion changed since the initiation of this program?

- Yes----- 1 CONTINUE
- No----- 2 SKIP TO QUESTION 19

18. How has **your opinion** about drinking and driving as a problem in your community changed?

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19. Have you seen an increase or decrease in the use of other designated driver plans since the beginning of the program?

- Yes, increase----- 1
- Yes, decrease----- 2
- No change----- 3
- Don't know / no answer----- 4

20. Have you noticed that people who had used other designated driver programs in the past have switched over to the new ride program?

- Yes----- 1
- No----- 2
- Don't know / no answer----- 3

21. Do you feel that the people who are using the new ride program would have used other programs anyway?

- Yes----- 1
- No----- 2
- Don't know / no answer----- 3

21a. Do you feel that people are taking more or less responsibility for their drinking now that there is a ride service available?

- More responsibility----- 1
- Less responsibility----- 2
- No change----- 3

22. Has anyone in your community said anything to you regarding this program?

- Yes----- 1 CONTINUE
- No----- 2 SKIP TO QUESTION 25

23. What have they said about the program?

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**SKIP TO QUESTION 25**

24. Before this call today, did you feel that drinking and driving in your area was. . . ?

- A major problem----- 1
- Somewhat of a problem----- 2
- A minor problem----- 3
- No problem at all----- 4

25. In your community as a whole, how concerned are residents with drinking and driving. Would you say they are: READ LIST,

- Very concerned----- 1
- Somewhat concerned----- 2
- Neither concerned or unconcerned----- 3
- Somewhat unconcerned----- 4
- Very unconcerned----- 5

26. An important part of the ride program is that it will need to be self sufficient in order to continue in the future. The fees that are collected from the riders would pay for the program. Do you feel that your community **should** continue this program?

Yes----- 1

No----- 2

26A. IF YES AT Q26 ASK: Why do you feel that the program should continue?

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IF NO AT Q26 ASK: Why do you feel that the program should not be continued?

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27. Do you think your community **will** continue this program after the pilot program has ended?

- Yes----- 1
- No----- 2

28. IF **YES** AT Q27 ASK: Why do you feel that your community **will** continue the program beyond the pilot program?

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IF **NO** AT Q27 ASK: Why do you feel that your community will **or will not** continue the program beyond the pilot?

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29. How do you feel about programs such as this one, which try to change behavior in the community? Do you. . READ LIST.

- Strongly support this type of program----- 1
- Somewhat support this type of program----- 2
- Strongly believe that it is up to the individual  
to control his / her own behavior and the  
community should not be involved----- 3
- Somewhat believe that it is up to the individual to  
control his / her own behavior and the  
community should not be involved----- 4
- Don't know / no answer----- 5 DO NOT OFFER

30. In your community as a whole, how concerned are residents with drinking and driving. Would you say they are: READ LIST,

- Very concerned----- 1
- Somewhat concerned----- 2
- Neither concerned or unconcerned----- 3
- Somewhat unconcerned----- 4
- Very unconcerned----- 5

31. Have you noticed any shifts in community opinion about drinking and driving since the start of this program?

- Yes----- 1 CONTINUE
- No----- 2 SKIP TO QUESTION 33

32. What shifts in community opinion have you noticed?

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33. CODE GENDER OF THE RESPONDENT.

- Male----- 1
- Female----- 2

34. Are you a bar owner or an employee at a bar?

Owner----- 1  
Employee----- 2

Thank you very much for your time. Your input is important to us.

Name\_\_\_\_\_ Phone\_\_\_\_\_

Address\_\_\_\_\_

City\_\_\_\_\_ State\_\_\_\_\_ Zip\_\_\_\_\_

DRAFT OF PHONE SURVEY QUESTIONNAIRE  
TO BE USED WITH COUPON HANDOUT IN BARS

Hello and thank you for calling us.

We handed out hundreds of coupons on the night when you received yours. There is no way for us to be able to identify you, so we hope that you will be honest in your answers to a few questions. This call should last about four minutes. You will be able to answer each question by pressing one or more numbers on your telephone keys. After answering our questions I will give you a number for you to write on your coupon. This will activate the coupon so that you can use it. Once again, this is a completely anonymous survey, so please be candid in your answers.

Press 1 to continue.

1. If you are a man, press 1, if a woman, press 2.
2. How old are you? Simply press your age on the keys, and then the pound key. For example if you are 27, press 2, then 7, then #.

\*\* NOTE FOUR SETS OF THE NEXT TWO QUESTIONS, BY COMMUNITY \*\*

3. IN DODGEVILLE: On the night you got this coupon, how did you get home? If you drove yourself home, press 1; if you used a ride service such as the Road Crew, press 2; if you took public transportation (for example a bus, or taxi), press 3; if someone drove you home, press 4; if you walked, press 5; if none of these describe how you got home, press 6.
4. IN DODGEVILLE: If that form of transportation home did not exist, then how would you have gotten home? If you would have driven yourself home, press 1; if you would have used a ride service such as the Road Crew, press 2; if you would have taken public transportation (for example a bus, or taxi), press 3; if someone would have driven you home, press 4; if you would have walked, press 5; if none of these describe how you would have gotten home, press 6.
3. IN POLK COUNTY: On the night you got this coupon, how did you get home? If you drove yourself home, press 1; if you used a ride service such as the Party Barge, press 2; if you took public transportation (for example a bus, or taxi), press 3; if someone drove you home, press 4; if you walked, press 5; if none of these describe how you got home, press 6.
4. IN POLK COUNTY: If that form of transportation home did not exist, then how would you have gotten home? If you would have driven yourself home, press 1; if you would have used a ride service such as the Party Barge, press 2; if you would have taken public transportation (for example a bus, or taxi), press 3; if someone would have driven you home, press 4; if you would have walked, press 5; if none of these describe how you would have gotten home, press 6.
3. IN TOMAH: On the night you got this coupon, how did you get home? If you drove yourself home, press 1; if you used a ride service such as Take a Cab on our Tab, or the Road Crew, press 2; if you took public transportation (for example a bus, or taxi

without a discount ride voucher), press 3; if someone drove you home, press 4; if you walked, press 5; if none of these describe how you got home, press 6.

4. IN TOMAH: If that form of transportation home did not exist, then how would you have gotten home? If you would have driven yourself home, press 1; if you would have used a ride service such as Take a Cab on our Tab, or the Road Crew, press 2; if you would have taken public transportation (for example a bus, or taxi without a discount ride voucher), press 3; if someone would have driven you home, press 4; if you would have walked, press 5; if none of these describe how you would have gotten home, press 6.
3. IN CONTROL COMMUNITIES: On the night you got this coupon, how did you get home? If you drove yourself home, press 1; if you got a ride from a Safe Ride Program, press 2; if you took public transportation (for example a bus, or taxi), press 3; if someone drove you home, press 4; if you walked, press 5; if none of these describe how you got home, press 6.
4. IN CONTROL COMMUNITIES: If that form of transportation home did not exist, then how would you have gotten home? If you would have driven yourself home, press 1; if you got a ride from a Safe Ride Program, press 2; if you would have taken public transportation (for example a bus, or taxi), press 3; if someone would have driven you home, press 4; if you would have walked, press 5; if none of these describe how you would have gotten home, press 6.

\*\* NOW RETURN TO A SINGLE SET OF QUESTIONS FOR ALL \*\*

5. On the night you got this coupon, how many bars did you visit? Press the key that shows the number of bars.
6. On the night you got this coupon, did you have any alcoholic drinks?  
Press 1 for Yes; Press 2 for No.  
  
If Yes, (IF NO, COMPUTER WILL AUTOMATICALLY SKIP TO Q 8.)
7. About how many alcoholic drinks did you have? Press the key that shows the number of drinks. If you had more than 8, just press 8. If you are unable to even make a close guess, press 9.
8. In a typical two-week period, on how many nights do you have 5 or more drinks and then drive yourself home? Press the key that shows the number. If it is more than 8, just press 8. If you are unable to even make a close guess, press 9.
9. If you could pay to get a convenient ride home after drinking, what would be a fair price for such a ride? Press the keys that show the amount in dollars. For example, if you would spend \$10, you would just press 1-0. If you would not be willing to pay anything, press 0. Press # after you answer.
10. If you could pay for a package of rides that includes a convenient ride to a bar, rides between the bars you'd like to go to, and then a ride home, what would be a fair single price for the package of all these rides? Press the keys that show the amount in dollars. For example, if you would spend \$10, you would just press 1-0. If you would not be willing to pay anything, press 0. Press # after you answer.

11. Is there a ride service in your community that will take you home if you don't want to drive yourself home at the end of the evening? If yes, press 1. If no, press 2.

12. If YES to Question 11, continue here. If NO, skip to final Thank you and instructions. Have you ever used the ride service? If yes, press 1. If no, press 2.

Thank you for your answers. Please stay on the line and you will hear your identification number in one moment. Write that number on your coupon and then you will be able to use it.

## **\$7 Value Toward Any Food, Games, or Merchandise at This Location**

To validate this offer, follow the easy steps on the reverse side.  
Please show this coupon when placing your order.

**Not valid with any  
other offer.**

**Only one coupon  
per person.**

**No cash value.**

Validation Code: \_\_\_\_\_

**Step 1** Within 72 hours of receiving this coupon, call us at \*67 (to assure yourself that **we cannot identify your call**), and then **1-866-476-1384** toll free from any touch tone phone.

Expiration Date  
To Redeem  
This Coupon:  
7/20/2003

**Step 2** Answer a few questions. **The call will take about 4 minutes.** The call only requires that you press keys on your telephone keypad to respond. **There is no way we can trace your call back to you, so please respond honestly.**

Server ID: \_\_\_\_\_

**Step 3** At the end of your call, you will be given a validation code. Please write this code in the space provided on this coupon.

# ***APPENDIX C***

## ***Research Tables***



**TABLE 1  
DEMOGRAPHIC CHARACTERISTICS OF TREATMENT AND CONTROL COMMUNITIES IN THE BAR COUPON STUDY**

	General Population								21-34 Year Old Target							
	Total		Polk County		Dodgenville		Tomah		Total		Polk County		Dodgenville		Tomah	
AGE	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%
21-34	158	15.0	57	16.3	53	15.1	48	13.7	912	100.0	400	100.0	320	100.0	192	100.0
35+	887	84.5	291	83.1	297	84.9	299	85.4	0	0.0	0	0.0	0	0.0	0	0.0
Refused	5	0.5	2	0.6	0	0.0	3	0.9	0	0.0	0	0.0	0	0.0	0	0.0
<b>GENDER</b>																
Male	383	36.5	146	41.7	118	33.7	119	34.0	356	39.0	175	43.8	112	35.0	69	35.9
Female	667	63.5	204	58.3	232	66.3	231	66.0	556	61.0	225	56.3	208	65.0	123	64.1
<b>EDUCATION</b>																
Less than high school	59	5.6	32	9.1	14	4.0	13	3.7	16	1.8	9	2.3	4	1.3	3	1.6
High school graduate	376	35.8	121	34.6	118	33.7	137	39.1	236	25.9	95	23.8	77	24.1	64	33.3
Some college/tech school	337	32.1	119	34.0	104	29.7	114	32.6	324	35.5	144	36.0	109	34.1	71	37.0
College graduate	182	17.3	53	15.1	75	21.4	54	15.4	291	31.9	134	33.5	108	33.8	49	25.5
Post graduate degree	84	8.0	22	6.3	37	10.6	25	7.1	43	4.7	18	4.5	21	6.6	4	2.1
Refused	12	1.1	3	0.9	2	0.6	7	2.0	2	0.2	0	0.0	1	0.3	1	0.5
<b>INCOME</b>																
less than \$15,000	98	9.3	36	10.3	36	10.3	26	7.4	41	4.5	18	4.5	9	2.8	14	7.3
\$15,000-\$34,999	233	22.2	88	25.1	68	19.4	77	22.0	180	19.7	77	19.3	65	20.3	38	19.8
\$35,000-\$54,999	236	22.5	84	24.0	73	20.9	79	22.6	267	29.3	109	27.3	99	30.9	59	30.7
\$55,000-74,999	168	16.0	55	15.7	56	16.0	57	16.3	216	23.7	96	24.0	77	24.1	43	22.4
\$75,000 or more	114	10.9	30	8.6	46	13.1	38	10.9	105	11.5	42	10.5	44	13.8	19	9.9
Refused	201	19.1	57	16.3	71	20.3	73	20.9	103	11.3	58	14.5	26	8.1	19	9.9

\*ANALYSIS DERIVED FROM PHONE SURVEY OF GENERAL POPULATION AND TARGET

**TABLE 2  
OCCUPATIONS AND/OR COMMUNITY ROLES OF COMMUNITY LEADERS**

	Community Leaders							
	Total		Polk County		Dodgenville		Tomah	
	n	%	n	%	n	%	n	%
Police Chief	6	8.0	4	16.0	1	4.0	1	4.0
Clerk - Treasurer / Town Clerk	2	3.0	1	4.0	1	4.0	0	0.0
Supervisor for Hwy Dept.	1	1.0	0	0.0	1	4.0	0	0.0
Federal Employee	1	1.0	0	0.0	0	0.0	1	4.0
Editor of Democrat Tribune	1	1.0	0	0.0	1	4.0	0	0.0
Hwy Dept & Law Enforcement	1	1.0	0	0.0	1	4.0	0	0.0
Health Educator / Health Officer	2	3.0	1	4.0	1	4.0	0	0.0
City Administrator	1	1.0	0	0.0	0	0.0	1	4.0
Chamber of Commerce - Executive Director	1	1.0	0	0.0	0	0.0	1	4.0
Director of Environmental Services	1	1.0	0	0.0	0	0.0	1	4.0
Administrative Assistant	2	3.0	1	4.0	0	0.0	1	4.0
Recreational Therapist	1	1.0	0	0.0	0	0.0	1	4.0
Sheriff	1	1.0	0	0.0	1	4.0	0	0.0
Village President	4	5.0	4	16.0	0	0.0	0	0.0
City Clerk	1	1.0	0	0.0	0	0.0	1	4.0
Corporate Manager	1	1.0	0	0.0	1	4.0	0	0.0
Manager / Assistant Manager	7	9.0	1	4.0	3	11.0	3	12.0
Officer in Charge Position	1	1.0	1	4.0	0	0.0	0	0.0
Self Employed	2	3.0	0	0.0	2	7.0	0	0.0
City Council Member	1	1.0	0	0.0	1	4.0	0	0.0
Tires Sale	1	1.0	1	4.0	0	0.0	0	0.0
Assistant Director of Dick's Supermarket	1	1.0	0	0.0	1	4.0	0	0.0
Retired worker	1	1.0	0	0.0	1	4.0	0	0.0
Hospital worker	1	1.0	0	0.0	1	4.0	0	0.0
Banker & President of Chamber of Commerce	3	4.0	1	4.0	0	0.0	2	8.0
CEO	1	1.0	1	4.0	0	0.0	0	0.0
Ambulance Service Director	1	1.0	1	4.0	0	0.0	0	0.0
Editor at Dodgeville Chronicle	1	1.0	0	0.0	1	4.0	0	0.0
Mayor / Insurance Sales	3	4.0	1	4.0	1	4.0	1	4.0
EMT	2	3.0	2	8.0	0	0.0	0	0.0
Fireman / Fire Chief	3	4.0	1	4.0	1	4.0	1	4.0
Postal Manager	1	1.0	0	0.0	0	0.0	1	4.0
Local business owner	5	6.0	2	8.0	1	4.0	2	8.0
Utility worker	1	1.0	0	0.0	1	4.0	0	0.0
Farmer	1	1.0	0	0.0	1	4.0	0	0.0
Police officer	1	1.0	0	0.0	0	0.0	1	4.0
Realtor	2	3.0	0	0.0	2	7.0	0	0.0
Ambulance Service Owner	1	1.0	1	4.0	0	0.0	0	0.0
News reporter	2	3.0	1	4.0	0	0.0	1	4.0
Hwy Commission	1	1.0	0	0.0	1	4.0	0	0.0
Account rep for radio	1	1.0	0	0.0	0	0.0	1	4.0
Chiropractor	1	1.0	0	0.0	1	4.0	0	0.0
Typesetter and proofreader	1	1.0	0	0.0	0	0.0	1	4.0
Truck driver	1	1.0	0	0.0	0	0.0	1	4.0
Water conditioner specialist	1	1.0	0	0.0	0	0.0	1	4.0
Travel agent	1	1.0	0	0.0	0	0.0	1	4.0

\*ANALYSIS DERIVED FROM PHONE SURVEY OF COMMUNITY LEADERS

**TABLE 3  
DEMOGRAPHIC CHARACTERISTICS OF TREATMENT AND CONTROL  
COMMUNITIES OVER TIME IN THE BAR COUPON STUDY**

	Total	Age 21-34				Age 35+			
		Men		Women		Men		Women	
2002	n	n	%	n	%	n	%	n	%
Treatment Total	710	145.0	20.4	94.0	13.2	275	38.7	196	27.6
Polk County	174	51.0	29.3	27.0	15.5	54	31.0	42	24.1
Dodgeville	96	16.0	16.7	11.0	11.5	44	45.8	25	26.0
Tomah	440	78.0	17.7	56.0	12.7	177	40.2	129	29.3
Control	693	205.0	29.6	127.0	18.3	204	29.4	157	22.7

	Total	Age 21-34				Age 35+			
		Men		Women		Men		Women	
2003	n	n	%	n	%	n	%	n	%
Treatment Total	573	118.0	20.6	88.0	15.4	251	43.8	116	20.2
Polk County	146	44.0	12.8	23.0	6.69	57	9.5	22	3.7
Dodgeville	97	13.0	3.78	12.0	3.49	50	8.3	22	3.7
Tomah	330	61.0	17.7	53.0	15.4	144	24.0	72	12.0
Control	371	69.0	20.1	69.0	20.1	130	21.7	103	17.2

\*ANALYSIS DERIVED FROM 2002 AND 2003 BAR COUPON PHONE SURVEY  
OF BOTH TREATMENT AND CONTROL GROUPS

**TABLE 4  
AWARENESS OF ROAD CREW PROGRAM**

	General Population							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Yes	718	68.4	198	56.6	247	70.6	273	78.0
No	332	31.6	152	43.4	103	29.4	77	22.0

	21-34 Year Old Target							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Yes	644	70.6	254	63.5	240	75.0	150	78.1
No	268	29.4	146	36.5	80	25.0	42	21.9

	Bar Personnel							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Yes	67	100.0	25	100.0	14	100.0	28	100.0
No	0	0.0	0	0.0	0	0.0	0	0.0

	Community Leaders							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Yes	76	99.0	25	100.0	27	100.0	24	96.0
No	1	1.0	0	0.0	0	0.0	1	4.0

\*ANALYSIS DERIVED FROM PHONE SURVEY OF GENERAL POPULATION, TARGET, COMMUNITY LEADERS, AND BAR PERSONNEL

**TABLE 5  
KNOWLEDGE OF ROAD CREW PROGRAM**

	General Population							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Yes	569	79.2	167	84.3	185	74.9	217	79.5
No	149	20.8	31	15.7	62	25.1	56	20.5

	21-34 Year Old Target							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Yes	582	90.4	227	89.4	222	92.5	133	88.7
No	62	9.6	27	10.6	18	7.5	17	11.3

	Bar Personnel							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Yes	66	98.5	28	100.0	14	100.0	24	96.0
No	1	1.5	0	0.0	0	0.0	1	4.0

	Community Leaders							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Yes	74	96.1	24	96.0	27	100.0	23	92.0
No	3	3.9	1	4.0	0	0.0	2	8.0

\*BOTH n AND % ARE BASED ON THOSE AWARE

\*ANALYSIS DERIVED FROM PHONE SURVEY OF GENERAL POPULATION, TARGET, COMMUNITY LEADERS, AND BAR PERSONNEL

**TABLE 6  
KNOWLEDGE OF VARIOUS ASPECTS OF ROAD CREW PROGRAMS**

	Polk County							
	General Population		21-34 Year Old Target		Bar Personnel		Community Leaders	
	n	%	n	%	n	%	n	%
Limos	97	49.0	153	60.2	4	16.0	12	48.0
Pay \$3 or \$5 for one ride (either amount is correct)	30	15.2	50	19.7	17	68.0	3	12.0
Pay \$15 for a whole night of rides	12	6.1	34	13.4	1	4.0	2	8.0
Bar owners sell tickets for riders	0	0.0	2	0.8	4	16.0	0	0.0
Can get ride to the bar at the beginning of the evening	21	10.6	32	12.6	8	32.0	1	4.0
Can bar hop from bar to bar	1	0.5	1	0.4	6	24.0	7	28.0
Can get ride home at end of night	34	17.2	72	28.3	18	72.0	12	48.0
Called the Party Barge	89	44.9	118	46.5	12	48.0	10	40.0
Sponsored tavern league	37	18.7	70	27.6	1	4.0	3	12.0
Safe Ride	22	11.1	25	0.4	0	0.0	0	0.0
All other	43	21.7	22	8.7	6	24.0	9	36.0
Wrong Answers	20	10.1	19	7.5	0	0.0	0	0.0
Don't know/ no answer	17	8.6	15	5.9	0	0.0	0	0.0

	Dodgenville							
	General Population		21-34 Year Old Target		Bar Personnel		Community Leaders	
	n	%	n	%	n	%	n	%
Cost \$5 or \$10 (either amount is correct)	48	19.4	85	35.4	0	0.0	7	25.9
Available Friday & Saturday nights and for special events	13	5.3	7	2.9	0	0.0	1	3.7
Can call for a ride	84	34.0	89	37.1	0	0.0	8	29.6
Ask bar to call for a ride	12	4.9	10	4.2	0	0.0	2	7.4
Cars are limo, Cadillac, Lincoln Town Car or Van	43	17.4	72	30.0	0	0.0	4	14.8
Can get a ride to the bar at the beginning of the evening	19	7.7	34	14.2	6	42.9	4	14.8
Can bar hop from bar to bar	17	6.9	29	12.1	0	0.0	3	11.1
Can get ride home at end of night	78	31.6	96	40.0	0	0.0	11	40.7
Volunteer drivers will drive your car home for you	29	11.7	41	17.1	4	28.6	7	25.9
Called Road Crew	25	10.1	51	21.3	9	64.3	4	14.8
All other	19	7.7	15	6.2	3	21.4	14	51.9
Wrong Answers	46	18.6	21	8.8	4	28.6	0	0.0
Don't know/ no answer	35	14.2	12	5.0	1	7.1	0	0.0

	Tomah							
	General Population		21-34 Year Old Target		Bar Personnel		Community Leaders	
	n	%	n	%	n	%	n	%
Ace and/or AAA Cab Company provide service	120	44.0	79	52.7	9	32.1	9	37.5
Vouchers distributed by bartenders	41	15.0	38	25.3	13	46.4	11	45.8
Cost is \$2 off ride home, or \$2 coupon for food/games	25	9.2	11	7.3	15	53.6	2	8.3
5pm to closing time	0	0.0	0	0.0	4	14.3	0	0.0
Bartender can call for a ride	54	19.8	21	14.0	2	7.1	0	0.0
Leave car parked downtown and have parking ticket revoked	8	2.9	2	1.3	5	17.9	5	20.8
Sponsored by taverns / tavern league	30	11.0	7	4.7	1	3.6	1	4.2
available on New Years Eve/Holidays	15	5.5	15	10.0	0	0.0	3	12.5
All other	30	11.0	22	14.6	0	0.0	0	0.0
Wrong Responses	34	12.5	9	6.0	0	0.0	0	0.0
Don't Know/ no answer	28	10.3	9	6.0	1	3.6	1	4.2

\*BOTH n AND % ARE BASED ON THOSE AWARE

\*ANALYSIS DERIVED FROM PHONE SURVEY OF GENERAL POPULATION, TARGET, COMMUNITY LEADERS, AND BAR PERSONNEL

\*COLUMNS SUM TO GREATER THAN 100% DUE TO MULTIPLE RESPONSES

**TABLE 7  
KNOWLEDGE OF BRAND NAME**

	General Population							
	Total		Polk County		Dodgenville		Tomah	
	n	%	n	%	n	%	n	%
Road Crew	142	19.8	6	3.0	128	51.8	8	2.9
The Party Barge	163	22.7	150	75.8	11	4.5	2	0.7
Take a Cab on Our Tab	233	32.5	26	13.1	44	17.8	163	59.7
Safe Ride	229	31.9	62	31.3	86	34.8	81	29.7
Wrong Name	63	8.8	24	12.1	18	7.3	21	7.7
None	0	0.0	0	0.0	0	0.0	0	0.0
Don't Know	255	35.5	75	37.9	92	37.2	88	32.2
	21-34 Year Old Target							
	Total		Polk County		Dodgenville		Tomah	
	n	%	n	%	n	%	n	%
Road Crew	212	32.9	7	2.8	192	80.0	13	8.7
The Party Barge	253	39.3	233	91.7	16	6.7	4	2.7
Take a Cab on Our Tab	152	23.6	24	9.4	40	16.7	88	58.7
Safe Ride	248	38.5	91	35.8	103	42.9	54	36.0
Wrong Name	63	8.8	24	12.1	18	7.3	21	7.7
None	0	0.0	0	0.0	0	0.0	0	0.0
Don't Know	216	33.5	98	38.6	70	29.2	48	32.0
	Bar Personnel							
	Total		Polk County		Dodgenville		Tomah	
	n	%	n	%	n	%	n	%
Road Crew	41	61.0	6	21.0	14	100.0	21	84.0
The Party Barge	30	45.0	28	100.0	1	7.0	1	4.0
Take a Cab On Our Tab	27	40.0	3	11.0	1	7.0	23	92.0
Safe Ride	45	67.0	26	93.0	9	63.0	10	40.0
Wrong Name	1	2.0	0	0.0	0	0.0	1	4.0
None	4	6.0	0	0.0	0	0.0	4	16.0
Don't Know	5	18.0	6	43.0	3	12.0	14	21.0
	Community Leaders							
	Total		Polk County		Dodgenville		Tomah	
	n	%	n	%	n	%	n	%
Road Crew	35	46.0	3	12.0	23	85.0	9	38.0
The Party Barge	28	36.0	22	88.0	3	11.0	3	13.0
Take a Cab on Our Tab	23	30.0	2	8.0	4	15.0	17	71.0
Safe Ride	35	46.0	17	68.0	11	41.0	17	71.0
Wrong Name	4	5.0	2	8.0	2	7.0	0	0.0
None	23	30.0	7	28.0	8	30.0	8	33.0
Don't Know	30	39.0	6	24.0	11	41.0	13	54.0

\*BOTH n AND % ARE BASED ON THOSE AWARE

\*ANALYSIS DERIVED FROM PHONE SURVEY OF GENERAL POPULATION, TARGET, COMMUNITY LEADERS, AND BAR PERSONNEL

**TABLE 8  
SOURCES OF INFORMATION ABOUT ROAD CREW PROGRAM**

	General Population							
	Total		Polk County		Dodgenville		Tomah	
	n	%	n	%	n	%	n	%
Radio	87	12.1	6	3.0	24	9.7	57	20.9
TV Commercials	63	8.8	6	3.0	36	14.6	21	7.7
TV News	72	10.0	12	6.1	22	8.9	38	13.9
Newspaper Ads	144	20.1	44	22.2	59	23.9	41	15.0
Newspaper Articles	206	28.7	26	13.1	71	28.7	109	39.9
Vehicle Signage	19	2.6	15	7.6	3	1.2	1	0.4
Posters in Bars	117	16.3	49	24.7	45	18.2	23	8.4
Staff in Bars	29	4.0	17	8.6	6	2.4	6	2.2
Word of Mouth	242	33.7	77	38.9	88	35.6	77	28.2
Know people who have used it	24	3.3	15	7.6	3	1.2	6	2.2
Fliers at local establishments	45	6.3	23	11.6	12	4.9	10	3.7
Road Crew T-Shirts	10	1.4	4	2.0	5	2.0	1	0.4
Other	48	6.7	20	10.1	12	4.9	16	5.9
Don't Remember/don't know	393	54.7	103	52.0	126	51.0	164	60.1

	21-34 Year Old Target							
	Total		Polk County		Dodgenville		Tomah	
	n	%	n	%	n	%	n	%
Radio	75	11.6	8	3.1	43	17.9	24	16.0
TV Commercials	48	7.5	7	2.8	33	13.8	8	5.3
TV News	30	4.7	4	1.6	15	6.3	11	7.3
Newspaper Ads	106	16.5	35	13.8	55	22.9	16	10.7
Newspaper Articles	121	18.8	20	7.9	62	25.8	39	26.0
Vehicle Signage	23	3.6	20	7.9	3	1.3	0	0.0
Posters in Bars	210	32.6	102	40.2	82	34.2	26	17.3
Staff in Bars	41	6.4	22	8.7	9	3.8	10	6.7
Word of Mouth	288	44.7	118	46.5	102	42.5	68	45.3
Know people who have used it	23	3.6	11	4.3	7	2.9	5	3.3
Fliers at local establishments	78	12.1	48	18.9	25	10.4	5	3.3
Road Crew T-Shirts	11	1.7	2	0.8	7	2.9	2	1.3
Other	33	5.1	17	6.7	9	3.8	7	4.7
Don't Remember/don't know	301	46.7	127	50.0	84	35.0	90	60.0

	Bar Personnel							
	Total		Polk County		Dodgenville		Tomah	
	n	%	n	%	n	%	n	%
Radio	3	5.0	0	0.0	1	7.0	2	8.0
TV commercials	7	10.0	0	0.0	7	50.0	0	0.0
TV news	3	5.0	0	0.0	2	14.0	1	4.0
Newspaper ads	5	8.0	1	4.0	3	21.0	1	4.0
Newspaper articles	8	12.0	1	4.0	2	14.0	5	20.0
Vehicle Signage	1	2.0	1	4.0	0	0.0	0	0.0
Posters in Bars	35	52.0	18	64.0	5	36.0	12	48.0
Word of Mouth	16	24.0	5	18.0	4	29.0	5	20.0
Know people who use it	2	3.0	1	4.0	0	0.0	1	4.0
Fliers at local establishments	15	22.0	6	21.0	4	29.0	5	20.0
Road Crew T-Shirts	13	20.0	0	0.0	4	29.0	5	20.0
Bar Workers	4	6.0	1	4.0	2	14.0	1	4.0
Bar Owners	14	21.0	7	25.0	3	21.0	4	16.0
Community Coalition	3	5.0	0	0.0	2	8.0	1	7.0
Police/Sheriff	1	2.0	0	0.0	0	0.0	1	4.0
Tavern League	26	39.0	16	57.0	6	43.0	4	16.0
City Council	0	0.0	0	0.0	0	0.0	0	0.0
Other	2	3.0	0	0.0	0	0.0	2	8.0
Don't Remember/don't know	1	2.0	0	0.0	0	0.0	1	4.0

	Community Leaders							
	Total		Polk County		Dodgenville		Tomah	
	n	%	n	%	n	%	n	%
Radio	8	10.0	3	12.0	4	15.0	1	4.0
TV commercials	7	9.0	1	4.0	6	22.0	0	0.0
TV news	6	8.0	1	4.0	5	19.0	0	0.0
Newspaper ads	11	14.0	2	8.0	6	22.0	3	13.0
Newspaper articles	28	36.0	14	56.0	4	15.0	10	42.0
Vehicle Signage	4	5.0	4	16.0	0	0.0	0	0.0
Posters in Bars	28	36.0	13	52.0	8	30.0	7	28.0
Word of Mouth	26	34.0	11	44.0	8	30.0	7	28.0
Know people who use it	1	1.0	0	0.0	1	4.0	0	0.0
Fliers at local establishments	6	8.0	1	4.0	2	7.0	3	12.0
Road Crew T-Shirts	2	3.0	0	0.0	1	4.0	1	4.0
Bar Workers	4	5.0	0	0.0	2	8.0	2	8.0
Bar Owners	1	1.0	0	0.0	1	4.0	0	0.0
Community Coalition	6	8.0	0	0.0	6	22.0	0	0.0
Police/Sheriff	2	3.0	0	0.0	0	0.0	2	8.0
Tavern League	3	4.0	2	8.0	0	0.0	1	4.0
City Council	9	12.0	0	0.0	4	15.0	5	21.0
Other	24	30.0	10	40.0	5	18.0	9	38.0
Don't Remember/don't know	16	21.0	4	16.0	6	22.0	6	25.0

\*BOTH n AND % ARE BASED ON THOSE AWARE

\*ANALYSIS DERIVED FROM PHONE SURVEY OF GENERAL POPULATION, TARGET, COMMUNITY LEADERS, AND BAR PERSONNEL

\*COLUMNS SUM TO GREATER THAN 100% DUE TO MULTIPLE RESPONSES

**TABLE 9  
LEVEL OF CONCERN ABOUT DRIVING AFTER EXCESSIVE DRINKING  
HELD BY RESPONDENT BEFORE ONSET OF ROAD CREW PROGRAM**

	General Population							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
A major problem	265	25.2	85	24.3	87	24.9	93	26.6
Somewhat of a problem	532	50.7	169	48.3	181	51.7	182	52.0
A minor problem	188	17.9	65	18.6	67	19.1	56	16.0
No problem at all	38	3.6	22	6.3	6	1.7	10	2.9
Don't Know	27	2.6	9	2.6	9	2.6	9	2.6
	21-34 Year Old Target							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
A major problem	218	23.9	102	25.5	65	20.3	51	26.6
Somewhat of a problem	463	50.8	188	47.0	179	55.9	96	50.0
A minor problem	186	20.4	87	21.8	63	19.7	36	18.8
No problem at all	19	2.1	11	2.8	7	2.2	1	0.5
Don't Know	26	2.9	12	3.0	6	1.9	8	4.2
	Bar Personnel							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
A major problem	21	27.6	9	36.0	8	29.6	4	16.7
Somewhat of a problem	46	60.5	14	56.0	16	59.3	16	66.7
A minor problem	8	10.5	2	8.0	3	11.1	3	12.5
No problem at all	0	0.0	0	0.0	0	0.0	0	0.0
Don't Know	1	1.3	0	0.0	0	0.0	1	4.2
	Community Leaders							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
A major problem	13	19.4	7	25.0	0	0.0	6	24.0
Somewhat of a problem	38	56.7	15	53.6	8	57.1	15	60.0
A minor problem	14	20.9	5	17.9	6	42.9	3	12.0
No problem at all	1	1.5	0	0.0	0	0.0	1	4.0
Don't Know	1	1.5	1	3.6	0	0.0	0	0.0

\*ANALYSIS DERIVED FROM PHONE SURVEY OF GENERAL POPULATION, TARGET, COMMUNITY LEADERS, AND BAR PERSONNEL

**TABLE 10  
PERCEPTION OF LEVEL OF CONCERN HELD BY GENERAL COMMUNITY  
ABOUT DRIVING AFTER EXCESSIVE DRINKING**

	General Population							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Very concerned	233	22.2	69	19.7	72	20.6	92	26.3
Somewhat concerned	580	55.2	196	56.0	196	56.0	188	53.7
Neither	65	6.2	24	6.9	16	4.6	25	7.1
Somewhat unconcerned	103	9.8	30	8.6	42	12.0	31	8.9
very unconcerned	21	2.0	9	2.6	7	2.0	5	1.4
Don't Know	48	4.6	22	6.3	17	4.9	9	2.6
	21-34 Year Old Target							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Very concerned	167	18.3	70	17.5	54	16.9	43	22.4
Somewhat concerned	525	57.6	228	57.0	186	58.1	111	57.8
Neither	98	10.7	51	12.8	33	10.3	14	7.3
Somewhat unconcerned	89	9.8	34	8.5	37	11.6	18	9.4
very unconcerned	13	1.4	8	2.0	3	0.9	2	1.0
Don't Know	20	2.2	9	2.3	7	2.2	4	2.1
	Bar Personnel							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Very concerned	18	26.9	8	28.6	5	35.7	5	20.0
Somewhat concerned	42	62.7	18	64.3	6	42.9	18	72.0
Neither	5	7.5	2	7.1	2	14.3	1	4.0
Somewhat unconcerned	2	3.0	0	0.0	1	7.1	1	4.0
very unconcerned	0	0.0	0	0.0	0	0.0	0	0.0
Don't Know	0	0.0	0	0.0	0	0.0	0	0.0
	Community Leaders							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Very concerned	21	27.3	5	20.0	8	29.6	8	32.0
Somewhat concerned	46	59.7	20	80.0	14	51.9	12	48.0
Neither	2	2.6	0	0.0	0	0.0	2	8.0
Somewhat unconcerned	2	2.6	0	0.0	0	0.0	2	8.0
very unconcerned	0	0.0	0	0.0	0	0.0	0	0.0
Don't Know	6	7.8	0	0.0	5	18.5	1	4.0

\*ANALYSIS DERIVED FROM PHONE SURVEY OF GENERAL POPULATION, TARGET, COMMUNITY LEADERS, AND BAR PERSONNEL

**TABLE 11  
HOW RESPONDENTS FEEL ABOUT THE ROAD CREW**

	General Population							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Very Positive	496	69.1	141	71.2	181	73.3	174	63.7
Somewhat Positive	150	20.9	39	19.7	43	17.4	68	24.9
Neither Pos nor Neg	31	4.3	8	4.0	10	4.0	13	4.8
Somewhat Negative	6	0.8	2	1.0	2	0.8	2	0.7
Very Negative	5	0.7	2	1.0	1	0.4	2	0.7
Don't Know	30	4.2	6	3.0	10	4.0	14	5.1

	21-34 Year Old Target							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Very Positive	459	71.3	174	68.5	191	79.6	94	62.7
Somewhat Positive	128	19.9	54	21.3	33	13.8	41	27.3
Neither Pos nor Neg	29	4.5	13	5.1	10	4.2	6	4.0
Somewhat Negative	7	1.1	5	2.0	1	0.4	1	0.7
Very Negative	4	0.6	1	0.4	1	0.4	2	1.3
Don't Know	17	2.6	7	2.8	4	1.7	6	4.0

	Bar Personnel							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Very Positive	61	91.4	26	92.9	14	100.0	21	84.0
Somewhat Positive	5	7.5	2	7.1	0	0.0	3	12.0
Neither Pos nor Neg	1	1.5	0	0.0	0	0.0	1	4.0
Somewhat Negative	0	0.0	0	0.0	0	0.0	0	0.0
Very Negative	0	0.0	0	0.0	1	0.0	0	0.0
Don't Know	0	0.0	0	0.0	0	0.0	0	0.0

	Community Leaders							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Very Positive	58	76.3	20	80.0	21	77.8	17	70.8
Somewhat Positive	7	9.2	1	4.0	4	14.8	2	8.3
Neither Pos nor Neg	3	3.9	1	4.0	1	3.7	1	4.2
Somewhat Negative	2	2.6	0	0.0	0	0.0	2	8.3
Very Negative	1	1.3	0	0.0	0	0.0	1	4.2
Don't Know	5	6.6	3	12.0	1	3.7	1	4.2

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\*ANALYSIS DERIVED FROM PHONE SURVEY OF GENERAL POPULATION, TARGET, COMMUNITY LEADERS, AND BAR PERSONNEL

**TABLE 12  
LISTING OF POSITIVE FEATURES OF ROAD CREW**

	General Population								21-34 Year Old Target							
	Total		Polk County		Dodgeville		Tomah		Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%
Reduce/ Eliminate drunk drivers on the road	87	12.1	6	3.0	24	9.7	57	20.9	75	11.6	8	3.1	43	17.9	24	16.0
Less accidents/ can't cause accidents	63	8.8	6	3.0	36	14.6	21	7.7	48	7.5	7	2.8	33	13.8	8	5.3
Another option to get home	72	10.0	12	6.1	22	8.9	38	13.9	30	4.7	4	1.6	15	6.3	11	7.3
Inexpensive	144	20.1	44	22.2	59	23.9	41	15.0	106	16.5	35	13.8	55	22.9	16	10.7
Safer / for the one drinking / for others	206	28.7	26	13.1	71	28.7	109	39.9	121	18.8	20	7.9	62	25.8	39	26.0
Saves lives / less accidents	19	2.6	15	7.6	3	1.2	1	0.4	23	3.6	20	7.9	3	1.3	0	0.0
All other (50 categories)	117	16.3	49	24.7	45	18.2	23	8.4	210	32.6	102	40.2	82	34.2	26	17.3
Don't know / no answer	29	4.0	17	8.6	6	2.4	6	2.2	41	6.4	22	8.7	9	3.8	10	6.7

	Bar Personnel								Community Leaders							
	Total		Polk County		Dodgeville		Tomah		Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%
Don't worry about DWIs / not driving drunk	3	5.0	0	0.0	1	7.0	2	8.0	8	10.0	3	12.0	4	15.0	1	4.0
Avoid accidents / get home safely	7	10.0	0	0.0	7	50.0	0	0.0	7	9.0	1	4.0	6	22.0	0	0.0
People use it / people more responsible	3	5.0	0	0.0	2	14.0	1	4.0	6	8.0	1	4.0	5	19.0	0	0.0
Drive to remote areas / rural areas	5	8.0	1	4.0	3	21.0	1	4.0	11	14.0	2	8.0	6	22.0	3	13.0
Allows you to go out and have a good time without worries	8	12.0	1	4.0	2	14.0	5	20.0	28	36.0	14	56.0	4	15.0	10	42.0
People like limos / 5 or 6 people can use	1	2.0	1	4.0	0	0.0	0	0.0	4	5.0	4	16.0	0	0.0	0	0.0
Inexpensive	35	52.0	18	64.0	5	36.0	12	48.0	28	36.0	13	52.0	8	30.0	7	28.0
Can get car brought home	16	24.0	5	18.0	4	29.0	5	20.0	26	34.0	11	44.0	8	30.0	7	28.0
All other (9 categories)	2	3.0	1	4.0	0	0.0	1	4.0	1	1.0	0	0.0	1	4.0	0	0.0
Flyers at local establishments	15	22.0	6	21.0	4	29.0	5	20.0	6	8.0	1	4.0	2	7.0	3	12.0
Road Crew T-Shirts	13	20.0	0	0.0	4	29.0	5	20.0	2	3.0	0	0.0	1	4.0	1	4.0
Bar Workers	4	6.0	1	4.0	2	14.0	1	4.0	4	5.0	0	0.0	2	8.0	2	8.0
Bar Owners	14	21.0	7	25.0	3	21.0	4	16.0	1	1.0	0	0.0	1	4.0	0	0.0
Community Coalition	3	5.0	0	0.0	2	8.0	1	7.0	6	8.0	0	0.0	6	22.0	0	0.0
Police/Sheriff	1	2.0	0	0.0	0	0.0	1	4.0	2	3.0	0	0.0	0	0.0	2	8.0
Tavern League	26	39.0	16	57.0	6	43.0	4	16.0	3	4.0	2	8.0	0	0.0	1	4.0
City Council	0	0.0	0	0.0	0	0.0	0	0.0	9	12.0	0	0.0	4	15.0	5	21.0
Other	2	3.0	0	0.0	0	0.0	2	8.0	24	30.0	10	40.0	5	18.0	9	38.0
Don't Remember/don't know	1	2.0	0	0.0	0	0.0	1	4.0	16	21.0	4	16.0	6	22.0	6	25.0

\*BOTH n AND % ARE BASED ON THOSE AWARE  
 \*ANALYSIS DERIVED FROM PHONE SURVEY OF GENERAL POPULATION, TARGET, COMMUNITY LEADERS, AND BAR PERSONNEL  
 \*COLUMNS SUM TO GREATER THAN 100% DUE TO MULTIPLE RESPONSES

**TABLE 13  
LISTING OF NEGATIVE FEATURES OF THE ROAD CREW**

	General Population							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
None	381	53.1	108	54.5	119	48.2	154	56.4
Encourages Drinking	76	10.6	21	10.6	26	10.5	29	10.6
Not enough Cars	4	0.6	1	0.5	2	0.8	1	0.4
Some people abuse it	0	0.0	0	0.0	0	0.0	0	0.0
Not available every day of the week	0	0.0	0	0.0	0	0.0	0	0.0
Not everyone is aware of program	0	0.0	0	0.0	0	0.0	0	0.0
All other (15 categories)	160	22.3	40	20.2	61	24.7	59	21.6
Don't know / no answer	99	13.8	28	14.1	40	16.2	31	11.4

	21-34 Year Old Target							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
None	325	50.5	131	51.6	124	51.7	70	46.7
Encourages Drinking	77	12.0	36	14.2	28	11.7	13	8.7
Not enough Cars	28	4.3	12	4.7	13	5.4	3	2.0
Some people abuse it	0	0.0	0	0.0	0	0.0	0	0.0
Not available every day of the week	0	0.0	0	0.0	0	0.0	0	0.0
Not everyone is aware of program	0	0.0	0	0.0	0	0.0	0	0.0
All other (15 categories)	151	23.4	54	21.3	53	22.1	44	29.3
Don't know / no answer	71	11.0	26	10.2	25	10.4	20	13.3

	Bar Personnel							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
None	38	57.0	14	50.0	10	71.0	14	56.0
Encourages Drinking	0	0.0	0	0.0	0	0.0	0	0.0
Not enough Cars	3	5.0	2	7.0	0	0.0	1	4.0
Some people abuse it	5	8.0	0	0.0	1	7.0	4	16.0
Not available every day of the week	5	8.0	4	13.0	1	7.0	0	0.0
Not everyone is aware of program	0	0.0	0	0.0	0	0.0	0	0.0
All other (15 categories)	10	15.0	7	25.0	0	0.0	3	12.0
Don't know / no answer	0	0.0	0	0.0	0	0.0	0	0.0

	Community Leaders							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
None	24	32.0	4	17.0	11	41.0	9	38.0
Encourages Drinking	19	25.0	7	28.0	8	29.0	4	17.0
Not enough Cars	4	5.0	3	12.0	1	4.0	0	0.0
Some people abuse it	6	8.0	1	4.0	1	4.0	4	17.0
Not available every day of the week	0	0.0	0	0.0	0	0.0	0	0.0
Not everyone is aware of program	4	5.0	0	0.0	1	4.0	3	13.0
All other (18 categories)	20	27.0	5	20.0	6	22.0	9	38.0
Don't know / no answer	1	1.0	0	0.0	1	4.0	0	0.0

\*BOTH n AND % ARE BASED ON THOSE AWARE

\*ANALYSIS DERIVED FROM PHONE SURVEY OF GENERAL POPULATION, TARGET, COMMUNITY LEADERS, AND BAR PERSONNEL

\*COLUMNS SUM TO GREATER THAN 100% DUE TO MULTIPLE RESPONSES

**TABLE 14**  
**HOW COMMUNITY LEADERS AND BAR PERSONNEL**  
**WOULD IMPROVE THE PROGRAMS**

	Bar Personnel							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
More advertisement	6	9.0	2	8.0	0	0.0	4	14.3
Nothing	5	7.5	2	8.0	3	21.4	0	0.0
Educate bartenders and owners more	0	0.0	0	0.0	0	0.0	0	0.0
All other (8 categories)	14	18.4	4	16.0	6	22.2	4	16.7
Don't know / no answer	5	7.5	3	12.0	0	0.0	2	7.1

	Community Leaders							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
More advertisement	14	25.0	5	31.3	1	6.3	8	40.0
Nothing	2	3.6	1	6.3	1	6.3		0.0
Educate bartenders and owners more	3	5.4	0	0.0	0	0.0	3	15.0
All other (11 categories)	14	25.0	8	50.0	1	6.3	5	25.0
Don't know / no answer	22	39.3	7	43.8	8	50.0	7	35.0

\*BOTH n AND % ARE BASED ON THOSE AWARE

\*ANALYSIS DERIVED FROM PHONE SURVEY OF COMMUNITY LEADERS AND BAR PERSONNEL

**TABLE 15  
WAS THERE A POSITIVE IMPACT ON THE COMMUNITY?**

	General Population							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Yes	440	61.3	129	65.2	138	55.9	173	63.4
Don't know	210	29.2	45	22.7	78	31.6	87	31.9
No	68	9.5	24	12.1	31	12.6	13	4.8

	21-34 Year Old Target							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Yes	482	74.8	188	74.0	182	75.8	112	74.7
Don't know	124	19.3	54	21.3	38	15.8	32	21.3
No	38	5.9	12	4.7	20	8.3	6	4.0

	Bar Personnel							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Yes	66	98.5	28	100.0	13	92.9	25	100.0
Don't know	0	0.0	0	0.0	0	0.0	0	0.0
No	1	1.5	0	0.0	1	7.1	0	0.0

	Community Leaders							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Yes	60	79.0	21	84.0	21	78.0	18	75.0
Don't know	12	16.0	3	12.0	5	19.0	4	17.0
No	4	5.0	1	4.0	1	4.0	2	8.0

\*BOTH n AND % ARE BASED ON THOSE AWARE

\*ANALYSIS DERIVED FROM PHONE SURVEY OF GENERAL POPULATION, TARGET, COMMUNITY LEADERS, AND BAR PERSONNEL

**TABLE 16  
WAS THERE A NEGATIVE IMPACT ON THE COMMUNITY?**

	General Population							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Yes	19	2.6	5	2.5	3	1.2	11	4.0
Don't know	106	14.8	31	15.7	38	15.4	37	13.6
No	593	82.6	162	81.8	206	83.4	225	82.4

	21-34 Year Old Target							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Yes	17	2.6	9	3.5	6	2.5	2	1.3
Don't know	51	7.9	25	9.8	15	6.3	11	7.3
No	576	89.4	220	86.6	219	91.3	137	91.3

	Bar Personnel							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Yes	0	0.0	0	0.0	0	0.0	0	0.0
Don't know	0	0.0	0	0.0	0	0.0	0	0.0
No	67	100.0	28	100.0	14	100.0	25	100.0

	Community Leaders							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Yes	2	3.0	0	0.0	1	4.0	1	4.0
Don't know	6	8.0	0	0.0	3	11.0	3	13.0
No	68	89.0	25	100.0	23	85.0	20	83.0

\*BOTH n AND % ARE BASED ON THOSE AWARE

\*ANALYSIS DERIVED FROM PHONE SURVEY OF GENERAL POPULATION, TARGET, COMMUNITY LEADERS, AND BAR PERSONNEL

**TABLE 17  
LISTING OF POSITIVE IMPACT ISSUES OF THE ROAD CREW**

	General Population							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Get people off the road / keep drunks off the road	171	38.9	59	45.7	46	33.3	66	38.2
Saw several people using it / lots of people use it	88	20.0	31	24.0	27	19.6	30	17.3
Less accidents	71	16.1	20	15.5	20	14.5	31	17.9
No DWI's / Less DWI's	32	7.3	10	7.8	15	10.9	7	4.0
Safer / creates safer highways / safe ride home	45	10.2	17	13.2	15	10.9	13	7.5
All Other (23 categories)	73	10.2	16	8.1	30	12.1	27	9.9
Don't know / no answer	35	8.0	5	3.9	10	7.2	20	11.6

	21-34 Year Old Target							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Get people off the road / keep drunks off the road	222	50.5	96	51.1	79	43.4	47	42.0
Saw several people using it / lots of people use it	109	24.8	39	20.7	45	24.7	25	22.3
Less accidents	59	13.4	23	12.2	21	11.5	15	13.4
No DWI's / Less DWI's	28	6.4	19	10.1	5	2.7	4	3.6
Safer / creates safer highways / safe ride home	53	12.0	20	10.6	22	12.1	11	9.8
Saves Lives	27	6.1	6	3.2	11	6.0	10	8.9
All Other (23 categories)	92	14.3	31	12.2	42	17.5	19	12.7
Don't know / no answer	24	5.5	8	4.3	8	4.4	8	7.1

	Bar Personnel							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Less accidents	8	11.9	2	7.1	2	14.3	4	16.0
Less drunk driving / keeps drunks off road	30	44.8	14	50.0	6	42.9	10	40.0
Safer on the roads	15	22.4	6	21.4	4	28.6	5	20.0
Lots of people use it / I've used it	12	17.9	6	21.4	2	14.3	4	16.0
More people responsible for their actions	6	9.0	5	17.9	0	0.0	1	4.0
All other (4 categories)	18	26.9	5	17.9	5	35.7	8	32.0
Don't know / no answer	0	0.0	0	0.0	0	0.0	0	0.0

	Community Leaders							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
People are using it	16	21.3	1	4.2	5	18.7	10	42.0
Less DWIs	12	15.8	4	16.0	3	10.9	5	21.0
Less people driving drunk	21	27.6	7	27.7	7	25.7	7	29.3
Safer	10	13.4	4	16.0	6	22.6	0	0.0
Less accidents	8	10.3	4	16.0	3	10.9	1	4.5
Increase awareness of drinking and driving	5	6.3	0	0.0	3	10.9	2	8.3
All other (10 categories)	20	26.8	9	37.0	6	23.3	5	21.0
Don't know / no answer	2	2.4	0	0.0	1	3.9	1	4.5

\*ANALYSIS DERIVED FROM PHONE SURVEY OF GENERAL POPULATION, TARGET, COMMUNITY LEADERS, AND BAR PERSONNEL

\*COLUMNS SUM TO GREATER THAN 100% DUE TO MULTIPLE RESPONSES

**TABLE 18  
LISTING OF NEGATIVE FEATURES OF THE ROAD CREW**

	General Population							
	Total		Polk County		Dodgenville		Tomah	
	n	%	n	%	n	%	n	%
None	381	53.1	108	54.5	119	48.2	154	56.4
Encourages drinking / undisciplined drinking	76	10.6	21	10.6	26	10.5	29	10.6
All other (65 categories)	164	22.8	41	20.7	63	25.5	60	22.0
Don't know / no answer	99	13.8	28	14.1	40	16.2	31	11.4

	21-34 Year Old Target							
	Total		Polk County		Dodgenville		Tomah	
	n	%	n	%	n	%	n	%
None	325	50.5	131	51.6	124	51.7	70	46.7
Encourages drinking / undisciplined drinking	77	12.0	36	14.2	28	11.7	13	8.7
All other (64 categories)	179	27.8	66	26.0	66	27.5	47	31.3
Don't know / no answer	71	11.0	26	10.2	25	10.4	20	13.3

	Bar Personnel							
	Total		Polk County		Dodgenville		Tomah	
	n	%	n	%	n	%	n	%
None	38	56.7	14	50.0	10	71.4	14	56.0
Gets abused by some people who don't drink	5	7.5	0	0.0	1	7.1	4	16.0
Not every day of the week / needs to operate everyday	5	7.5	4	14.3	1	7.1	0	0.0
All other (16 categories)	20	29.9	12	42.9	2	14.3	6	24.0

	Community Leaders							
	Total		Polk County		Dodgenville		Tomah	
	n	%	n	%	n	%	n	%
None	24	31.6	4	16.0	11	40.7	9	37.5
Some people won't use that should	3	3.9	2	8.0		0.0	4	16.7
Encourages drinking / drink too much because they have ride	19	25.0	7	28.0	8	29.6	4	16.7
Some people abuse it	6	7.9	1	4.0	1	3.7	4	16.7
Not enough cars	4	5.3	3	12.0	1	3.7	0	0.0
Not everyone is aware of the program / don't know enough	4	5.3	0	0.0	1	3.7	3	12.5
All Other (18 categories)	24	31.6	5	20.0	6	22.2	13	54.2
Don't know / no answer	1	1.3	0	0.0	4	14.8	0	0.0

\*ANALYSIS DERIVED FROM PHONE SURVEY OF GENERAL POPULATION, TARGET, COMMUNITY LEADERS, AND BAR PERSONNEL

\*COLUMNS SUM TO GREATER THAN 100% DUE TO MULTIPLE RESPONSES

**TABLE 19  
THE ROAD CREW AS A TOPIC OF COMMUNITY INTEREST**

	Bar Personnel							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Yes	53	79.0	22	79.0	12	86.0	19	76.0
No	14	21.0	6	21.0	2	14.0	6	24.0
Don't know	0	0.0	0	0.0	0	0.0	0	0.0

	Community Leaders							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Yes	48	63.0	17	68.0	18	67.0	13	54.0
No	27	36.0	8	32.0	8	30.0	11	46.0
Don't know	1	1.0	0	0.0	1	4.0	0	0.0

\*BOTH n AND % ARE BASED ON THOSE AWARE

\*ANALYSIS DERIVED FROM PHONE SURVEY OF COMMUNITY LEADERS AND BAR PERSONNEL

**TABLE 20  
COMMENTS RECEIVED ABOUT THE ROAD CREW**

	Bar Personnel							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
People enjoy ride home	39	58.5	17	60.5	8	57.4	14	56.2
People are not out driving drunk	4	6.3	3	11.0	0	0.0	1	3.8
Don't have to worry about hurting somebody or about cops	6	8.7	2	7.1	2	14.6	2	8.4
Can drink and get a safe ride home	5	7.1	2	7.1	2	14.6	1	3.8
Other areas wish they had this program	3	4.7	0	0.0	3	21.4	0	0.0
Rather pay for ride than DWI	3	4.7	0	0.0	2	14.6	1	3.8
All other (18 categories)	27	39.6	14	50.3	2	13.7	10	40.3

	Community Leaders							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
It is an option for people who are drinking	9	12.0	4	16.3	2	7.3	3	12.5
Good idea / good program	16	20.8	5	19.7	7	26.0	4	16.8
People are using it / people comfortable using it	10	13.3	2	8.2	4	14.7	4	16.8
Saves on fines	3	3.8	0	0.0	3	11.3	0	0.0
Bar owners are positive to it	5	6.3	0	0.0	1	4.0	4	16.8
All Other (17 categories)	29	37.9	10	40.8	17	61.3	4	17.3
Don't know / no answer	1	1.3	1	4.1	0	0.0	0	0.0

\*BOTH n AND % ARE BASED ON THOSE AWARE

\*ANALYSIS DERIVED FROM PHONE SURVEY OF COMMUNITY LEADERS AND BAR PERSONNEL

\*COLUMNS SUM TO GREATER THAN 100% DUE TO MULTIPLE RESPONSES

**TABLE 21**  
**PERCEPTIONS OF WHETHER THE ROAD CREW SHOULD CONTINUE**

	Bar Personnel							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Yes	66	98.5	28	100.0	14	100.0	24	96.0
No	0	0.0	0	0.0	0	0.0	0	0.0
Don't know	1	1.5	0	0.0	0	0.0	1	4.0

	Community Leaders							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Yes	67	88.2	23	92.0	26	96.3	18	75.0
No	3	3.9	0	0.0	0	0.0	3	12.5
Don't know	6	7.9	2	8.0	1	3.7	3	12.5

\*BOTH n AND % ARE BASED ON THOSE AWARE

\*ANALYSIS DERIVED FROM PHONE SURVEY OF COMMUNITY LEADERS  
AND BAR PERSONNEL

**TABLE 22**  
**PERCEPTIONS OF WHETHER THE ROAD CREW WILL CONTINUE**

	Bar Personnel							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Yes	57	85.1	25	89.3	12	85.7	20	80.0
No	5	7.5	2	7.1	2	14.3	1	4.0
Don't know	5	7.5	1	3.6	0	0.0	4	16.0

	Community Leaders							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Yes	48	63.2	17	68.0	19	70.4	13	54.2
No	6	7.9	0	0.0	1	3.7	5	20.8
Don't know	22	28.9	8	32.0	7	25.9	7	29.2

\*BOTH n AND % ARE BASED ON THOSE AWARE

\*ANALYSIS DERIVED FROM PHONE SURVEY OF COMMUNITY LEADERS  
AND BAR PERSONNEL

**TABLE 23  
JUSTIFICATION FOR THE PERCEPTIONS OF WHETHER THE ROAD CREW SHOULD CONTINUE**

	Bar Personnel							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Keep people off road when drinking / safer	44	66.7	19	67.9	10	71.4	15	62.5
Keep business open	5	7.58	4	14.3	0	0.0	1	4.17
Great service for everyone / alternative to drinking	13	19.7	4	14.3	3	21.4	6	25
Less accidents	6	9.09	2	7.14	2	14.3	2	8.33
People use it	7	10.6	2	7.14	1	7.14	4	16.7
It is working	6	9.09	2	7.14	1	7.14	3	12.5
All other (8 categories)	12	18.2	4	14.3	3	21.4	5	20.8

	Community Leaders							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Keeps drunk drivers off road	32	47.0	14	61.0	10	38.0	8	42.0
Should be in all communities	2	3.0	0	0.0	0	0.0	2	11.0
How will it be funded	5	7.0	0	0.0	2	8.0	3	16.0
Saves lives	11	16.0	4	17.0	7	27.0	0	0.0
People are using it	6	9.0	0	0.0	5	19.0	1	5.0
It is an option instead of drinking and driving	5	7.0	2	9.0	1	4.0	2	11.0
Positive / good program	8	12.0	4	17.0	2	8.0	2	11.0
Safer / safer on high ways	19	28.0	7	30.0	7	27.0	5	26.0
All other (12 categories)	14.3	21	5.75	25	9.36	36	1.9	10

\*ANALYSIS DERIVED FROM PHONE SURVEY OF COMMUNITY LEADERS AND BAR PERSONNEL

\*COLUMNS SUM TO GREATER THAN 100% DUE TO MULTIPLE RESPONSES

\*THERE ARE 8 CASES WITH MISSING DATA FOR COMMUNITY LEADERS

**TABLE 24  
SUPPORT FOR BEHAVIOR CHANGE PROGRAMS IN COMMUNITIES**

	Bar Personnel							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Strongly support this type of program	58	87.0	26	93.0	14	100.0	18	72.0
Somewhat support this type of program	5	7.0	1	4.0	0	0.0	4	16.0
Strongly believe that it is up to the individual	2	3.0	0	0.0	0	0.0	2	8.0
Somewhat believe that it is up to the individual	2	3.0	1	4.0	0	0.0	1	4.0

	Community Leaders							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Strongly support this type of program	42	55.0	11	44.0	19	70.0	12	48.0
Somewhat support this type of program	24	31.0	12	48.0	4	15.0	8	32.0
Strongly believe that it is up to the individual	6	8.0	0	0.0	2	7.0	4	16.0
Somewhat believe that it is up to the individual	1	1.0	0	0.0	1	4.0	0	0.0

\*BOTH n AND % ARE BASED ON THOSE AWARE

\*ANALYSIS DERIVED FROM PHONE SURVEY OF COMMUNITY LEADERS AND BAR PERSONNEL

**TABLE 25  
PERCEPTION OF NUMBER OF PEOPLE GOING TO BARS**

	General Population							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Increased	34	4.7	16	8.1	6	2.4	12	4.4
Decreased	41	5.7	10	5.1	9	3.6	22	8.1
Stayed about the same	476	66.3	146	73.7	157	63.6	173	63.4
Don't know	167	23.3	26	13.1	75	30.4	66	24.2

	21-34 Year Old Target							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Increased	54	8.4	29	11.4	11	4.6	14	9.3
Decreased	8	1.2	1	0.4	5	2.1	2	1.3
Stayed about the same	502	78.0	191	75.2	194	80.8	117	78.0
Don't know	80	12.4	33	13.0	30	12.5	17	11.3

	Bar Personnel							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Increased	18	27.0	9	32.0	3	21.0	6	24.0
Decreased	0	0.0	0	0.0	0	0.0	0	0.0
Stayed about the same	49	73.0	19	68.0	11	79.0	19	76.0
Don't know	0	0.0	0	0.0	0	0.0	0	0.0

	Community Leaders							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Increased	5	7.0	4	16.0	1	4.0	0	0.0
Decreased	0	0.0	0	0.0	0	0.0	0	0.0
Stayed about the same	47	62.0	16	64.0	12	44.0	19	79.0
Don't know	24	32.0	5	20.0	14	52.0	5	21.0

\*BOTH n AND % ARE BASED ON THOSE AWARE

\*ANALYSIS DERIVED FROM PHONE SURVEY OF GENERAL POPULATION, TARGET, COMMUNITY LEADERS, AND BAR PERSONNEL

**TABLE 26  
PERCEPTION OF CHANGES IN THE AMOUNT OF  
INDIVIDUAL CONSUMPTION**

	General Population							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Increased	50	7.0	11	5.6	16	6.5	23	8.4
Decreased	58	8.1	16	8.1	16	6.5	26	9.5
Stayed about the same	452	63.0	135	68.2	151	61.1	166	60.8
Don't know	158	22.0	36	18.2	64	25.9	58	21.2

	21-34 Year Old Target							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Increased	74	11.5	42	16.5	22	9.2	10	6.7
Decreased	9	1.4	2	0.8	3	1.3	4	2.7
Stayed about the same	490	76.1	181	71.3	193	80.4	116	77.3
Don't know	71	11.0	29	11.4	22	9.2	20	13.3

	Bar Personnel							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Increased	11	16.0	4	14.0	5	36.0	2	8.0
Decreased	0	0.0	0	0.0	0	0.0	0	0.0
Stayed about the same	56	84.0	24	86.0	9	64.0	23	92.0
Don't know	0	0.0	0	0.0	0	0.0	0	0.0

	Community Leaders							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Increased	3	4.0	2	8.0	1	4.0	0	0.0
Decreased	3	4.0	2	8.0	0	0.0	1	4.0
Stayed about the same	52	68.0	17	68.0	16	59.0	19	79.0
Don't know	18	24.0	4	16.0	10	37.0	4	17.0

\*BOTH n AND % ARE BASED ON THOSE AWARE

\*ANALYSIS DERIVED FROM PHONE SURVEY OF GENERAL POPULATION, TARGET, COMMUNITY LEADERS, AND BAR PERSONNEL

**TABLE 27  
PERCEPTION OF CHANGES IN WHERE PEOPLE ARE DRINKING**

	General Population							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Drink at home	184	25.6	47	23.7	58	23.5	79	28.9
Drink at bars	62	8.6	8	4.0	29	11.7	25	9.2
No change	379	52.8	120	60.6	122	49.4	137	50.2
Don't know	93	13.0	23	11.6	38	15.4	32	11.7

	21-34 Year Old Target							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Drink at home	58	9.0	26	10.2	20	8.3	12	8.0
Drink at bars	92	14.3	43	16.9	31	12.9	18	12.0
No change	455	70.7	176	69.3	174	72.5	105	70.0
Don't know	39	6.1	9	3.5	15	6.3	15	10.0

	Bar Personnel							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Drink at home	10	14.9	6	21.4	2	14.3	2	8.0
Drink at bars	18	26.9	8	28.6	7	50.0	3	12.0
No change	37	55.2	13	46.4	4	28.6	20	80.0
Don't know	2	3.0	1	3.6	1	7.1	0	0.0

	Community Leaders							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Drink at home	18	23.7	10	40.0	5	18.5	3	12.5
Drink at bars	8	10.5	1	4.0	5	18.5	2	8.3
No change	42	55.3	12	48.0	15	55.6	15	62.5
Don't know	8	10.5	2	8.0	2	7.4	4	16.7

\*BOTH n AND % ARE BASED ON THOSE AWARE

\*ANALYSIS DERIVED FROM PHONE SURVEY OF GENERAL POPULATION, TARGET, COMMUNITY LEADERS, AND BAR PERSONNEL

**TABLE 28  
PERCEPTION OF CHANGES IN SALES LEVELS IN BARS**

	Bar Personnel							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Increase	23	34.3	13	46.4	6	42.9	4	16.0
No change	41	61.2	14	50.0	8	57.1	19	76.0
Decrease	0	0.0	0	0.0	0	0.0	0	0.0
Don't know	3	4.5	1	3.6	0	0.0	2	8.0

	Community Leaders							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Increase	11	14.5	5	20.0	3	11.1	3	12.5
No change	34	44.7	12	48.0	11	40.7	11	45.8
Decrease	1	1.3	0	0.0	11	40.7	1	4.2
Don't know	30	39.5	8	32.0	13	48.1	9	37.5

\*BOTH n AND % ARE BASED ON THOSE AWARE

\*ANALYSIS DERIVED FROM PHONE SURVEY OF COMMUNITY LEADERS  
AND BAR PERSONNEL

**TABLE 29  
PERCEPTION OF CHANGES IN INDIVIDUAL CONSUMPTION LEVELS  
AMONG PATRONS VISITING BARS**

	Bar Personnel							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Increase	11	16.4	3	10.7	3	21.4	5	20.0
No change	54	80.6	25	89.3	9	64.3	20	80.0
Decrease	0	0.0	0	0.0	0	0.0	0	0.0
Don't know	2	3.0	0	0.0	2	14.3	0	0.0

	Community Leaders							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Increase	1	1.3	0	0.0	0	0.0	1	4.2
No change	51	67.1	18	72.0	16	59.3	17	70.8
Decrease	2	2.6	2	8.0	0	0.0	0	0.0
Don't know	22	28.9	5	20.0	11	40.7	6	25.0

\*BOTH n AND % ARE BASED ON THOSE AWARE

\*ANALYSIS DERIVED FROM PHONE SURVEY OF COMMUNITY LEADERS  
AND BAR PERSONNEL

**TABLE 30  
PERCEPTION OF CHANGES IN THE NUMBER OF  
PATRONS VISITING BARS**

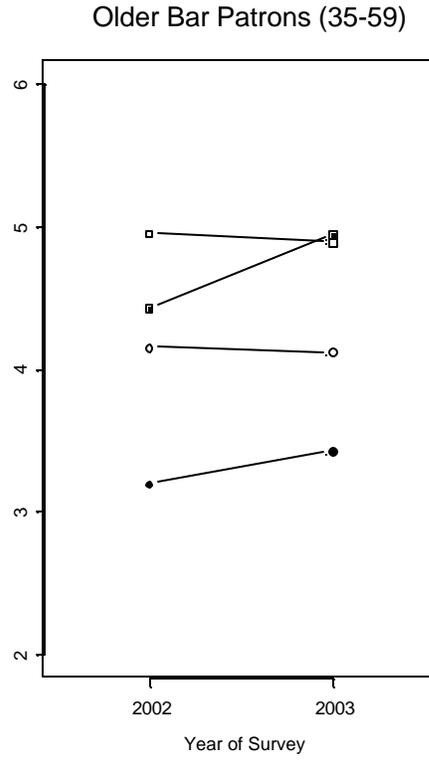
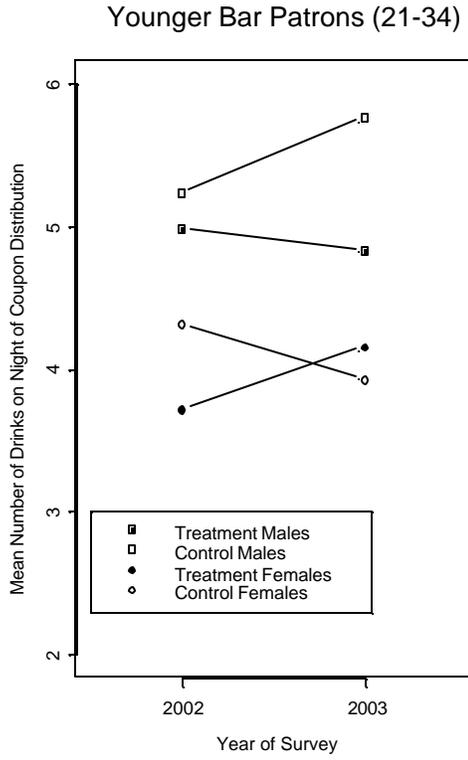
	Bar Personnel							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Increase	18	26.9	9	32.1	3	21.4	6	24.0
No change	49	73.1	19	67.9	11	78.6	18	72.0
Decrease	0	0.0	0	0.0	0	0.0	0	0.0
Don't know	0	0.0	0	0.0	0	0.0	0	0.0

	Community Leaders							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Increase	5	6.6	4	16.0	1	3.7	0	0.0
No change	47	61.8	16	64.0	12	44.4	19	79.2
Decrease	0	0.0	0	0.0	0	0.0	0	0.0
Don't know	24	31.6	5	20.0	14	51.9	5	20.8

\*BOTH n AND % ARE BASED ON THOSE AWARE

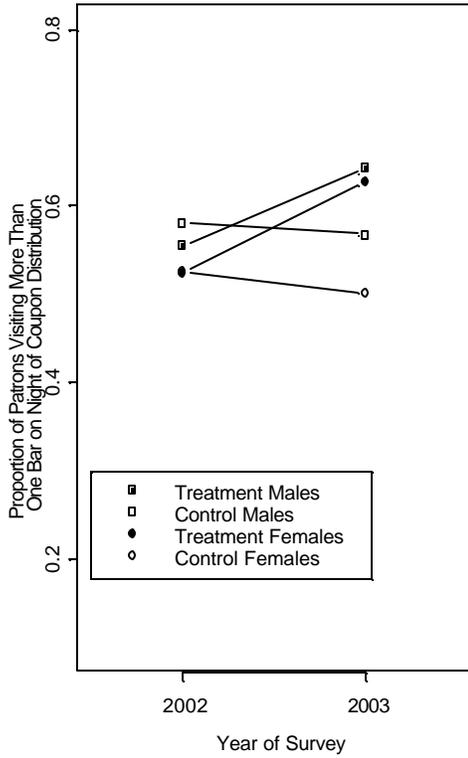
\*ANALYSIS DERIVED FROM PHONE SURVEY OF COMMUNITY LEADERS  
AND BAR PERSONNEL

**TABLE 31**  
**MEAN NUMBER OF DRINKS**  
**ON NIGHT OF COUPON DISTRIBUTION**

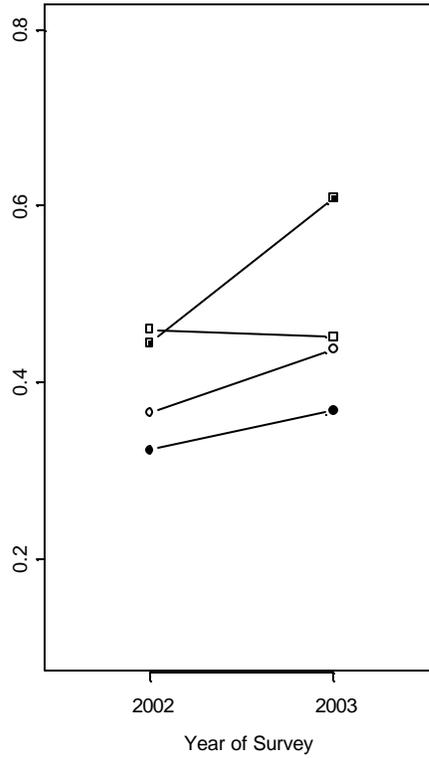


**TABLE 32**  
**PROPORTION OF PATRONS VISITING MORE THAN ONE BAR**  
**ON NIGHT OF COUPON DISTRIBUTION**

Younger Bar Patrons (21-34)



Older Bar Patrons (35-59)



**TABLE 33  
PERCEPTIONS OF CHANGES IN THE USE OF OTHER DESIGNATED  
DRIVER PLANS**

	Bar Personnel							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Yes, increase	18	26.9	10	35.7	3	21.0	5	20.0
Yes, decrease	3	4.5	0	0.0	1	7.0	2	8.0
No change	30	44.8	12	43.0	5	36.0	13	52.0
Don't know / no answer	16	23.9	6	21.0	5	36.0	5	20.0

	Community Leaders							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Yes, increase	24	32.0	12	48.0	8	30.0	4	17.0
Yes, decrease	4	5.0	0	0.0	3	11.0	1	4.0
No change	23	30.0	9	36.0	5	19.0	9	38.0
Don't know / no answer	25	33.0	4	16.0	11	41.0	10	42.0

\*BOTH n AND % ARE BASED ON THOSE AWARE

\*ANALYSIS DERIVED FROM PHONE SURVEY OF COMMUNITY LEADERS  
AND BAR PERSONNEL

**TABLE 34  
PERCEPTION OF SHIFTS FROM THE USE OF DESIGNATED DRIVER  
PLANS TO THE USE OF THE ROAD CREW**

	Bar Personnel							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Yes	31	46.0	14	50.0	6	43.0	11	44.0
No	11	16.0	2	7.0	2	14.0	7	28.0
Don't know	25	37.0	12	43.0	6	43.0	7	28.0

	Community Leaders							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Yes	35	46.0	13	52.0	14	52.0	8	33.0
No	11	14.0	4	16.0	0	0.0	7	29.0
Don't know	30	39.0	8	32.0	13	48.0	9	38.0

\*BOTH n AND % ARE BASED ON THOSE AWARE

\*ANALYSIS DERIVED FROM PHONE SURVEY OF COMMUNITY LEADERS  
AND BAR PERSONNEL

**TABLE 35  
PERCEPTION OF WHETHER AN INCREASE IN  
DESIGNATED DRIVER BEHAVIOR WOULD HAVE OCCURRED IN THE  
ABSENCE OF THE ROAD CREW**

	Bar Personnel							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Yes	22	33.0	10	36.0	6	43.0	6	24.0
No	24	36.0	8	29.0	4	29.0	12	48.0
Don't know	21	31.0	10	36.0	4	29.0	7	28.0

	Community Leaders							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Yes	20	26.0	8	32.0	6	22.0	6	25.0
No	32	42.0	12	48.0	10	37.0	10	42.0
Don't know	24	32.0	5	20.0	11	41.0	8	33.0

\*BOTH n AND % ARE BASED ON THOSE AWARE

\*ANALYSIS DERIVED FROM PHONE SURVEY OF COMMUNITY LEADERS  
AND BAR PERSONNEL

**TABLE 36  
PERCEPTION OF CHANGE IN RESPONSIBILITY FOR BEHAVIOR  
RELATED TO DRINKING AND DRIVING**

	Bar Personnel							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
More responsibility	50	75.0	21	75.0	14	100.0	15	60.0
Less responsibility	3	4.0	2	7.0	0	0.0	1	4.0
No change	14	21.0	5	18.0	0	0.0	9	36.0
Don't know	0	0.0	0	0.0	0	0.0	0	0.0

	Community Leaders							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
More responsibility	47	62.0	20	80.0	16	59.0	11	46.0
Less responsibility	5	7.0	0	0.0	4	15.0	1	4.0
No change	15	20.0	2	8.0	4	15.0	9	38.0
Don't know	15	20.0	2	8.0	4	15.0	9	38.0

\*BOTH n AND % ARE BASED ON THOSE AWARE

\*ANALYSIS DERIVED FROM PHONE SURVEY OF COMMUNITY LEADERS  
AND BAR PERSONNEL

**TABLE 37  
MODE OF TRANSPORTATION USED IN THE BAR COUPON STUDY**

2002	Treatment Communities										Control
	Total		Polk County		Dodgeville		Tomah				
	n	%	n	%	n	%	n	%	n	%	
Drive Self	461	64.0	123	70.3	72	74.2	266	59.4	388	55.8	
Ride Service	-	-	-	-	-	-	-	-	-	-	
Public Transportation	41	5.7	2	1.1	0	0.0	39	8.7	17	2.4	
Someone else drove	161	22.4	40	22.9	19	19.6	102	22.8	200	28.8	
Walked	47	6.5	8	4.6	5	5.2	34	7.6	80	11.5	
None of the above	10	1.4	2	1.1	1	1.0	7	1.6	10	1.4	

2003	Treatment Communities										Control
	Total		Polk County		Dodgeville		Tomah				
	n	%	n	%	n	%	n	%	n	%	
Drive Self	362	61.7	90	62.1	75	75.8	197	57.4	222	59.8	
Ride Service	100	17.0	29	20.0	4	4.0	67	19.5	20	5.4	
Public Transportation	6	1.0	1	0.7	0	0.0	5	1.5	1	0.3	
Someone else drove	76	12.9	16	11.0	14	14.1	46	13.4	65	22.9	
Walked	40	6.8	9	6.2	6	6.1	25	7.3	34	9.2	
None of the above	3	0.5	0	0.0	0	0.0	3	0.9	9	2.4	

2002 Men 21-34 Years Old	Treatment Communities										Control
	Total		Polk County		Dodgeville		Tomah				
	n	%	n	%	n	%	n	%	n	%	
Drive Self	97	67.4	39	78.0	15	93.8	43	55.1	123	60.3	
Ride Service	-	-	-	-	-	-	-	-	-	-	
Public Transportation	12	8.3	2	4.0	0	0.0	10	12.8	5	2.5	
Someone else drove	29	20.1	8	16.0	1	6.3	20	25.6	49	24.0	
Walked	5	3.5	0	0.0	0	0.0	5	6.4	24	11.8	
None of the above	1	1.1	1	2.0	0	0.0	0	0.0	3	1.5	

2003 Men 21-34 Years Old	Treatment Communities										Control
	Total		Polk County		Dodgeville		Tomah				
	n	%	n	%	n	%	n	%	n	%	
Drive Self	62	52.5	23	52.3	7	53.8	32	52.5	30	43.5	
Ride Service	26	22.0	10	22.7	1	7.7	15	24.6	5	7.2	
Public Transportation	1	0.8	1	2.3	0	0.0	0	0.0	0	0.0	
Someone else drove	18	15.3	4	9.1	3	23.1	11	18.0	22	31.9	
Walked	10	8.5	5	11.4	2	15.4	3	4.9	10	14.5	
None of the above	0	0.0	0	0.0	0	0.0	0	0.0	2	2.9	

2002 Women 21-34 Years Old	Treatment Communities										Control
	Total		Polk County		Dodgeville		Tomah				
	n	%	n	%	n	%	n	%	n	%	
Drive Self	52	55.3	18	66.7	8	72.7	26	46.4	57	45.2	
Ride Service	-	-	-	-	-	-	-	-	-	-	
Public Transportation	4	4.3	0	0.0	0	0.0	4	7.1	4	3.2	
Someone else drove	32	34.0	7	25.9	2	18.2	23	41.1	50	39.7	
Walked	6	6.4	2	7.4	1	9.1	3	5.4	14	11.1	
None of the above	0	0.0	0	0.0	0	0.0	0	0.0	1	0.8	

2003 Women 21-34 Years Old	Treatment Communities										Control
	Total		Polk County		Dodgeville		Tomah				
	n	%	n	%	n	%	n	%	n	%	
Drive Self	47	53.4	16	69.6	8	66.7	23	43.4	43	66.7	
Ride Service	18	20.5	4	17.4	0	0.0	14	26.4	2	2.9	
Public Transportation	1	1.1	0	0.0	0	0.0	1	1.9	0	0.0	
Someone else drove	13	14.8	1	4.3	2	16.7	10	18.9	18	26.1	
Walked	9	10.2	2	8.7	2	16.7	5	9.4	2	2.9	
None of the above	0	0.0	0	0.0	0	0.0	0	0.0	1	1.4	

\*ANALYSIS DERIVED FROM 2002 AND 2003 BAR COUPON PHONE SURVEY OF BOTH TREATMENT AND CONTROL GROUPS  
 \*RIDE SERVICE WAS NOT AVAILABLE IN 2002 BAR COUPON SURVEY

**TABLE 38  
PERCEPTION OF CHANGE IN NUMBER OF PEOPLE WHO DRIVE AFTER  
EXCESSIVE DRINKING**

	General Population							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Increased	42	5.8	10	5.1	15	6.1	17	6.2
Decreased	342	47.6	100	50.5	114	46.2	128	46.9
Stayed about the same	221	30.8	61	30.8	77	31.2	83	30.4
Don't know	113	15.7	27	13.6	41	16.6	45	16.5

	21-34 Year Old Target							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Increased	26	4.0	13	5.1	7	2.9	6	4.0
Decreased	422	65.5	161	63.4	162	67.5	99	66.0
Stayed about the same	149	23.1	63	24.8	59	24.6	27	18.0
Don't know	47	7.3	17	6.7	12	5.0	18	12.0

	Bar Personnel							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Increased	1	1.0	1	4.0	0	0.0	0	0.0
Decreased	54	81.0	19	68.0	13	93.0	22	88.0
Stayed about the same	12	18.0	8	29.0	1	7.0	3	12.0
Don't know	0	0.0	0	0.0	0	0.0	0	0.0

	Community Leaders							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Increased	4	5.0	1	4.0	2	7.0	1	4.0
Decreased	45	59.0	14	56.0	17	63.0	14	58.0
Stayed about the same	16	21.0	5	20.0	4	15.0	7	29.0
Don't know	16	21.0	5	20.0	4	15.0	7	29.0

\*BOTH n AND % ARE BASED ON THOSE AWARE

\*ANALYSIS DERIVED FROM PHONE SURVEY OF GENERAL POPULATION, TARGET, COMMUNITY LEADERS, AND BAR PERSONNEL

**TABLE 39  
PERCEPTION OF CHANGE IN FREQUENCY OF DRIVING AFTER  
EXCESSIVE DRINKING OF INDIVIDUALS**

	General Population							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Increased	43	6.0	11	5.6	14	5.7	18	6.6
Decreased	265	36.9	69	34.8	92	37.2	104	38.1
Stayed about the same	284	39.6	87	43.9	93	37.7	104	38.1
Don't know	126	17.5	31	15.7	48	19.4	47	17.2

	21-34 Year Old Target							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Increased	26	4.0	11	5.6	14	5.7	6	4.0
Decreased	308	47.8	69	34.8	92	37.2	72	48.0
Stayed about the same	249	38.7	87	43.9	93	37.7	52	34.7
Don't know	61	9.5	31	15.7	48	19.4	20	13.3

	Bar Personnel							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Increased	1	1.0	1	4.0	0	0.0	0	0.0
Decreased	41	61.0	13	46.0	13	93.0	15	60.0
Stayed about the same	23	34.0	14	50.0	1	7.0	8	32.0
Don't know	2	3.0	0	0.0	0	0.0	2	8.0

	Community Leaders							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Increased	3	4.0	1	4.0	2	7.0	0	0.0
Decreased	32	42.0	11	44.0	10	37.0	11	46.0
Stayed about the same	28	37.0	11	44.0	8	30.0	9	38.0
Don't know	28	37.0	11	44.0	8	30.0	9	38.0

\*BOTH n AND % ARE BASED ON THOSE AWARE

\*ANALYSIS DERIVED FROM PHONE SURVEY OF GENERAL POPULATION, TARGET, COMMUNITY LEADERS, AND BAR PERSONNEL

**TABLE 40  
KNOWLEDGE OF OTHER PEOPLE WHO HAVE USED THE ROAD CREW**

	General Population							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Yes	273	38.0	101	51.0	87	35.2	85	31.1
No	443	61.7	97	49.0	159	64.4	187	68.5
Don't know	2	0.3	0	0.0	1	0.4	1	0.4

	21-34 Year Old Target							
	Total		Polk County		Dodgeville		Tomah	
	n	%	n	%	n	%	n	%
Yes	391	60.7	168	66.1	150	62.5	73	48.7
No	253	39.3	86	33.9	90	37.5	77	51.3
Don't know	0	0.0	0	0.0	0	0.0	0	0.0

\*BOTH n AND % ARE BASED ON THOSE AWARE

\*ANALYSIS DERIVED FROM PHONE SURVEY OF GENERAL POPULATION AND TARGET

**TABLE 41  
DEMOGRAPHICS OF RIDERS**

	21-34				35+			
	Male		Female		Male		Female	
	n	%	n	%	n	%	n	%
<b>All Communities</b>	5,167	30.4	3,707	21.8	5,123	30.1	2,995	17.6
Polk County	3,188	32.7	2,539	26.1	2,316	23.8	1,693	17.4
Dodgeville	701	33.1	572	27.0	465	22.0	378	17.9
Tomah	1,278	24.9	596	11.6	2,342	45.6	924	18.0

\*ANALYSIS DERIVED FROM RIDE COUNT DATA

\*THERE ARE 2,765 CASES WHERE AGE, GENDER OR BOTH ARE MISSING

**TABLE 42  
ORIGINATION AND DESTINATION OF RIDES  
BY QUARTER AND BY COMMUNITY**

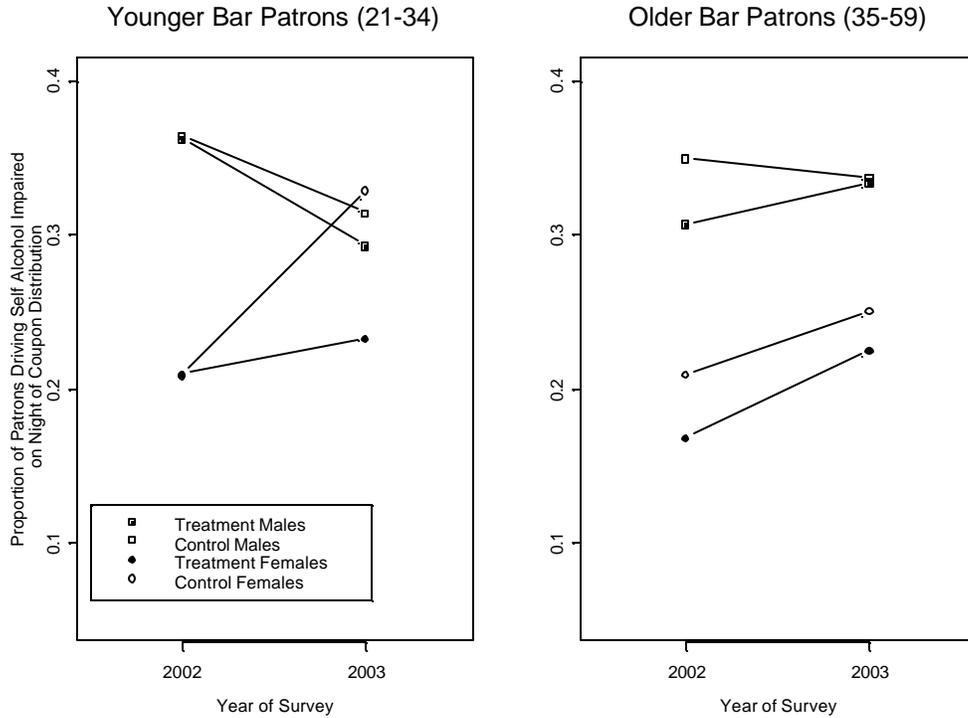
<b>Quarter of Year</b>	Home to Bar		Bar to Bar		Bar to Home		Total	
	n	%	n	%	n	%	n	%
Jul- Sep 2002	289	9.8	1,447	49.3	1,199	40.9	2,935	15.5
Oct-Dec 2002	354	7.1	2,858	57.0	1,804	36.0	5,016	26.6
Jan-Mar 2003	399	8.0	2,659	53.0	1,960	39.1	5,018	26.6
Apr-Jun 2003	435	7.4	2,767	46.8	2,711	45.8	5,913	31.3
<b>Total: % of Total</b>	<b>1,477</b>	<b>7.8</b>	<b>9,731</b>	<b>51.5</b>	<b>7,674</b>	<b>40.6</b>	<b>18,882</b>	

<b>Community</b>	Home to Bar		Bar to Bar		Bar to Home		Total	
	n	%	n	%	n	%	n	%
Polk County	709	6.3	8,546	76.3	1,950	17.4	11,205	59.3
Dodgeville	387	14.6	1,101	41.4	1,169	44.0	2,657	14.1
Tomah	381	7.6	84	1.7	4,555	90.7	5,020	26.6
<b>Total: % of Total</b>	<b>1,477</b>	<b>7.8</b>	<b>9,731</b>	<b>51.5</b>	<b>7,674</b>	<b>40.6</b>	<b>18,882</b>	

\*ANALYSIS DERIVED FROM RIDE COUNT DATA

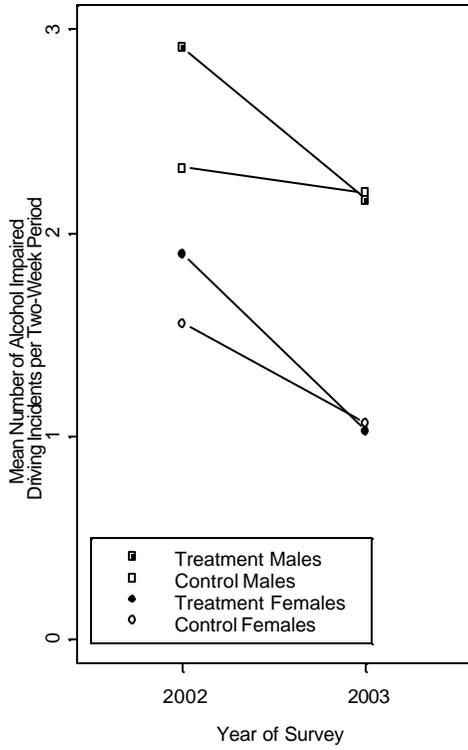
\*875 RIDES GIVEN IN OTHER ALCOHOL RELATED CIRCUMSTANCES NOT INVOLVING BARS

**TABLE 43**  
**PROPORTION OF PATRONS DRIVING SELF WHILE ALCOHOL-IMPAIRED ON NIGHT OF**  
**COUPON DISTRIBUTION**

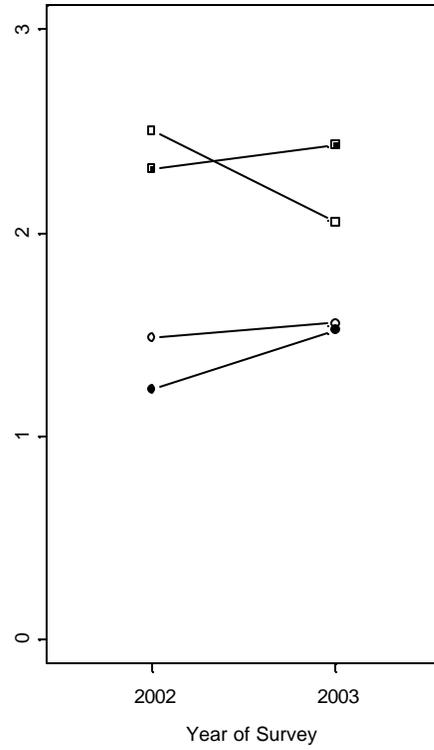


**TABLE 44**  
**MEAN NUMBER OF ALCOHOL-IMPAIRED DRIVING INCIDENTS PER TWO-WEEK**  
**PERIOD**

Younger Bar Patrons (21-34)



Older Bar Patrons (35-59)



# ***APPENDIX D***

## ***Community Overviews***

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### **Polk County**

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<b>Project Title:</b>	<b>Polk County <i>Party Barge</i></b>
<b>Community Coordinator:</b>	Kevin Austad, bar and limousine owner Keven Casselius, bar and limousine owner Kathy Cross, bar and limousine owner
<b>Key Partner:</b>	Polk County Tavern League
<b>Total Number of Rides:</b>	11,701

#### **COMMUNITY ISSUE**

Polk County was faced with no pre-existing cab service and a high incidence of bar hopping from one small town to the next. This translated into high numbers of impaired drivers covering long distances on county highways. There is one 25-mile stretch of rural highway that runs through several small towns and past approximately 35 bars. Coordinators state that the program now covers a 400 square mile service area.

#### **BUSINESS OPERATION**

Older limousines provide the basis for a fun, upscale, and funky way to make stops between the numerous small bars, as well as offer a safe and economical way to get home at the end of the evening. Limos, staffed by professional drivers and dispatched from a central point, allow groups of up to a dozen people to bar hop. It's not uncommon to have groups of four to eight riders signing up for an entire evening, including home pick-up and drop-off. Two to four limos are in operation on Friday and Saturday nights and serve approximately 35 Tavern League establishments. Riders pay \$15 for the entire night, including a ride to the bar and back home, or can purchase ride segments at \$4 per segment. Users tend to take the *Party Barge* in groups of two or more.

#### **COMMUNITY LEADERSHIP**

In Polk County, program leadership came from a few tavern owners who, from the outset, were so committed to this idea that they would not take "no" for an answer. As in Dodge-Point, there was no cab company running in the county and no alternative to getting bar patrons safely home. Without a cab company in place, no easy way existed for the Polk County Tavern League to even apply for Safe Ride funding from the state league.

When they learned of the planning meeting for *Road Crew*, they pleaded with conference organizers to attend. Polk County, located in the northwestern sector of the state, is outside of the geographic zone within which project staff intended to run the pilot program. Not only did Polk County tavern owners prevail in attending the conference, they returned from it able to convince the sheriff and numerous small town boards and police departments that providing limos, dubbed *Party Barges*, would allow young bar patrons to safely bar hop and would be a means to greater highway safety.

By the time the Polk County Tavern League submitted their proposal, all of the political objections to the program had been swept away. The League kept in touch with the various municipalities in which their program runs, letting them know about the success of the program and staying ahead of any potential criticism of the initiative.

### **PROGRAM'S MAJOR SUCCESSES**

Polk County originated the idea of using limousines to transport bar patrons. The beauty of this idea is that it appeals to the target on many levels. Polk County reports that they achieved the goals of the *Road Crew* project by listening to the target and offering a product the target said they would use. This concept was so successful that another community quickly adapted it.

### **PROGRAM'S MAJOR CHALLENGES**

There is a hidden danger in the limousine-based model. It is a well-entrenched behavior in Polk County for young men to use their cars to cruise from bar to bar throughout the evening. The *Party Barge* has, without a doubt, lessened that activity and the possibilities for crashes. The danger is in the last ride of the evening. With many patrons to transport home, users, who earlier in the evening pledged to drivers they would use the *Party Barge* to get home, might act impulsively and drive themselves home instead. Limo drivers and local organizers are aware of this issue and continue to find ways to make sure everyone who rides the *Party Barge* has a ride home. This issue is being vigorously attacked and the change is observable.

### **PROMOTION AND INCENTIVES**

- Limos attract visibility, cruising Polk County roads every weekend. This ride alternative is an event in itself.
- Limos have been in a number of summer parades and festivals, and featured in print publicity materials.
- Several newspaper articles have covered the *Party Barge*, as well as some radio programs. Two local papers did lengthy articles when a drunk driver was arrested after colliding with the *Party Barge*.
- Flyers outlining the details of the service have been distributed to local hotels, clinics, and other public places with brochure racks.
- *Party Barge* gift certificates for a full night of rides were promoted as holiday gifts
- *Party Barge* posters, offered in a variety of sizes, are in place in all participating bars.
- Bar owners sell tickets for riders and place calls to dispatch limos.
- The Tavern League has begun fundraising on the *Party Barge's* behalf.
- *Road Crew* t-shirts have been distributed as frequent rider incentives.

### **SUSTAINABILITY**

A casino night was hosted by one of the participating bars in October 2002. This dual marketing and fundraising opportunity raised \$2,400 for the program. Local merchants donated items for a silent auction and flyers promoted the event to bar patron and limo users. Other fundraising efforts will continue to provide support for the program.

Community leaders estimate that limousine fares will cover all but \$10,000 of operating expense for the upcoming year. They have decided the easiest way to cover this shortfall is by assessing a fee to all of the participating bars on the *Party Barge* route. Fees may range from \$200 to \$500 per bar.

# Dodgeville and Mineral Point

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<b>Project Title:</b>	<b>Dodge-Point Road Crew</b>
<b>Community Coordinator:</b>	Joanne Munson, community coordinator Dennis Marklein, body shop owner that leases cars to program
<b>Key Partner:</b>	Iowa County Circuit Court Judge William Dyke Lands' End Several local insurance companies Iowa County Tavern League Volunteer drivers
<b>Total number of rides:</b>	3,082

## COMMUNITY ISSUE

Dodgeville and Mineral Point are approximately eight miles apart from one another. There was a steady flow of traffic between these two larger communities and several smaller communities by members of the target group. There was no cab or public transportation system in place to provide alternative rides home for alcohol-impaired drivers.

## BUSINESS OPERATION

The service operates Friday and Saturday nights and designated special events and holidays. Rides range from \$5 to \$10 per night, depending on distance from Dodgeville or Mineral Point. Riders receive unlimited service in the primary service area for \$5; an extended service area requires an additional \$2.50; passengers traveling outside the service area are charged an additional \$5.

There are five vehicles in the Dodge-Point *Road Crew* fleet: two 6-passenger limos and one 10-passenger limo accommodating large groups, a Cadillac Sedan, and a Lincoln Town Car Sedan. On most nights only two vehicles are in operation. Volunteer drivers were originally paid a nightly stipend, but now accept tips en lieu of such stipend. Male/female teams operate the vehicles and deliver patrons, and their vehicles if necessary, to their homes. Patrons or wait staff can call the dispatch number printed on publicity materials and vouchers are available for sale from bars. A local body shop owner provides the vehicles and leases them to the program on a mileage reimbursement basis.

## COMMUNITY LEADERSHIP

Project staff's first contact with Dodgeville was through Iowa County Circuit Court Judge William Dyke. After reading about preliminary research conducted by WisDOT/BOTS and the University of Wisconsin School of Business, Dyke contacted researchers to explore the possibility of launching such an effort in Iowa County.

Judge Dyke explained that in his position on the bench, he witnesses firsthand the destructiveness of an OWI conviction. He sees how revoked licenses can lead to the loss of jobs and income as a result of lost access to transportation. He sees the aftermath of serious alcohol-related crashes, from the costs to victims and their families, to the costs incurred by the county. These expenses can include medical and legal bills, as well as costs to police departments and EMS responders.

He also sees that, at least in his jurisdiction, that there were no alternative means for those who had over-consumed to get home. For all of these reasons, he had the vision to see how championing a new system could benefit his community. When the opportunity to apply for a grant arose, Judge Dyke's office organized a group of 20 or so broad-based community leaders, including municipal employees, small business owners, EMS volunteers, and representatives of the county's major employer.

At such point as Judge Dyke had fulfilled his role as catalyst, he receded from the program and allowed the community to develop the plan. It was the owner of a body shop and an insurance agent, both of whom dealt daily with the impact of drinking and driving, who took the idea from that initial meeting and shaped it into a proposal.

The judge's position of authority and leadership was enough to prevent this very conservative community from running into a gauntlet of difficulties and objections from those who believe that driving intoxicated persons to and from bars enables over-consumption. In all communities, EMS volunteers, police, and public health workers encounter the negative consequences of drunk driving. Without someone like a judge or police chief to sweep aside objections and urge the community to try a new approach, the premise of social marketing programs such as the *Road Crew* project can be seen as enabling bad behavior.

### **PROGRAM'S MAJOR SUCCESS**

The Dodge-Point *Road Crew* experienced enormous community acceptance, built a wide-ranging coalition, and has 80 volunteer drivers actively involved in the program. Dodge-Point demonstrated that it is possible for an entire community to support the idea of highway safety, even when the execution of the idea involves transporting bar patrons from town to town throughout the night. This strong coalition is the best harbinger in predicting a bright future for the Dodge-Point *Road Crew* and is a strong model for other communities to follow.

### **PROGRAM'S MAJOR CHALLENGE**

Over-commitment of key players, including coordinators with demanding full-time jobs, was sometimes an obstacle to staying on track with project staff. While the commitment of key players to the goal of community safety was absolutely beyond reproach, the program was late in launching and struggled to keep up with record keeping because of the many demands on these volunteers. Happily, as the program starts its second year, a large core of volunteers is in place and scheduling duties have been shifted from the original community coordinator to a new person.

### **PROMOTION /INCENTIVES**

- Customized *Road Crew* posters and calling cards were produced and distributed locally. A coordinator was given the task of making sure that several posters remained visible in each bar and throughout all towns.
- Drivers wear Lands' End *Road Crew* t-shirts, which were donated by the company, and all bartenders in the service area received "Get Your Hassle Free Ride" t-shirts emblazoned with an embroidered *Road Crew* logo.
- Limo access is advertised as an incentive. Advertisements tell users to call in advance to get picked up by the limo, which encourages the target to leave their cars at home and guarantees them access to the limo for their night out.
- Removable magnetic *Road Crew* signs are affixed to the side of vehicles when they are in service.
- Advertisements in the weekly newspaper promoted the program, and a TV ad runs locally on Charter Communications cable channels.
- A full-page article on *Road Crew* appeared in *The Dodgeville Chronicle*.
- A website is in place to promote the program. In the future, riders will be able to book rides online.
- Up to 80 volunteers drive for the program. Drivers receive free rides when desired as an incentive for their service and collect tips ranging from \$20 to over \$100 a night.

## **SUSTAINABILITY**

Noting that their goal has always been to be able to operate this program “on a shoestring,” planners relied solely on grant money to operate the program during its first year. As a result, they were able to save approximately \$25,000 to begin the second year of operation. Dodge-Point has begun fundraising and earned \$2,500 during a recent golf fundraiser. Fundraising plans for the upcoming year include a pasty sale (a local delicacy comprised of a Cornish meat and potato pastry) and continuing to tap local businesses for in-kind services as well as direct donations. Contingency plans might include asking major employers, such as Lands’ End, for a sizable annual donation.

Plans are underway to work with Judge Dyke to secure some OWI funding for perpetuation of *Road Crew* efforts. With the combined goodwill of coordinators, community spirit, and volunteer labor, community leaders feel confident they will be able to sustain the program.

# Tomah

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<b>Project Title:</b>	<b>Tomah “Take a Cab on Our Tab” Road Crew</b>
<b>Community Coordinator:</b>	Renie Betthausen
<b>Key Partners:</b>	City of Tomah: Mayor’s Office and Police Department Safe Community Coalition Ace Cab Company
<b>Communities Involved:</b>	Tomah and immediate area
<b>Total Number of Rides:</b>	4,974

## COMMUNITY ISSUE

In this community’s grant application, an increase in recent years of alcohol-related crashes and arrests were named as community issues.

## BUSINESS OPERATION

The goal of this project was to induce the target group to use an already well-established, low-cost cab service. The program offered subsidized rides after 5 p.m., seven days a week, primarily within Tomah city limits. Logs show a consistent 80-100 riders per week.

Riders using the program were offered \$2 off their fare on rides home; those requesting rides to a bar received coupons for \$2 off the price of food or games at participating establishments. Either riders or wait staff could call the cab companies for rides.

## COMMUNITY LEADERSHIP

Tomah showed promise early on in the grant process. A tavern owner, a police department representative, a cab company owner, and the then mayor, attended the initial planning conference. Shortly afterwards, the charismatic mayor stepped down from his position to run for governor. While the new mayor did not object to the program, he was not outspokenly in favor of it. Once the program received funding, a coordinator was quickly hired and the project seemed poised for success.

However, it soon became apparent that there was an underlying resistance to vigorous promotion of the program to the target. Logs, dutifully kept and promptly delivered to project staff, revealed that older bar patrons were primarily using the service and few in the target showed any interest. Project staff came to understand that there was a deep resistance to promoting the program as a fun and alternative service. After months of operating a lackluster program, both the police officer administering the program and the coordinator he hired stated that they strongly believed the *Road Crew* premise sent the wrong message about drinking.

While the community finished out the program, there was no interest in continuing the social marketing effort. Insofar as Tomah already had in place a 24-hour a day cab service, the prospects of continuing a Safe Ride program under the auspices of the county Tavern League or the Safe Community Coalition seem promising.

## **PROGRAM'S MAJOR SUCCESSES**

The total number of rides increased later in the year, along with an overall awareness of the availability of cabs as an alternative way to getting home. Because the cab service was already in place, there was no need to launch a new service. Now that the demonstration project is over, a low-cost means to transport patrons to and from the bars remains in place with a higher level of use among all age groups in Tomah.

## **PROGRAM'S MAJOR CHALLENGES**

A strong coalition never coalesced as a base of support in Tomah. At other grant sites, an advisory group comprised of the target was tapped to implement and promote a program they and their peers would utilize. Attempts to put together such a group in Tomah failed. The population in Tomah was older than the target, which made attracting younger riders more difficult. There was also a lack of engaged participation in the program by bar owners and the primary cab company. The two key players, the community coordinator and the police officer assigned to supervise the program, both rejected the core social marketing premise of the *Road Crew* project. Embracing and vigorously promoting this premise was perhaps more essential in Tomah than in any other participating community. With low-cost cabs as a preexisting mode of transportation, reducing the stigma associated with using them seemed the challenge for the community. It is not clear whether or not that aim was achieved.

## **PROMOTION/ INCENTIVES**

- Bartenders and cab drivers promoted the program and initialed each voucher they distributed. The number of vouchers distributed by each bartender or driver was tallied at the end of each month and the bartender and driver with the most vouchers won a cash prize.
- Customized *Road Crew* posters were made and distributed to local bars.
- 200 beer cup holders with *Road Crew* logos were distributed to participating bars.
- A young man and young woman in the target age group helped promote the program in bars, handing out free ride vouchers and telling patrons about the program.
- Several newspaper articles were written about the program and weekly *Road Crew* ads ran in the local newspaper.
- 200 *Road Crew* t-shirts were made available and distributed.

## **SUSTAINABILITY**

With an existing low-cost cab service already in place and a desire only to sustain the Safe Ride portion of the program, this initiative has the least complicated prospect for sustainability. If all that is required is continued ride subsidies, it is likely that the Safe Ride program could provide the foundation for paying for rides home. That program requires that communities match League funds. Under discussion is the possibility that Tomah's Safe Community Coalition provide matching funds, perhaps with monies from a small state grant to the organization. If that does not happen, Tomah could seek private donations to sustain the matching part of the program, either from bars participating in the program or from other businesses.

# Manitowoc County

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**Project Title:** Manitowoc County Road Crew

**Key Partners:** Tavern League  
Sheriff's Department  
Miller distributor  
Three cab companies

**Number of Rides Given:** Unknown

**NOTE:** This program was in operation from late October 2002 until New Years Eve 2002.

## **BUSINESS OPERATION**

In its last quarterly report filed, dated October 2002, Manitowoc County still struggled to define the type of on-going service they would offer. The plan at that time was to augment a Safe Ride program already in place, provide rides to and from bars, and expand the project's scope to provide rides in limos or buses, to and from a variety of special events. This included, but not limited to, offering roundtrip service to and from summer festivals and to and from sports bars for Packers coverage. The program also aimed to provide rides in outlying areas and had experimented with a shuttle service running between several taverns located in outlying rural areas.

The shuttle service launched in late November with an agreement to stick to the agreed upon pricing structure through the new year. As soon as publicity about the shuttle launch began to appear, political opponents of the coordinator and foes of the cab vendor began to come forward with a variety of objections to the program. Concerns from Manitowoc County citizens ranged from their fear that the program enabled drunkenness to concerns that the cost of the program was too high, that the cab vendor could not be trusted and stood to earn too much from the program, and that a conflict of interest existed because the coordinator served on the county board of supervisors.

## **COMMUNITY LEADERSHIP**

Manitowoc County was not among the communities first selected to participate in this project. In fact, it was second runner-up behind two communities unable to accept their awards. Concerns about Manitowoc County turned out to be prescient. The original grant writing represented the work of two community health nurses who attended the pre-proposal writing conference in Madison and were eager to see such a program in place in Manitowoc County. Their enthusiasm was not shared within their health organization and they failed to find internal support for the program. Undaunted, they submitted a proposal, disclosing that they would not be able to provide leadership if the proposal were to be accepted. The Sheriff's Department agreed to sponsor the program, but only if it were understood that it would provide no administrative support. The Tavern League, with a successful Safe Ride program in place, agreed to hire and supervise a coordinator only after no one else stepped forward to offer these services.

All parties at the state and local levels shared concerns about the primary cab vendor. While strongly self-interested in the concept of the *Road Crew* project as a means to expand his business, he had a colorful local reputation and has had negative interactions with both local law enforcement and some of the bars that participated in the ACT 109 program. Trusting this vendor to run the program was a leap of faith too large for many of those who might have been stronger proponents.

Guided in the effort by a committed supper club owner, the Tavern League hired an aspiring young politician, serving an elected position on the county board, to manage the project. The thought was that he would objectively bridge the county interests with the private interests of the local cab company. Ironically, this seemingly good compromise was dashed when partisan political foes of the coordinator objected to him managing the contract for this county-held grant program on the grounds that it was a conflict of interest. With no politically neutral civic leader to champion the project, he was pressured into resigning.

When the last patron was delivered home after a long night of New Year's Eve celebration, the *Road Crew* program in Manitowoc County shut down. The Tavern League and the Department of Transportation Safe Ride program remains in place in Manitowoc and Two Rivers, and are designed to take intoxicated patrons home from bars.

## **PROMOTION/INCENTIVES**

- November launch included a kick-off party, live radio remotes, and free t-shirts for the first 50 patrons.
- A visibility plan included pizza box flyers and print ads.
- Billboards promoted the cab vendor's service as well as the *Road Crew*.

## **SUSTAINABILITY**

There were numerous factors that contributed to the demise of this effort, but the major problems were at the administrative level. There was both a lack of trust and respect between project leadership and the primary vendor, and a lack of political support at the county level to encourage this pilot project to proceed. Unlike Polk County and Dodge-Point, where leadership was united in the goal of seeing programs succeed, in Manitowoc County self-interested petty concerns became insurmountable obstacles.

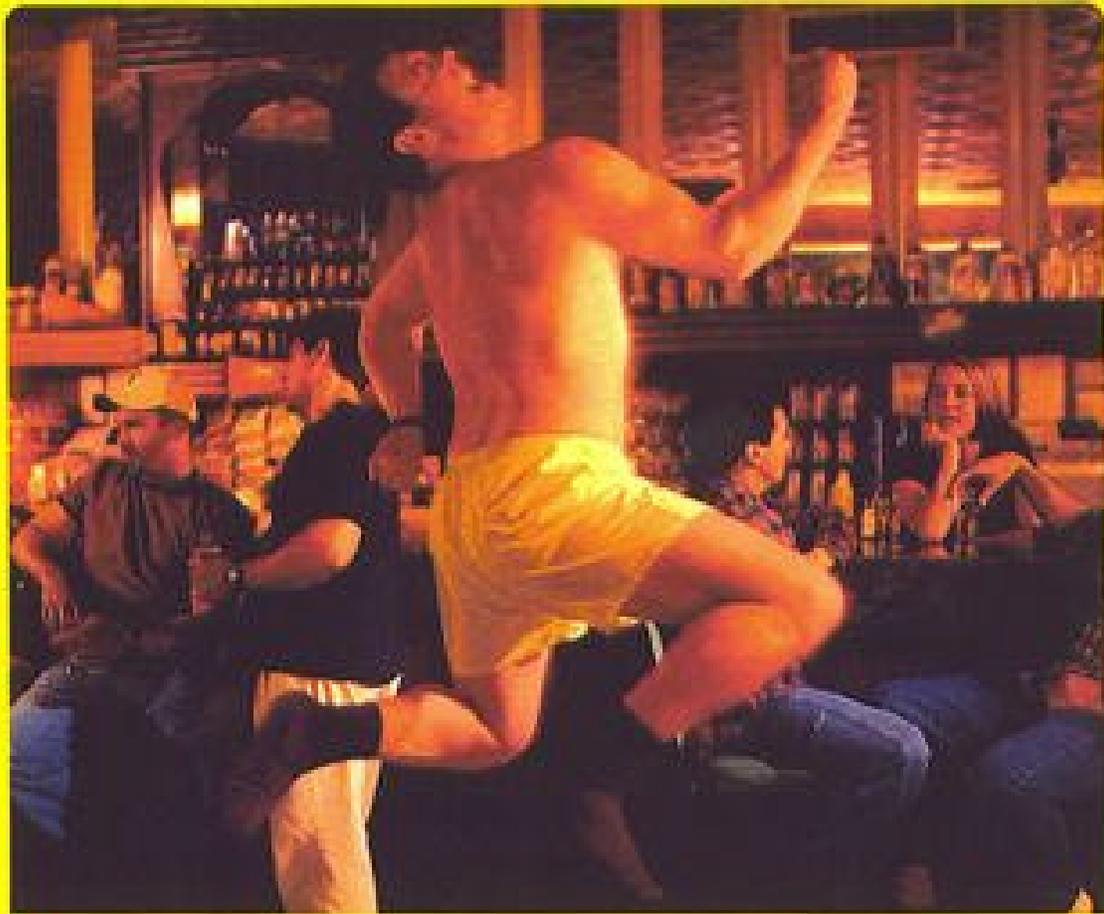
## **LESSONS LEARNED**

There is a clear lesson to be learned here. The major requirement for a successful program is having a strong, zealous champion in place to steer the program and meet the challenges of putting a complex business and marketing campaign in place. Such a champion never emerged in Manitowoc County.

# ***APPENDIX E***

## ***Poster***



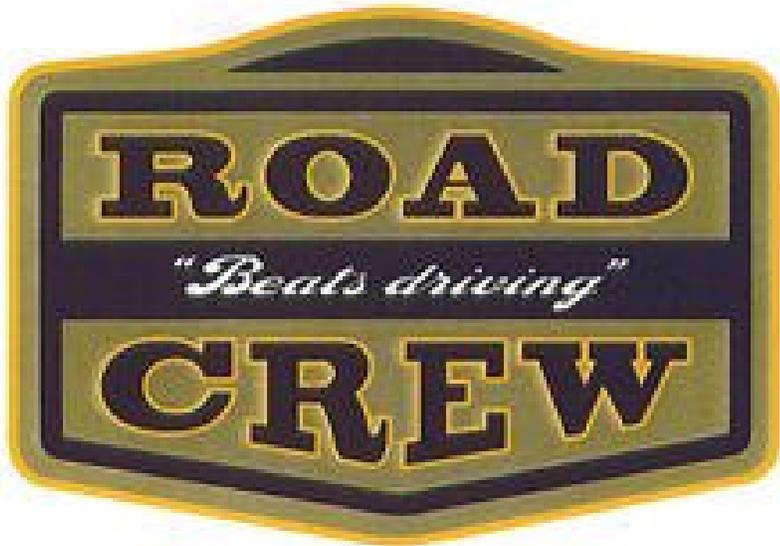


**GUESS WHO'S NOT WORRIED ABOUT DRIVING TONIGHT?**

Dave doesn't have to drive tonight. That makes him happy. Because when The Road Crew is driving, and Dave is not, he can relax and simply enjoy a nice time with his friends. For more info on the totally brand-newest way to get around safely, just call XXX-XXXX. And remember, safety first, so don't jump around in the bar. Thanks.



Dial XXX-XXXX



### ROAD CREW LOGO PMS

(Please note: These color chips are for visual representation only. Please refer to PANTONE® Color Formula Guide for accurate specification, communication, reproduction and matching of colors for printing, publishing and packaging.)



PANTONE  
686 C



PANTONE  
471



PANTONE  
141 C

(For a 2-color version the PMS 451 can be changed to 40% Black)

0002

