

A GUIDE TO DEVELOPING A COMMUNITY-BASED

DESIGNATED DRIVER PROGRAM



U.S. Department
of Transportation

**National Highway
Traffic Safety
Administration**

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INTRODUCTION

WHAT IS A DESIGNATED DRIVER PROGRAM?

A designated driver is one person in a group of two or more drinkers who agrees not to drink alcoholic beverages and to transport the members of the group home safely.



Broadly speaking, two types of programs promote the use of designated drivers.

Server-based Designated Driver Programs (DDPs) are located in public or private establishments that serve alcohol, where the idea of using a designated driver is introduced by the server. Drinker-based programs occur in less formal situations, such as private parties, where the drinkers decide to use a designated driver on their own.

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THE PURPOSE OF THE GUIDE

This guide is intended to help State traffic safety organizations, associations of bars, restaurants, and clubs; local and State government agencies; and others to develop or refine Designated Driver Programs for adults.

THE TYPES OF PROGRAMS DISCUSSED

The guide focuses on how to develop and operate both drinker-based and server-based DDPs in an entire community. The guide discusses DDPs that operate year-round, but it also should help those who want to operate DDPs for limited periods, such as during weekends and holidays. One approach to developing a DDP is to begin operating only during such periods and later expand to year-round operation.

CONTENT OF THE GUIDE

The remainder of this guide has nine major sections:

- ❖ **USING A COMMUNITY-WIDE AND COMPREHENSIVE APPROACH** suggests why your program should promote the use of designated drivers in public and private settings throughout the community. This section also suggests that you coordinate the DDP with other efforts to reduce impaired driving, such as local law enforcement and alcohol abuse education and awareness programs.
- ❖ **STAFFING THE PROGRAM** discusses whether your program should be a part of a large organization or stand alone. It also discusses the skills required to develop and maintain the program and staffing requirements.
- ❖ **ESTABLISHING A COMMUNITY COALITION** suggests that you create a coalition of community leaders, if one doesn't exist, to advise and help implement your Designated Driver Program. This section also discusses who should participate in the coalition.
- ❖ **MARKETING THE PROGRAM** explains why the designated driver idea is so appealing; reviews how to announce the program to the community; and discusses methods for recruiting drinking establishments, organizations, and individuals to participate in the program.



- ❖ **OPERATING THE PROGRAM** discusses who should be eligible to become a designated driver, how to promote the idea to patrons or guests, how to identify and monitor the designated driver, and how to train servers and hosts to implement the program. This section also suggests that drinking establishments adopt responsible serving practices besides a Designated Driver Program.
- ❖ **PUBLICIZING THE PROGRAM** discusses publicity activities, the types of messages that should be used, the target population for the program, and sources of advice for publicity.
- ❖ **OBTAINING RESOURCES** provides a framework for estimating program needs and discusses how to obtain resources for meeting them.
- ❖ **EVALUATING THE PROGRAM** describes simple methods for determining how well your DDP is working.
- ❖ **ADDITIONAL SOURCES OF ASSISTANCE** identifies sources for more information about how to develop and maintain your program.

SOURCES OF INFORMATION FOR THE GUIDE

Information for the guide was gathered from several sources:

- ❖ Experience from a project to develop, implement, and evaluate a community-wide Designated Driver Program with both server- and drinker-based components. This field test, funded by the National Highway Traffic Safety Administration (NHTSA), was conducted in Haverhill, Massachusetts.
- ❖ An earlier NHTSA study (Apsler et al. 1987) that described 45 Designated Driver Programs operating in individual drinking establishments and private clubs.
- ❖ Conversations with researchers, operators of DDPs, and members of the public, both drinkers and non-drinkers, about how Designated Driver Programs should operate.
- ❖ A review of literature about Designated Driver Programs (e.g., Apsler 1988).
- ❖ A review of materials developed by existing DDPs, especially publicity materials and the manuals listed on pages 21-22.

USING A COMMUNITY-WIDE & COMPREHENSIVE APPROACH

PROMOTING THE USE OF DESIGNATED DRIVERS THROUGHOUT THE COMMUNITY

As compared to individual programs in a few individual drinking establishments, a community-wide DDP offers several advantages:

- ❖ It is easier to obtain community support for this level of effort than for scattered and isolated programs. For example, creation of a community-wide DDP is much more newsworthy than implementation of a program in a single bar.
- ❖ There are economies of scale in a community-wide program. For example, the costs for developing promotional materials such as posters are spread across many sites.
- ❖ When messages encouraging citizens to use designated drivers come from many sources in the community, more people are exposed to the program and they are more likely to use a designated driver.
- ❖ Different drinking sites are trained to implement the DDP in very similar ways, which minimizes confusion among potential users about how the program works.

CONNECTING WITH OTHER PROGRAMS DESIGNED TO REDUCE IMPAIRED DRIVING

Your program should be allied with other efforts to reduce impaired driving, such as increased enforcement by police, and public information campaigns about the social and personal costs of impaired driving and the penalties for arrest.

One reason for using this comprehensive approach is that other programs can help motivate people to use designated drivers. For example, drinkers may be more likely to use a designated driver when the risks of arrest and the penalties for driving while intoxicated are high. Another reason for supporting other efforts is that you

avoid the potential problem of people depending on the Designated Driver Program alone to reduce impaired driving. A comprehensive approach recognizes that your DDP will not be available in all settings and some drinkers will not use it even when it is available.

Two programs that should be offered with the Designated Driver Program are server training and safe rides. Training the staff of drinking establishments offers at least two advantages:

- ❖ It helps ensure that staff consistently inform patrons about the DDP, which should increase the use of designated drivers.
- ❖ It helps staff cope with patrons who may be tempted to drink to excess because they are with a designated driver.

Server training is discussed in more detail under ENCOURAGING OTHER RESPONSIBLE SERVING PRACTICES, page 12.

In even the most responsible establishment or private gathering, a drinker may become too intoxicated to drive safely. Safe Ride Programs provide impaired drinkers, who do not have a designated driver, with alternative transportation home, such as a free or subsidized cab ride. Safe Ride Programs are a logical companion to Designated Driver Programs and the two are often used together (Apsler et al. 1987). Safe Ride Programs need not be elaborate — the simplest version is a publicity campaign encouraging public and private hosts to call a cab or provide other transportation — and NHTSA has published a manual that describes how these programs operate (Harding et al. 1988).



STAFFING THE PROGRAM

WHO SHOULD LEAD?

The impetus to create a DDP can come from many sources: a small group of concerned citizens or a local organization concerned with traffic safety or public health, etc. The types of organizations that have started DDPs include universities, health departments, restaurant associations, State police, a radio station, and citizen activists (e.g., Mothers Against Drunk Driving).

Your DDP may either be a part of a larger organization or an independent entity, but a program that operates as part of a larger organization may have access to accounting services, legal services, space, seed money, and similar resources from the parent organization. Affiliation with a larger organization need not be

permanent, the DDP can be spun off as a separate organization after it is well established.

SKILLS HELPFUL IN DEVELOPING A DESIGNATED DRIVER PROGRAM

Skills that will be helpful in developing a DDP include:

- ❖ Experience in organizing and supervising programs in multiple sites.
- ❖ Familiarity with the target community.
- ❖ Experience in collaborating with other organizations and agencies.

- ❖ Knowledge about traffic safety, impaired driving, and drinking establishments.
- ❖ Experience in developing program plans and budgets.
- ❖ Experience in fund-raising.
- ❖ Experience in publicizing programs.
- ❖ Experience in basic program evaluation.

Although this list may seem formidable, many successful organizations already possess most of these skills. Also, skills can be obtained through a community coalition created to help operate the DDP and by hiring an experienced person to coordinate your program.

STAFFING THE DESIGNATED DRIVER PROGRAM

Staffing requirements will vary with the size of the community, the number of drinking establishments, the time frame for developing a DDP, and other factors.

Based on the NHTSA program in Haverhill, Massachusetts, a city of 50,000 with 54 licensed establishments, you will need a program coordinator working approximately two days per week for six months to establish a program in a similar community. The program will also need secretarial support for approximately one day per week during this startup period. Once the DDP is established, less staff time will be required to monitor and maintain it: approximately one day per week by the coordinator and one half day per week by a secretary.

Staffing the program can be simplified by assigning staff who are already working in traffic safety and related programs and by using volunteers.

The skills required for the program coordinator are similar to those described above for the lead organization. Familiarity with the target community is especially important and hiring someone who lives and/or works in the community is the best way to ensure this.

USING A COMMUNITY COALITION

One of your first tasks should be to learn what related activities already exist in the community, such as traffic safety programs; how key agencies and organizations may react to a proposal to develop a DDP; and what resources exist to help support the program.

During this process, you will identify citizens and representatives of organizations who may be interested in serving on a coalition that will help develop and operate the DDP. Alternatively, you may find that there is already a coalition in the community that is willing to include a DDP as part of its mission. You should avoid creating a new coalition that will compete with an existing group, because this is likely to dilute the effectiveness of both efforts.

WHY USE A COALITION?

- ❖ A coalition can provide critical information that can help you determine how a DDP can be adapted to local circumstances.
- ❖ A coalition lends credibility to the program by showing the community that it is endorsed by respected citizens, groups, and organizations.
- ❖ Members of the coalition are potential sources for funds, labor, and materials for the program.
- ❖ Coalition members can be effective spokespeople for the program and their reputation in the community can help generate news coverage for the program.
- ❖ A coalition can make it easier to coordinate your DDP with related prevention efforts in the community. For example, adding police to the coalition will help coordinate the DDP with drunk-driving enforcement efforts.

WHO SHOULD PARTICIPATE IN THE COALITION?

The coalition should be broad-based. Consider inviting representatives from:

- ❖ Local government, e.g., the Mayor.
- ❖ The police.
- ❖ Court personnel, such as a judge who handles

drunk driving cases (NCADD and HAP 1991).

- ❖ Business and professional organizations such as the Chamber of Commerce.
- ❖ Social service organizations such as hospitals; the library; and providers of prevention, intervention, and treatment services for alcohol and other drug abuse.
- ❖ Liquor license holders (don't forget private establishments, such as fraternal organizations that serve alcohol).
- ❖ Your local liquor licensing agency.
- ❖ Schools. Although the DDP should target only



adults, public schools can facilitate access to adults and often provide adult education programs.

- ❖ Local chapters of national citizen activist groups, professional organizations, and business associations involved in highway safety. Examples are MADD (Mothers Against Drunk Driving), RID (Remove Intoxicated Drivers), and DADD (Automobile Dealers Against Drunk Driving). For an annotated listing see National Association of State Alcohol and Drug Abuse Directors, 1990.
- ❖ The media.
- ❖ The clergy.
- ❖ Businesses such as driving schools, insurance agencies, advertising agencies, and health clubs and recreational facilities.
- ❖ Citizens at large.

Although coalition members should live or work in the community, you also should recruit representatives from State or regional agencies, such as your State Police or Governor's Highway

Safety Representative (for a listing of this and other relevant agencies see NASADAD 1990). If representatives from these agencies are unable to join, they can still help you obtain funding, help identify groups and agencies you have overlooked, and appear at events to help promote the DDP.

SOURCES OF INFORMATION ABOUT COMMUNITY COALITIONS

❖ *Safer Streets Ahead: A Community Handbook To Prevent Impaired Driving* discusses the use of community action groups to reduce driving while impaired by alcohol and other drugs (NHTSA and OSAP 1990).

❖ *Prevention Plus II: Tools for Creating and Sustaining Drug-Free Communities* emphasizes community-based prevention efforts directed at preventing alcohol and other substance abuse (OSAP 1989).

❖ *Community Traffic Safety Programs: A Consensus Statement* lists critical characteristics of successful community-wide programs created to address one or more traffic safety issues (NHTSA 1989).

❖ *A Manual for Managing Community Alcohol Safety Campaigns* focuses on preventing alcohol-impaired driving through community-wide education (NHTSA 1978).

MARKETING THE PROGRAM

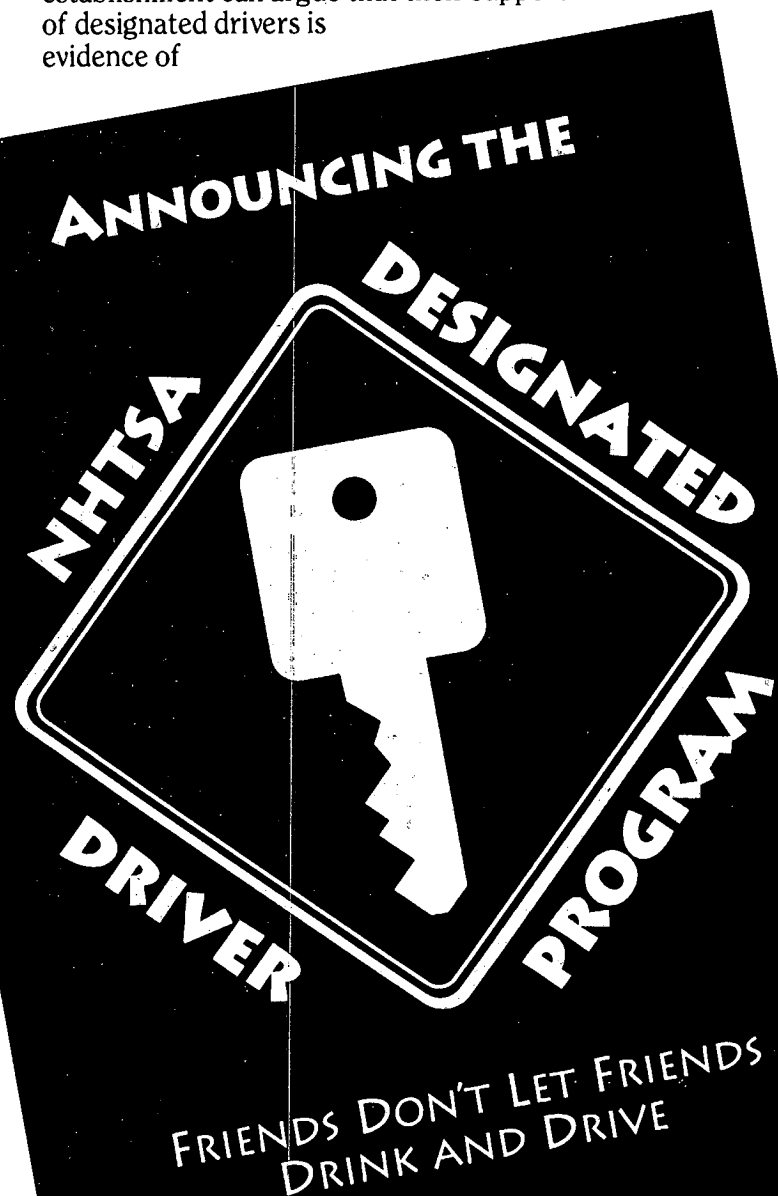
THE APPEAL OF THE DESIGNATED DRIVER PROGRAM

The use of designated drivers is an appealing concept that is easy to market to drinking establishments, community organizations, and the public.

- ❖ Unlike prevention programs that aim to change personal attitudes and basic behavior, a Designated Driver Program demands very little change from people. The only requirement is that the group or couple plan ahead and one person refrain from drinking.
- ❖ A designated driver can be used in any situation where people drive together after drinking, such as in private homes, bars, sporting arenas, restaurants, office parties, etc.
- ❖ The drinking group can participate in a DDP at no cost. In fact, designated drivers in drinking establishments belonging to your program may save money because they may be offered free non-alcoholic beverages and, occasionally, other incentives. Some establishments also may offer incentives to the companions of the designated driver.
- ❖ The program offers drinking establishments, organizations that serve alcohol, and the public an opportunity to reduce impaired driving, which most Americans feel is a serious national problem.
- ❖ A DDP can have positive effects even on people who do not use a designated driver. Non-participants, who are exposed to Program advertising and see others participate, may be motivated to make more effort to avoid driving after drinking.
- ❖ Surveys indicate that Americans favor the use of designated drivers. For example, a Gallup poll (1987) found that 91 percent of Americans who participated in social events where alcohol was available felt that people should use designated drivers.

A Designated Driver Program has other features that appeal specifically to drinking establishments:

- ❖ The program is inexpensive for establishments to implement. The cost of incentives, such as free soft drinks, and of an annual membership fee which this guide recommends (see OBTAINING RESOURCES, page 16) are low. The cost for organizations to promote the use of designated drivers at meetings and on other occasions when alcoholic beverages are served are also minimal.
- ❖ Serving establishments that join the DDP benefit from favorable publicity about it.
- ❖ The use of DDPs may serve as a "good practices" defense in law suits against drinking establishments alleging damages resulting from over-serving patrons (Mosher 1985). An establishment can argue that their support of designated drivers is evidence of



their commitment to the responsible service of alcoholic beverages. Similarly, organizations and individuals hosting parties may be better able to defend themselves in a lawsuit involving an intoxicated guest.

ANNOUNCING THE PROGRAM TO THE COMMUNITY

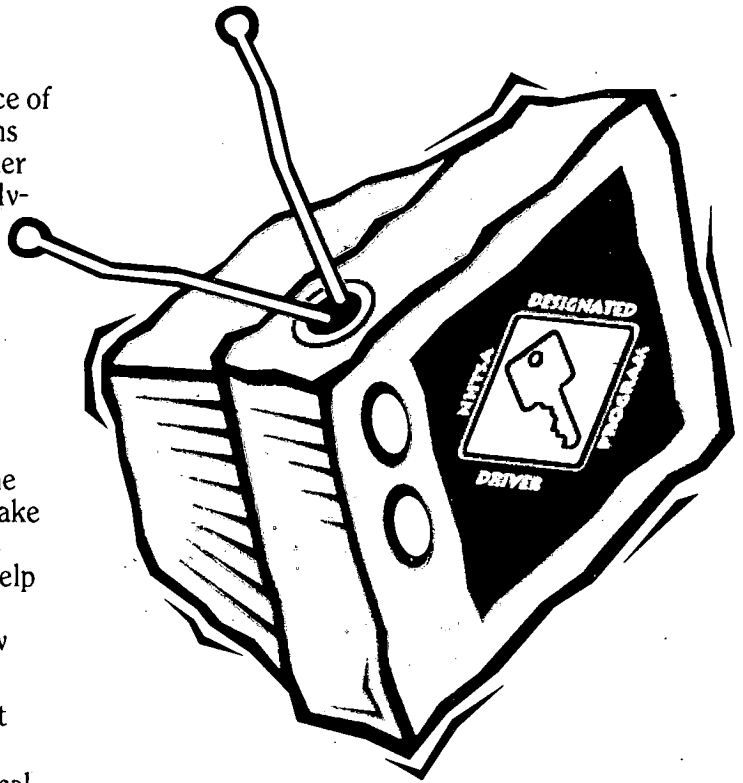
Once your community coalition is in place, arrange a media conference to announce the program.

This event begins the relationship between the program, the media, and the community, so make it as newsworthy as possible. Have prestigious members of your coalition, such as a Mayor, help make the announcement and have as many coalition members present as possible to show community support for the program.

Key issues to be discussed at the kickoff event should include:

- ❖ The social costs of impaired driving. Use local statistics about impaired driving whenever possible, such as the proportion of local crashes that are alcohol-involved. This information can be supplemented with current national statistics on the scope of the problem, which are published annually by the National Highway Traffic Safety Administration (e.g. NHTSA 1992).
- ❖ The advantages of Designated Drivers Programs as an approach to reducing impaired driving.
- ❖ The agencies and organizations that have endorsed your program.
- ❖ How the drinker-based and server-based program will work.
- ❖ How the program will be funded. Don't miss the opportunity to invite contributions.
- ❖ How the program will be publicized. Distribute promotional materials, such as brochures and posters, to the audience. See pages 23-28 for samples.
- ❖ Upcoming events and next steps, such as your plans for recruiting drinking establishments.

Anticipate critical questions that may arise. Perhaps the most common concern about DDPs is whether companions of the designated driver drink to excess because they know they have a safe ride home. In fact, there is no hard evidence about this. You can point out, however, that it is illegal for drinking establishments to continue to serve an intoxicated patron, and that private citizens who over-serve a guest may be held liable if someone is injured by the guest. Also, you



can identify messages in program promotional materials that caution against over-serving (see, for example, the Tips For Hosts section of the brochure on page 25 and the table tent on page 26).

RECRUITING DRINKING ESTABLISHMENTS

Identify Establishments

Get a list of licensed establishments in your community from the local liquor licensing board or similar agency. You may also want to target large drinking establishments in adjacent communities that serve many customers from your community.

Target Which Establishments To Recruit

You should target both public drinking establishments such as bars and restaurants, and private organizations that serve alcohol and are normally open to members only or their guests. Examples of the latter include a country club or a fraternal organization.

Although you should try to recruit all establishments in the community, consider concentrating on: those that serve large numbers of patrons; those that emphasize drinking as a primary activity, e.g., bars versus restaurants; and those with high proportions of patrons between the ages of 21 and approximately 30, since this age group is more likely to drive while intoxicated. To identify establishments with these characteristics, consult with the local licensing agency; police; and members of your coalition, especially

representatives of drinking establishments.

Hold A Recruitment Event

Hold a special event to introduce the program to the managers/owners of establishments and invite the media and local dignitaries.

To maximize the number of managers that attend, the event should offer them more than an opportunity to learn about your DDP. For example, you might have an expert speak about server training programs or an attorney speak about liquor liability.

Information presented about the DDP at the event should include the same basic issues covered during the initial media conference (see **ANNOUNCING THE PROGRAM TO THE COMMUNITY**, page 8), but should emphasize:

- ✦ Why the program benefits establishments.
- ✦ What the program will do for establishments, e.g., provide posters and other promotional materials, provide training about how to implement the program, and publicize the names of establishments that participate.
- ✦ What establishments must do, e.g., display promotional materials, screen patrons to determine who is eligible to be a designated driver, provide incentives to the designated driver, keep records about the number of designated drivers, pay an annual fee (see **OPERATING THE PROGRAM**, page 10, and **OBTAINING RESOURCES**, page 16).

More details about the information to be covered are presented using the NHTSA-Haverhill DDP as an example on pages 29-38.

Additional Recruitment Steps

Follow-up the event with a letter to establishments inviting them to join the program. The letter should summarize the information presented at the event. Include copies of newspaper articles about the event and an application form and have the Mayor or similar local official co-sign the letter with the program coordinator. Mail it to all establishments, not just those that attended.

The next step is to speak in person with the management of establishments that fail to respond to the letter. (It may be easier to arrange these meetings if you indicate that you want to discuss managers' reactions to your offer, whether or not they decide to join the program.) Also, you can:

- ✦ Invite small groups of establishments to meet

with the program coordinator and the Mayor or other influential coalition members.

- ✦ Ask establishments already enrolled in the program to help persuade others to join.
- ✦ Keep records of why establishments refuse to participate. This information may suggest how to counter similar objections from establishments you have not yet visited.
- ✦ After several months of operation, resolicit establishments that refused to join. They may change their minds after they see the publicity member establishments receive and realize the DDP is "here to stay."

RECRUITING ORGANIZATIONS AND INDIVIDUALS

A community-wide publicity campaign is a critical element in persuading the public to use designated drivers on their own, wherever and whenever they drink (see **PUBLICIZING THE PROGRAM**, page 13). In addition, you should contact organizations that can help you convince their members and clients to use designated drivers. These organizations include large employers, social clubs (e.g., a garden club), professional and trade organizations (e.g., the Visiting Nurses, the Chamber of Commerce), unions, sports groups (e.g., bowling leagues), fraternities and sororities, and civic groups (League of Women Voters). As mentioned above for drinking establishments, you may want to target organizations in adjacent communities that have large numbers of members from your community.

Ask organizations to help you promote the designated driver idea by:

- ✦ Recommending that their members use a designated driver. For example, ask them to publish an article about your program in a member newsletter, provide an opportunity for you to speak at one of their meetings, or to enclose information in pay checks to their employees.
- ✦ Urging their clients to use designated drivers. Ask them to enclose written information about the DDP in bills or advertising mailed to their customers/clients, or to display DDP materials in their office.
- ✦ Promoting the use of designated drivers at meetings or parties they sponsor. You can encourage this by supplying advice and materials (posters, table tents, buttons etc.) for the events.

OPERATING THE PROGRAM

WHO SHOULD BE AND WHO SHOULD USE A DESIGNATED DRIVER?

- ❖ Designated drivers should arrive sober. Servers in drinking establishments and hosts in private settings should verify this. For example, a server who has doubts might ask: "Have you had any alcoholic beverages in the last two hours?"
- ❖ Designated drivers should not drink alcoholic beverages after they accept the designated driver role. Although more people might be willing to take on the role of the designated driver if they were allowed at least one alcoholic drink, this creates a risk that some designated drivers will exceed this limit and drive while impaired.
- ❖ Designated drivers should identify themselves to the server or host before alcohol is served. This helps ensure that the server/host will be able to tell whether the designated driver refrains from drinking.
- ❖ If the group of drinkers is large, more than one designated driver may be needed to transport everyone home safely. To qualify for incentives from a drinking establishment (see next section), all drinking members of the group should have a ride home with a designated driver.
- ❖ A drinking establishment should make its designated driver program available to couples as well as larger groups, and should offer it whenever the establishment is open.

OFFERING INCENTIVES FOR THE USE OF DESIGNATED DRIVERS

Because more people are likely to participate in the program when they are offered incentives (Apsler et al. 1987), drinking establishments should provide designated drivers with free non-alcoholic beverages (soft drinks or coffee) during their visit. You should encourage establishments to offer additional incentives such as a snack or appetizer or a coupon good for future discounts or free items during a subsequent visit.

Establishments can also offer incentives to the companions of the designated driver. This reinforces the use of a designated driver by everyone present. Discounted or free alcoholic

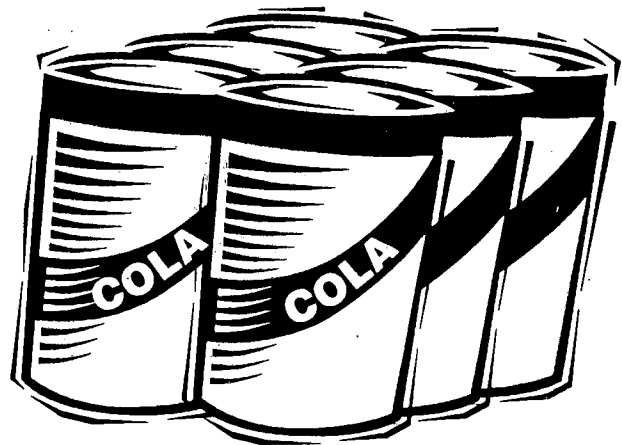
beverages should not be offered because this may appear to sanction excessive drinking.

Establishments that are concerned about the costs of incentives can start with the minimum offer of free non-alcoholic beverages. You can point out that their cost for free beverages is very likely to be offset by the favorable publicity their participation in the DDP will generate (Apsler et al. 1987).

Your program should encourage businesses and organizations hosting private gatherings to provide similar incentives to designated drivers. They can offer designated drivers free non-alcoholic beverages (for which other guests must pay), discounts on tickets to the event, or a special door prize.

PROMOTING THE USE OF DESIGNATED DRIVERS TO PATRONS AND GUESTS

Establishments should promote the use of designated drivers by using posters, table tents,



imprinted napkins, stickers placed on menus or windows, buttons worn by servers, etc. (see pages 26-28 for examples). And with little or no modification, these materials also can be used at private parties.

Promotional efforts should be active as well as passive. Staff in drinking establishments and hosts at private parties should invite arriving guests to consider using a designated driver: "Who is going to do the driving tonight?" "Do you

know about our designated driver program?"

Hosts of private parties can encourage the use of designated drivers even before the party begins by offering to help them plan safe transportation to and from the event. One approach is to add a note on written invitations that indicates "Designated Drivers Are Welcome."

IDENTIFYING THE DESIGNATED DRIVER

When designated drivers are clearly identified, servers and hosts can easily avoid offering them alcoholic beverages and monitor whether they drink any. If designated drivers do drink, they may be charged for incentives received and should forfeit any incentives not yet awarded. Also the establishment or host should make certain that these designated drivers and their companions still have safe transportation home.

At a small private gathering, identifying the designated driver requires no special measures. In drinking establishments and large private parties designated drivers may be issued a button to wear, have their hand stamped, be served non-alcoholic beverages in a special container, etc. Our discussions with drinkers and with managers of establishments suggest that patrons prefer a special container, but some establishments feel this is not in keeping with their decor. A less obtrusive method is to have the server record where the designated driver sits, but this may not work well if people shift seats or more than one person serves the same customer.

TRAINING ESTABLISHMENTS AND ORGANIZATIONS TO IMPLEMENT THE PROGRAM

Although the program is not complicated, you should brief the management and staff of establishments and organizations so that it will be implemented correctly.

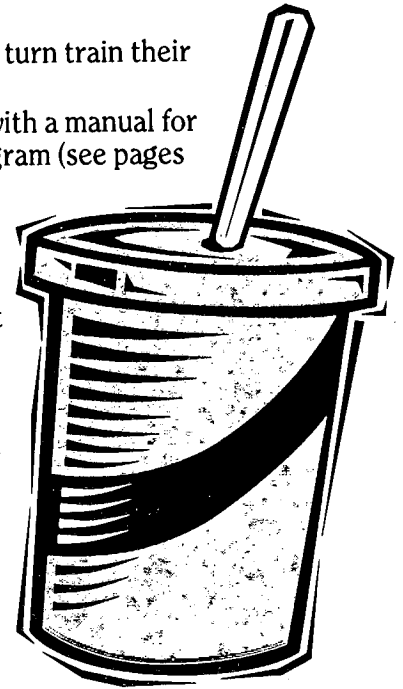
A short training session should define the term designated driver and describe the program. It should also explain the benefits of using designated drivers, how the program will operate, what will be expected of management and staff, and how they can get help if they encounter problems.

To deliver the training:

- ❖ Train each establishment/organization separately at its site, so that you can tailor the program to fit special needs and circumstances.
- ❖ Hold a training meeting lasting 30 to 60 minutes with the manager (or managers in

large sites), who will in turn train their staff.

- ❖ Provide the manager with a manual for implementing the program (see pages 29-38 for the manual developed for the NHTSA-Haverhill DDP), a brief (10 minute) videotape that summarizes the benefits of the program and how it operates, and program brochures to be distributed to the staff. (It may be possible to produce the videotape at your local cable station so that the only cost is your time and the cost of making copies of the video).
- ❖ Have the manager show the videotape to the staff and then discuss the program in more detail, guided by a section of the manual that outlines the issues to be reviewed with staff. If possible, provide a copy of the videotape to each establishment/organization so that new staff can be trained and old staff can be retrained as needed.
- ❖ Offer to train the staff in establishments/organizations where the manager is not comfortable presenting the material.



FOLLOWING-UP ON TRAINING

- ❖ Shortly after training, telephone the manager to ask about any problems or difficulties experienced in implementing the program.
- ❖ Telephone or, preferably, visit each establishment periodically to learn how well the program is working and to replenish promotional materials. The scheduling of visits to organizations will depend on how often they host events at which alcohol is served. A fraternity that hosts parties every week should be contacted almost as often as a bar or restaurant; a business that hosts one party a year at which alcohol is served need only be contacted around the time of the event.
- ❖ Hold an annual meeting to bring together establishments and organizations that participate in the program. Use the meeting to update members about the success of the DDP and to recognize individuals or groups that were especially helpful to the program. Make this a media event.

ENCOURAGING OTHER RESPONSIBLE SERVING PRACTICES

Ideally, the use of designated drivers should be just one part of an establishment's or organizations's efforts to promote responsible alcohol service and consumption. The Responsible Beverage Service Council (1992) also recommends that establishments:

- ✦ Identify persons under the legal drinking age, e.g., servers should check the identification of any patron who appears to be under the age of 25.
- ✦ Promote non-alcoholic and low-alcohol beverages.
- ✦ Promote the consumption of food with the consumption of alcoholic beverages.
- ✦ Develop clear written policies concerning the serving of alcoholic beverages.
- ✦ Provide or encourage drinking patrons to use alternative transportation, such as safe ride programs.
- ✦ Train all staff in the implementation of good serving practices.
- ✦ Establish procedures for monitoring the

consumption of alcohol and for intervening with intoxicated patrons or guests.

- ✦ Develop techniques for monitoring patrons entering and leaving the establishment to identify who may be intoxicated or underage and, if necessary, to limit the number of patrons/guests.
- ✦ Publicize the establishment's commitment to good serving practices and policies.

DDP staff should assess the extent to which each member establishment/organization meets these guidelines (a check list used in the NHTSA-Haverhill DDP appears on page 38. And they should help the management get the training and technical assistance they may need to meet the guidelines. Your Governor's Highway Safety Representative (see NASADAD 1990 for a listing) can help identify server training programs and experts. The costs of training and consultation may be born totally by the establishments/organizations or may be partially subsidized by the DDP.

PUBLICIZING THE PROGRAM

THE TARGET POPULATION

Publicity for the program should be directed at both adults who drink and who do not drink alcoholic beverages. Non-drinkers should be included for two reasons: (1) they are potential designated drivers, and (2) they can encourage others to use a designated driver.

MESSAGES ABOUT THE PROGRAM

What Is A Designated Driver?

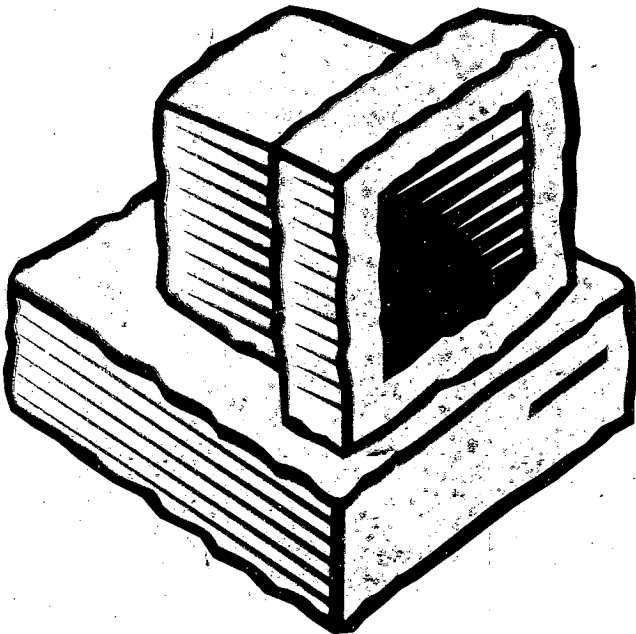
Although many people are familiar with the idea, it is helpful to explain briefly what a designated driver is:

- ✦ "A designated driver is one person in a group of two or more drinkers who agrees not to drink alcoholic beverages and to transport the members of the group home safely."

Why Should People Use A Designated Driver?

Offer both positive and negative reasons for using a designated driver:

- ✦ "You may save your friends from an alcohol-related crash by using a designated driver. Friends don't let friends drink and drive."



- ✦ "The risk of having an alcohol-related crash or being arrested is high. Two out of every five Americans will be involved in an alcohol-related traffic crash in their lifetimes."
- ✦ "By using a designated driver you can avoid being arrested for drunk driving, which is the most commonly prosecuted offense in the United States."
- ✦ "Also, you will avoid the serious penalties for drunk driving, such as ..." Your Governor's Highway Safety Representative can explain the penalties in your State (see NASADAD 1990).
- ✦ "Party hosts don't have to worry about driving home, but they need their guests to use designated drivers. By having your guests use designated drivers you may avoid liability that could result if someone is injured by a guest who has a crash after becoming intoxicated at your home."

Who Should Use A Designated Driver?

Anyone planning to drink should use a designated driver:

- ✦ "Your group can be as small as two or as large as you can safely fit in the designated driver's car."
- ✦ "Use a designated driver on every drinking occasion — even small amounts of alcohol may impair your ability to drive safely." This statement is intended to discourage a drinker from relying on their judgment about whether they are sufficiently impaired to need a designated driver. Consider using the slogan "Friends Don't Let Friends Drink and Drive." This is a departure from the more common traffic safety slogan: "Friends Don't let Friends Drive Drunk." The change conveys the idea that a designated driver should be used in all drinking situations and not just when people become drunk.

How Do You Use A Designated Driver?

- ✦ "Plan who will be the designated driver before going out. Have the designated driver pick up and drop off all members of the group at their homes. Think about others you know who may need a ride." The intent of this advice is to

discourage people from trying to find a suitable designated driver at the drinking site. It may also prevent situations in which a designated driver returns group members to some central location from which they drive home while they are still impaired.

- ❖ "Choosing a designated driver may be easier than you think. People may volunteer: one



third of Americans don't drink alcoholic beverages, and some drinkers don't drink every time their companions do. You can always draw straws or agree to take turns being the designated driver."

- ❖ "The designated driver should remain totally abstinent from alcohol for the occasion.

Respect the designated driver's role. Don't offer them even one alcoholic beverage and don't ride with them if they decide to drink."

- ❖ "If you are going to drink in an establishment or club, ask if they are a member of the

designated driver program. If they are, the designated driver in your group will be provided with free non-alcoholic beverages and, sometimes, other benefits. If they are not a member, ask them to join. Patronize establishments that have joined the designated driver program, for a list contact . . ."

- ❖ "Businesses and organizations in our community also offer incentives to designated drivers attending parties and meetings they sponsor. Ask businesses or organizations you know to promote the use of designated drivers at their functions."
- ❖ "If something unexpected occurs and you cannot get a ride home with your designated driver, don't drive. Take a cab, stay overnight, or call a sober friend for a ride."

Messages To Avoid

- ❖ Avoid conveying the idea that the designated driver's companions can drink more than they might otherwise. You can use messages to counteract this danger. For example, the sample table tent on page 26 states that "The members of your group must not drink alcoholic beverages to excess. Massachusetts law forbids us from serving anyone who appears to

be intoxicated."

- ❖ Avoid messages that emphasize the use of designated drivers only at parties. Instead, suggest that people should consider using a designated driver in all drinking situations in which they need to drive.
- ❖ Balance messages that urge people to become a designated driver with messages that ask people to use a designated driver. Many more people are willing to use a designated driver than to be one.

PUBLICITY ACTIVITIES

To maximize the use of designated drivers, you should publicize the program continuously and in as many ways as possible:

- ❖ Encourage media outlets to prepare news stories and feature articles about the program. Target community newspapers, newsletters and bulletins published by organizations in your community, as well as radio and television.
- ❖ Develop brief (10, 30, and 60 second) Public Service Announcements to be aired on local radio and television stations. For example, "Having a party in your home? Be a host that cares. Make sure each guest has a safe sober ride home. Brought to you by the [insert the name of your home town] Designated Driver Program." Don't overlook video bulletin boards common on cable television systems and vary the board messages periodically.
- ❖ Run advertisements for the program in local media. Include the names of member establishments and urge citizens to patronize them.
- ❖ Place posters, flyers or brochures (pages 23-28) promoting the use of designated drivers in supermarkets, drug stores, movie theaters, and liquor stores; in the waiting rooms of doctors, dentists, and social service organizations; and in government organizations, such as city hall, the hospital and the library. Materials also can be enclosed with bills mailed to customers of local businesses and utilities; inserted in local newspapers; and distributed by police at sobriety checkpoints, which hundreds of motorists pass through on a single occasion.
- ❖ Use a flyer or brochure as a "stuffer" in paychecks distributed by businesses. Keep in mind that local government is often a large employer (school teachers, staff of the Department of Public Works, hospital workers, police, etc.).
- ❖ Participate in local celebrations and events

(town fairs, sports events, and similar community events) by staffing a DDP booth and distributing materials.

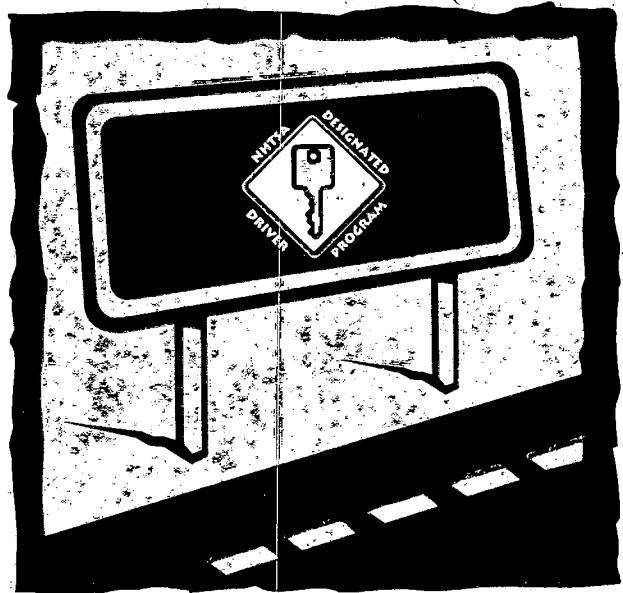
- ❖ Use billboards, road signs, and street signs to carry a DDP logo and slogan ("Welcome to Hometown USA — We Use Designated Drivers").
- ❖ Encourage dignitaries, such as the Mayor, to discuss your program in their speeches (NHTSA 1990).
- ❖ Ask member establishments/organizations to mention the designated driver program in their advertising or at least to use your program logo (NCADD and HAP 1991).
- ❖ Offer to make speeches about your program at meetings/gatherings of businesses and organizations (e.g., at a Rotary Club luncheon).
- ❖ Contact the media, businesses, and organizations before holiday periods when the risks of alcohol-related crashes are high, such as Christmas through New Year's, July 4th, Labor Day, and Memorial Day. Ask them to join a holiday campaign to publicize the use of designated drivers.
- ❖ Distribute buttons, key chains, magnets, t-shirts, bumper stickers, pens, and similar items carrying a DDP logo and slogan. Points of distribution may include businesses and organizations; town celebrations; and direct mail in response to requests by persons, businesses, or organizations sponsoring private parties.



- ❖ Have the kickoff media conference and other key program events photographed and videotaped. Offer the photographs to print media and air the tape on local cable television.

SOURCES OF ASSISTANCE WITH PUBLICITY

You can get advice about publicity from members of the media who may join your coalition, from



local advertising and public relations companies, and from film and journalism departments at local colleges. Also, guides for publicizing traffic safety programs are available:

- ❖ *A Guide to Working with Media* discusses how media work; tips for dealing with newspapers, television, and radio; news conferences; establishing credibility with your audience; preparing speeches; and scheduling speakers (NHTSA undated a).
- ❖ *101 Drunk Driving Public Information Ideas* presents photographs of publicity materials and a list of media channels you can use (NHTSA 1986).
- ❖ *Drunk Driving Public Information Program Strategies and Planning Guide* discusses many possible messages grouped by their content and/or target audience (e.g., "Alcohol Effects on Driving Messages"); and how to select target audiences, media channels, and spokespeople (NHTSA undated b).

OBTAINING RESOURCES

ESTIMATING RESOURCE REQUIREMENTS

It is difficult to specify the resources, financial and otherwise, required to operate a DDP because they depend on the size of the community, the number and size of drinking establishments, the amount and types of publicity used to promote the program, the pace of program development (faster progress requires more staff time during early stages of the project), the local cost for qualified staff, etc.

The bulk of the resources required fall into two broad categories: administrative costs and costs for materials. Administrative costs consist of:

- ❖ **Staff.** Earlier (see STAFFING THE PROGRAM, page 4) we estimated that a program in a community of about 50,000 will need a program coordinator working 2 days per week and a secretary for one day during a startup period of about 6 months. Once planning, recruitment of drinking establishments, and training managers of the establishments have been completed, the staff's level of effort can be reduced by approximately half.
- ❖ **Postage.** The cost for postage to conduct the normal business functions of the DDP will be nominal, but larger costs will be incurred for mailing material to drinking establishments and organizations. Direct mail costs to advise citizens about the program would be substantial, and it is probably not necessary to publicize the program in this way.
- ❖ **Office space.** Space will be needed to store records and promotional materials. Staff will require use of office space and equipment (e.g. a computer, telephone, and printer) only part-time.
- ❖ **Ancillary office expenses.** The costs for telephone and the need for paper and other consumable supplies will be low.
- ❖ **Travel.** Costs for business travel within the community will be low.
- ❖ **Meeting expenses.** Resources will be needed for recruitment meetings with drinking establishments and organizations, and for an annual meeting of participants. Costs may include space, refreshments, and the fee for a speaker.

The costs for program materials will include:

- ❖ **Reproduction and printing.** This includes recruitment materials and follow-up mailings to DDP participants; training manuals; and promotional materials such as flyers, brochures, posters, and table tents (the latter two items must be replaced periodically). The cost of developing materials can be reduced by making use of prototypes developed by others (see pages 23-28).
- ❖ **Promotional items.** These may include buttons for servers; stadium cups for designated drivers; and prizes, such as gift certificates and DDP t-shirts, for contests and



special events. The numbers of items produced can be adjusted depending on the resources available.

Staff time is the most costly of all the listed resources, but it is possible that a lead agency and/or other organization would be willing to donate some staff time to the program. Except for large cities, the total value of the remaining resources will be a few thousand dollars per year, making the DDP an inexpensive intervention.

FLEXIBILITY WHEN SEEKING CONTRIBUTIONS

Present potential funders with a list of your needs by category (reproduction of a brochure, promotional items, advertising costs, etc.), and offer them the option of choosing the costs they might like to support. Explain how specific resources will be used and how they will benefit the DDP and the community.

You may be more successful getting donations if you:

- ❖ Ask for services or materials instead of money.

For example, a printer is more likely to donate printing than cash.

- ❖ Ask for a one-time donation versus long-term support.
- ❖ Offer to have a donor's name/logo displayed on brochures and other program material, or to have their support acknowledged in publicity about the program.

SOURCES OF SUPPORT

Your DDP should pursue a variety of "traditional" funding sources:

- ❖ **Local and regional foundations and philanthropic organizations.**
- ❖ **State government.** Relevant agencies may include your Governor's Highway Safety Representative and State alcohol and drug program coordinator (see NASADAD 1990.)
- ❖ **Fund-raising events such as raffles, sales, and entertainment events.** Although these activities can be labor intensive and may not generate large amounts of revenue, they are appropriate for organizations with modest budgets, such as a DDP. In addition, they have publicity value for the program.
- ❖ **Businesses and organizations.** Businesses and organizations involved in activities related to

your program are likely sources of support. Examples are: soft drink distributors who may want to provide the non-alcoholic beverages for designated drivers; and medical insurers and providers who may want to be identified with the health promotion and prevention aspects of DDPs.

You should consider two less traditional sources of support:

- ❖ **Annual fees for participating establishments.** This approach offers a continuing and predictable source of funds; it also communicates the sense that the program is of value. Large fees should be avoided since they may keep establishments from joining your program. Fees of \$25 to \$50 per year were acceptable in one test community. Consider using a "sliding scale" based on the capacity of the establishment.
- ❖ **Government fees or fines.** It may be possible to have a portion of liquor license and renewal fees allocated to support your program. In California, a statewide DDP operated by the Highway Patrol is funded by a surcharge of \$5 on these fees. Also, it may be possible to allocate a part of the fines collected for local traffic safety violations to your DDP (NCADD and HAP 1991).

EVALUATING THE PROGRAM

Describing how to conduct a rigorous evaluation of a community-based DDP is beyond the scope of this guide, and such a study requires more resources than a typical program could provide. Therefore, this section discusses what records you may want to keep to give you a rough sense of how well your program is working. If you feel more ambitious, detailed information about evaluating a DDP will be available from NHTSA in a final report on the Haverhill, Massachusetts DDP: "Designated Driver Programs Field Test: Final Report."

HOW WAS THE PROGRAM IMPLEMENTED?

Without good information about how programs operate, it is impossible to compare them or to replicate those that succeed. Therefore, you should maintain records about how both the server-based and drinker-based components of your program were implemented. At a minimum, be prepared to report about:

- ❖ The number, percentage, and types of drinking establishments and organizations that implemented DDPs.
- ❖ The methods used to recruit members, and the reasons some establishments and organizations refused to participate.
- ❖ The requirements placed on participating establishments/organizations (dues, incentives for designated drivers, etc.).
- ❖ The amount and types of publicity about the program. Obviously, programs that are heavily publicized are more likely to be effective than programs with little publicity.
- ❖ Enforcement of DWI laws and other anti-DWI activities in your community. More people may use designated drivers when the risks of arrest for DWI are high.
- ❖ The resources required to operate the program and how they were obtained. Information about the funds and other resources required is crucial for people interested in starting a program. This information can also be used to measure program efficiency: how much does the program cost per drinking site, how much for each designated driver?

- ❖ Any variations or changes in how the program is implemented. For example, did different drinking sites offer different incentives to designated drivers? Besides describing the variations, you can explore their consequences. For example, did different incentives affect the number of people participating in the program?
- ❖ Most of this information can be obtained from program records, such as files of newspaper articles and other publicity, etc. But some information must be collected from establishments and organizations. For example, to learn how well these sites implemented program procedures, you should have DDP staff or others make observations during announced and unannounced visits to drinking sites. You can collect somewhat less reliable information by asking servers and managers at the sites how well the program is being implemented and whether they know of any departures from program procedures.

WHAT IMPACT DID THE PROGRAM HAVE?

The single most important outcome question is how many people make use of server-based or drinker-based designated drivers.

You can answer this question by having member establishments and organizations record how many people become designated drivers and how many people are in each group that uses a designated driver. Drinking sites can enter the information in a log book (e.g., see page 33) each day or for each event.

Also, ask drinking sites to log the total number of patrons present and the total number of groups or couples present. An actual count would be best, but even an estimate is valuable. These data can be used to calculate the proportion of drinkers who use a designated driver (single patrons, who are not eligible to participate, can be removed from calculations of the proportion of patrons participating). Working with the proportion of people who use a designated driver allows you to compare levels of participation across establishments of different sizes.

ADDITIONAL SOURCES OF ASSISTANCE

Many public and private organizations promote the use of designated drivers and local or regional branches of these organizations are potential sources of information and support for your program. These organizations include: Anheuser-Busch, Inc.; The Century Council; Coca-Cola; the Harvard Alcohol Project; Techniques for Effective Alcohol Management; Mother's Against Drunk Driving; the National Association of Broadcasters; the National Association of Convenience Store Operators; the National Commission Against Drunk Driving; National Restaurant Association; the National Safety Council; State Farm Insurance; and the National Highway Traffic Safety Administration. Some of these organizations supply (sometimes for a fee) promotional materials such as buttons, posters, table tents, pamphlets, PSAs, etc. A listing of these organizations appears on pages 21-22 along with information about how they can be contacted.

Although we have incorporated information from other DDP manuals into this guide, you may want to examine them in detail. A listing of the manuals appears on pages 21-22.

Another source of advice and assistance is Designated Driver Programs already in operation. Although there is no current and exhaustive catalogue of these programs, you can identify some programs from the following sources:

- ❖ The previous NHTSA report on DDPs (Apsler et al. 1987) includes a list of several hundred drinking establishments purported to operate a designated driver program. Though outdated, the list, which is organized by State, may be a useful starting point for identifying nearby DDPs. The report also presents detailed information on 40 of the programs.
- ❖ A more current description of five Designated Driver Programs that operate in multiple sites appears in a manual prepared by the National Commission Against Drink Driving in collaboration with the Harvard Alcohol Project (NCADD and HAP, 1991).
- ❖ Brief reviews of several programs appear in a paper that discusses the merits and liabilities

of DDPs (Cimicata 1991). Although it was published in Canada, the paper includes programs located in the United States.

- ❖ Other sources likely to know about existing programs include: Regional Offices of the National Highway Traffic Safety Administration, the Governor's Highway Representatives in each State, Regional Alcohol and Drug Awareness (RADAR) Network Specialty Centers, State Health Offices, and State Education Offices. Lists of many of these agencies appears in two publications that are widely available: (1) *State Drug Resources: 1992 National Directory* (BJS 1992); and (2) *Citizen's Alcohol and Other Drug Abuse Prevention Directory: Resources for Getting Involved* (NASADAD 1992).
- ❖ A detailed description of the Haverhill Designated Driver Program, a primary source for this guide, will be available in a NHTSA report, "Designated Driver Programs Field Test: Final Report."



REFERENCES

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- Apsler, Robert, Harding, Wayne M., and Goldfein, Jamie. *The Review and Assessment of Designated Driver Programs as an Alcohol Countermeasure Approach*. Technical Report DOT HS 807 108. Washington, D.C.: National Highway Traffic Safety Administration, 1987.
- Bureau of Justice Statistics (BJS). *State Drug Resources: 1992 National Directory*. Washington, D.C.: Bureau of Justice Statistics, 1992. (NCJ-134375).
- Cimicata, Steve. *Designated Driver Program Review: Pros, Cons, and Alternatives*. Ontario, Canada: Bacchus Canada, 1991.
- Gallup, George Jr. Designated driver program: Who holds the key to safety? *Alcoholism & Addiction*. 12:16, 1987.
- Harding, Wayne M., Apsler, Robert, and Goldfein, Jamie. *A User's Guide To Ride Service Programs*. Technical Report DOT HS 807 291. Washington, D.C.: National Highway Traffic Safety Administration, 1988.
- National Association of State Alcohol and Drug Abuse Directors (NASADAD). *Citizen's Alcohol and Other Drug Abuse Prevention Directory: Resources for Getting Involved*. Washington, D.C.: U.S. Government Printing Office, 1990 (DHHS Publication No. ADM 90-1657).
- National Commission Against Drunk Driving and the Harvard Alcohol Project (NCADD and HAP). *A Guide to Community-Based Designated Driver Programs*. Washington, D.C.: National Commission Against Drunk Driving, 1991.
- National Highway Traffic Safety Administration (NHTSA). *A Guide to Working with Media*. Washington, D.C.: National Highway Traffic Safety Administration, undated a.
- National Highway Traffic Safety Administration (NHTSA). *Drunk Driving Public Information Program Strategies and Planning Guide*. Washington, D.C.: National Highway Traffic Safety Administration, undated b.
- National Highway Traffic Safety Administration (NHTSA). *A Manual for Managing Community Alcohol Safety Education Campaigns*. Washington, D.C.: National Highway Traffic Safety Administration, 1978.
- National Highway Traffic Safety Administration (NHTSA). *101 Drunk Driving Public Information Ideas*. Washington, D.C.: National Highway Traffic Safety Administration, 1986.
- National Highway Traffic Safety Administration and Office of Substance Abuse Prevention (NHTSA and OSAP). *Safer Streets Ahead: A Community Handbook to Prevent Impaired Driving*. Washington, D.C.: National Highway Traffic Safety Administration, 1990. (DOT HS 007 651)
- National Highway Traffic Safety Administration (NHTSA). *Community Traffic Safety Programs: A Consensus Statement*. Washington, D.C.: National Highway Traffic Safety Administration, 1989.
- National Highway Traffic Safety Administration (NHTSA). *Traffic Safety Facts 1992: Alcohol*. Washington, D.C.: National Highway Traffic Safety Administration, National Center for Statistics and Analysis, 1992.
- Office for Substance Abuse Prevention (OSAP). *Prevention Plus II: Tools for Creating and Sustaining Drug-Free Communities*. Washington, D.C.: The Office for Substance Abuse Prevention, 1989. (DHHS Publication No. ADM 89-1649).
- Responsible Beverage Service Council. Scotts Valley, California, 1991.

MANUALS AND KITS FOR DESIGNATED DRIVER PROGRAMS

MANUALS FOR DESIGNATED DRIVER PROGRAMS

1. Alberta Solicitor General. *Impaired Driving Program: Briefing Paper, Designated Driver Program, Safe Ride Home Programs*. Edmonton, Alberta, Canada: Department of the Solicitor General, 1989. (22 pages)

Guidelines are presented for two programs: one for licensed establishments and one for social functions. The topics discussed include: operation of the program, responsibilities of the designated driver, responsibilities of the server and host, responsibilities of the establishment, promotional materials, methods of promotion, and sources of more information and promotional supplies. Very brief descriptions of a few Canadian Designated Driver Programs are included.

Direct requests for copies to:

Department of the Solicitor General
10th Floor, John E. Brownlee Building
10365 - 97 Street
Edmonton, Alberta
Canada
T57 3W7
Telephone: (403) 422-7024

2. *The Designated Driver Program Guidebook: A Compendium for the Implementation of the Designated Driver Program*. Sacramento, California: California Highway Patrol, undated. (15 pages)

The California Highway Patrol, through its Public Affairs Officers, establishes DDPs in drinking establishments throughout the State. Topics discussed include: eligibility rules for the designated driver, benefits to participating establishments, server training, resources required, and publicity. The California Highway Patrol has also produced two training videotapes for the program. One, directed at servers, is titled "Keep Your Customers Coming Back, The Designated Driver Program" (running time is 8 minutes and 45 seconds). The Spanish version of this videotape is titled, "Un Servicio que Hace Sus Clientes Regresar, El Programa del Chofer Designado" (running time 9 minutes and 5 seconds). The second training videotape, directed at managers, is titled "The Designated Driver Program, It's

Good for Business" (running time 8 minutes and 32 seconds). The Spanish version is titled "El Programa del Conductor Designado, Es Bueno para el negocio" (running time 8 minutes and 45 seconds.)

Direct requests for copies to:

California Highway Patrol
Office of Public Affairs
P.O. Box 942898
Sacramento, California 94298-0001
Telephone: (916) 657-7202

3. Mothers Against Drunk Driving and California Highway Patrol. *Designated Driver Handbook*. Los Angeles, California: MADD, 1989. (47 pages)

This manual describes the operation of a community-wide DDP focusing on drinking establishments. This is the most detailed of the manuals listed here. The issues discussed include: program philosophy, organization and management, resources required, a guide for implementing the program, training of servers, media relations, and program maintenance. Sample materials provided include recruitment letters to establishments and a guide for training establishments.

Direct requests for copies to:

Santa Barbara Council on Alcoholism and Drug Abuse
133 East Haley Street
P.O. Box 28
Santa Barbara, California 93101
Telephone: (805) 963-1433

4. National Commission Against Drunk Driving and the Harvard Alcohol Project. *A Guide to Community-Based Designated Driver Programs*. Washington, D.C.: National Commission Against Drunk Driving, 1991. (36 pages)

This manual discusses community-based Designated Driver Programs. The topics covered include: organization, publicity, evaluation, and funding/self-sufficiency. Profiles of five Designated Driver Programs are included.

Direct requests for copies to:

National Commission Against Drunk Driving
1900 L Street, NW, Suite 705
Washington, D.C., 20036
Telephone: (202) 452-6004.

5. Theobald, S. *C.H.E.E.R.S. to the Designated Driver, Designated Driver Manual*. Columbia, Missouri: C.H.E.E.R.S. to the Designated Driver, undated. (34 pages)

C.H.E.E.R.S. (Creatively Helping to Establish an Educated and Responsible Society) is a statewide effort to establish designated driver programs in the 13 communities with campuses of the Missouri higher education system. The programs, which are managed by students, focus on DDPs in drinking establishments. Topics in the manual include: how to begin a DDP, operational details of the program, recruitment of establishments, publicity, and materials needed. Examples of program materials are provided, such as a letter of agreement with bars and restaurants, an alcohol/drunken driving test, and an impaired driving fact sheet.

Direct requests for copies to:

C.H.E.E.R.S. to the Designated Driver
University of Missouri-Columbia
232 Brady Commons
Columbia, Missouri 65211
Telephone: (314) 882-4634

DDP KITS

This section lists organizations that provide kits designed to facilitate development of a Designated Driver Program. The contents of the kits vary among the sources and change periodically. Typically they include table tents, pamphlets, decals, posters, and buttons for servers and drinkers. Some sources charge for materials.

Anheuser-Busch, Inc.
Department of Consumer Awareness
One Busch Place
St. Louis, Missouri 63118
Telephone: (314) 577-2000
(This source can identify a local wholesaler who will supply a kit.)

ARIS (Alcohol Research Information Service)
1120 E. Oakland Ave.
Lansing, Michigan 48906
Telephone: (517) 485-9900

Coca-Cola
Point of Sales Department
Atlanta, Georgia
(404) 676-4052

Miller Brewing Company
Manager of Alcohol and Consumer Issues
3939 West Highland Blvd.
Milwaukee, Wisconsin 53201
Telephone: (414) 931-4284

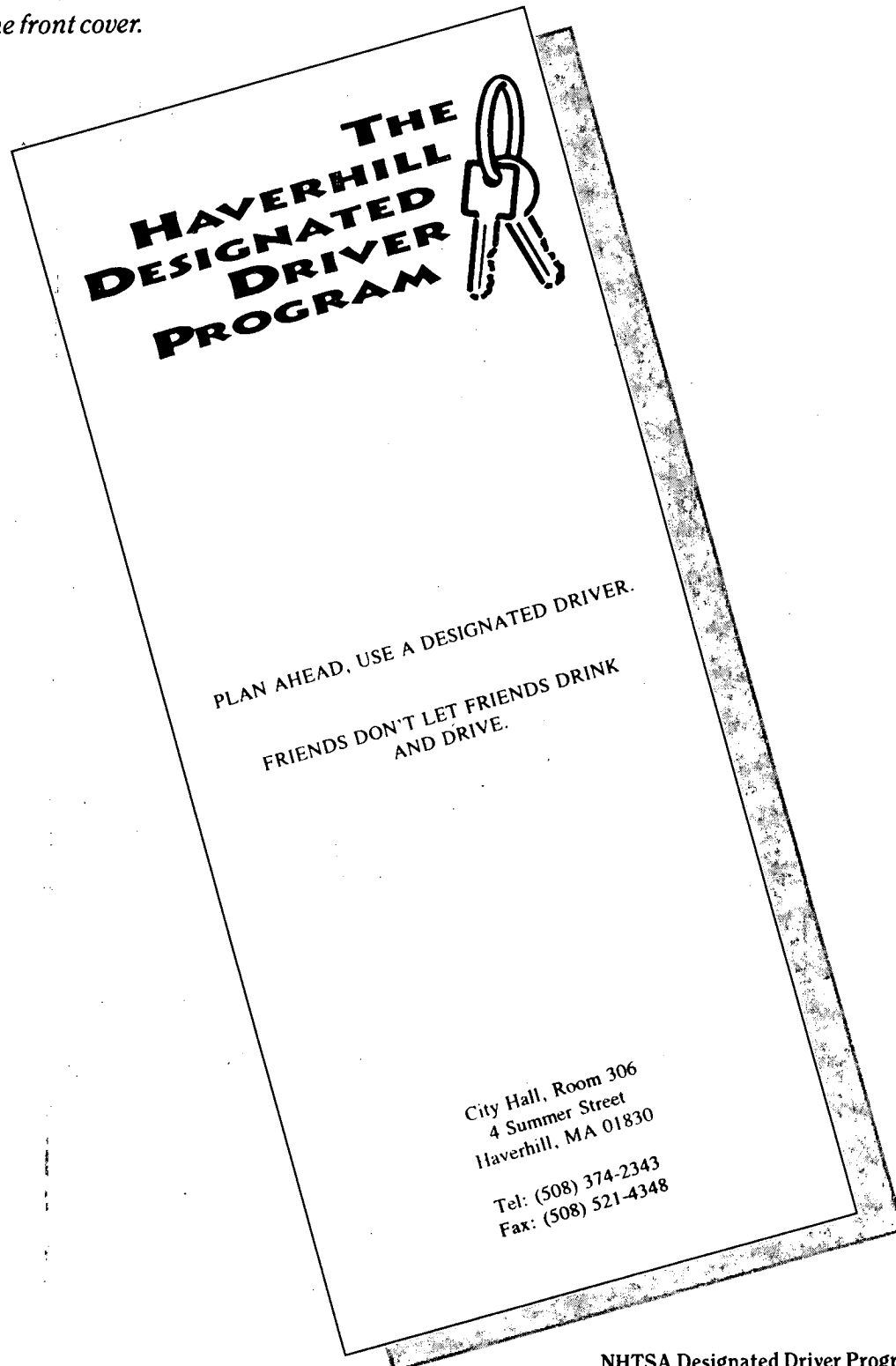
Mothers Against Drunk Driving
511 E. John Carpenter Freeway
Suite 700
Irving, Texas 75062-8187
Telephone: (214) 744-MADD

National Safety Council
Mail Order Customer Service
P.O. Box 558
Itasca, Illinois 60143-0558
Telephone: 1-800-621-7619

PROGRAM BROCHURE DEVELOPED FOR THE HAVERHILL DESIGNATED DRIVER PROGRAM

*Note that the brochure was printed on 8.5" by 11"
stock and folded in thirds.*

Below is the front cover.



Below is the inside left panel of the brochure

WHAT IS A DESIGNATED DRIVER?

A Designated Driver is one person in a group of two or more drinkers who agrees not to drink alcoholic beverages and to transport the members of the group home safely.

The Haverhill Designated Driver Program is a city-wide effort to promote the use of Designated Drivers in public drinking establishments, in private clubs, and at private parties.

WHY USE A DESIGNATED DRIVER?

By using a Designated Driver you can save you and your friends from an alcohol-related crash. Crashes may be more likely than you think: two out of every five Americans will be involved in an alcohol-related crash sometime during their lives.

By using a Designated Driver you avoid being arrested for drunk-driving. Drunk-driving is the most commonly prosecuted offense in the United States.

You also avoid suffering the serious penalties for drunk-driving. In Massachusetts, penalties for a first arrest can be up to \$1,000, up to two years in jail, and loss of your license for one year.

Party hosts don't need to worry about driving home, but they still need Designated Drivers. Having your guests use Designated Drivers will avoid your being sued by someone injured by a guest who has a crash after drinking too much at your party.

Below is inside center panel of the brochure.

HOW DO I PARTICIPATE IN THE PROGRAM?

Use a Designated Driver on every drinking occasion. Even small amounts of alcohol impair your ability to drive.

Plan who will be the Designated Driver before you leave to drink. Have the Designated Driver pick up and drop off all members of the group. Think about others who may also need a ride.

Don't hesitate to ask who will be the Designated Driver. Polls show that over 90% of Americans favor the use of Designated Drivers.

Choosing a Designated Driver may be easier than you think. One third of Americans don't drink alcoholic beverages, some drinkers may not want to drink when the others want to, and you can always draw straws or agree to take turns.

Below is the inside right panel of the brochure.

Respect the Designated Driver's role. Don't offer them even one alcoholic drink and don't ride with them if they drink.

Thank the Designated Driver for making the occasion safer.

If you are going to drink in a establishment or club, ask if they are a member of the Haverhill Designated Driver Program. If they are, the Designated Driver in your group will be provided with free non-alcoholic beverages and sometimes other benefits. If they are not a member, ask them to join.

Encourage businesses or organizations with which you are involved to promote the use of Designated Drivers at any functions they sponsor.

Below is the panel folded inside the brochure. It faces the reader when the brochure is first opened then it is folded aside to reveal the inside right panel displayed on page 24.

TIPS FOR HOSTS

Before the party begins, plan how your guests will return home safely.

Let your guests know that you welcome Designated Drivers. Help them plan safe transportation.

Provide a variety of non-alcoholic beverages for guests to choose — or for guests to switch to.

Provide food or snacks to help moderate the effects of alcohol.

Measure the amount of alcohol when mixing drinks, rather than just pouring. Don't mix "doubles."

In the last hour or more before guests begin to leave, switch to serving all non-alcoholic beverages.

Make sure each guest has a sober driver to take them home. If a guest does not, arrange for them to ride with another guest, call a cab, or let them stay over.

Thank Designated Drivers for their help.

Below is the back panel of the brochure. The space under "Supporters of the Haverhill Designated Driver Program" was used to imprint the names of contributors.

The Haverhill Designated Driver Program can help drinking establishments, private clubs, organizations, businesses and individuals promote the use of Designated Drivers.

We can provide you with materials, help plan a program or event, and speak to your members about drunk driving and the use of Designated Drivers.


The Haverhill Designated Driver program was developed with funding from the National Highway Traffic Safety Administration, Washington, D.C.

PROMOTIONAL MATERIALS FOR THE HAVERHILL DESIGNATED DRIVER PROGRAM

Below is one side of a table tent for the Haverhill Designated Driver Program. The top of this side is joined to the other side, such that when folded an "A" shaped tent is formed. The tent was printed on card stock and its total (unfolded) dimensions are 4" by 14.5". If funds allow, the tent should be printed with a glossy finish so it can be wiped clean of stains, or the card (minus the folding base) should be placed in a free-standing clear plastic holder.

Below is the other side of the table tent for the Haverhill program. Note that the quiz was designed so that "True" is always the correct response. The purpose in doing this was to improve the chances that people can correctly recall the questions and answers. If funds allow, in order to help sustain the interest of the audience, the cards should be reprinted periodically using new questions.

THE HAVERHILL DESIGNATED DRIVER PROGRAM



**PLAN AHEAD...
USE A DESIGNATED DRIVER
FRIENDS DON'T LET FRIENDS
DRINK AND DRIVE!**

Why Be A Designated Driver?
To protect you and your friends from being injured in an alcohol related crash, and to avoid embarrassment, fines, jail time and loss of license.

Who Should Participate?
Any group of two or more in which people will be drinking and will need a ride home.

What Does The Designated Driver Do?
Agrees not to drink alcoholic beverages on this occasion and transports all the members of the group home safely.

In Return, You Will Receive:
Free non-alcoholic beverages or other incentives and a worry free occasion for the entire group.

Remember:
The members of your group must not drink alcoholic beverages to excess. Massachusetts law forbids us from serving anyone who appears to be intoxicated.

TRUE OR FALSE?

1. Alcohol is a factor in about half of all traffic fatalities.
2. In Massachusetts, if you are convicted of drunk driving for the first time, you will lose your driver's license for at least one year, be fined up to \$1,000, and may spend up to two years in jail.
3. You cannot sober up by taking a cold shower, drinking coffee, or getting fresh air.
4. Most people favor the use of a Designated Driver.
5. It is easy to arrange for a Designated Driver.

ANSWERS:

1. **True.** About 2 out of every 5 Americans will be involved in an alcohol related crash at some time in their lives.
2. **True.** Each year, about 36,000 people are arrested for drunk driving in Massachusetts, and more than 90% are convicted.
3. **True again.** Coffee, shower, and fresh air may help keep you awake, but they will not improve your judgement or reaction time. Only time can sober you up.
4. **True.** Polls have shown that over 90% of Americans favor the use of Designated Drivers.
5. **True.** About one third of adults do not drink any alcoholic beverages, those who do are willing to take their turn being the Designated Driver.

Below are reduced copies of posters that were displayed by drinking establishments, organizations, and businesses.

The posters were printed on 11" by 14" card stock. If funds allow, a glossy finish stock should be used so that the poster can be cleaned, or the poster should be mounted in a durable frame with a plastic cover.

PLAN AHEAD. . .

Use a Designated Driver.

**Friends Don't Let Friends
Drink and Drive!**

**THE
HAVERHILL
DESIGNATED
DRIVER
PROGRAM**



This Establishment Supports the

**Haverhill Designated
Driver Program
(508) 374-2343**

This Establishment
is a Member of

**THE
HAVERHILL
DESIGNATED
DRIVER
PROGRAM**



We Urge You to **PLAN AHEAD. . .**
and Use a Designated Driver.

**Friends Don't Let Friends
Drink and Drive!**

(508) 374-2343

Below is a copy of the button designed for use by servers and hosts.



A GUIDE TO IMPLEMENTING THE HAVERHILL DESIGNATED DRIVER PROGRAM IN ESTABLISHMENTS

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WHAT IS THE HAVERHILL DESIGNATED DRIVER PROGRAM?

The Haverhill Designated Driver Program (HDDP) is a city-wide effort to promote the use of Designated Drivers in public drinking establishments, in private clubs, and at private parties.

A Designated Driver is one person in a group of two or more drinkers who agrees not to

drink alcoholic beverages and to transport the members of the group home safely.

Development of the program was funded by the National Highway Traffic Safety Administration and has been assisted by the City of Haverhill.

WHAT ARE THE BENEFITS OF THE PROGRAM?

An Opportunity To Help Reduce Alcohol-Related Crashes. By participating in the program you and your staff can help reduce the enormous social costs of drunk driving. Most people have heard about these costs:

- That each year about 22,000 people are killed and another 350,000 injured in alcohol-related crashes;
- That traffic crashes are the greatest single cause of death between the ages of 5 and 32 and almost half of these crashes are alcohol-related;
- That 2 out of 5 Americans will be involved in an alcohol-related crash at some time during their lives; and so on.

Helping to promote the use of Designated Drivers is one step toward improving these grim statistics and toward making Haverhill a safer city.

A Way to Give Your Patrons What They Want. Polls show that Americans regard drunk driving as a very serious social issue and that over 90% of Americans favor the use of designated drivers.

A Way To Enhance The Reputation of Your Establishment. Participation in the program will enhance the reputation of your establishment as one which is concerned about public safety. The HDDP will help with in several ways. HDDP will publicize the names of establishments that participate in the program and suggest that people patronize them. We will make City government, including the licensing commission, aware of your participation in the program. HDDP will also

continue to publicize the program in general through activities and events.

Indicates That You Are Committed To Good Serving Practices. Participation in the Program may help if you are faced with a law suit concerning a patron who alleges that he or she was over-served. You can argue that participation in the Designated Driver Program indicates your commitment to safe serving practices.

The HDDP Provides Promotional Materials. For a nominal annual membership fee, the HDDP provides you with signs, table tents, and imprinted stadium cups that will help you promote the program. The cups will also identify who is the designated driver in a group. We will also act as a clearinghouse if you wish to purchase other promotional materials such as buttons, bumper stickers, t-shirts and so on.

The HDDP Provides Training Materials. The program is easy to implement, but to make sure things go smoothly, we can provide establishments with training materials. In addition to this manual, the HDDP can loan you a video training tape and HDDP staff are available to make a training presentation to your staff at your establishment.

The HDDP Will Follow-Up With You. We want to know how well the program is working and will be asking management and staff for feedback about what is right and what is wrong about the program. Although we don't anticipate significant problems, we want to identify any that arise and will do our best to solve them.

HOW WILL THE PROGRAM WORK?

Which Patrons May Participate? The program will be available to couples or larger groups during all business hours. This will help involve as many patrons as possible.

The person who volunteers to be the Designated Driver must be sober (must not have had any alcoholic beverages to drink within 2 hours) and must be the driver for everyone in the group.

If the group is large, it may be necessary to have more than one designated driver to transport all the drinkers home safely. In order to qualify for the incentives described below, all group members must have a ride home with a designated driver.

The designated driver must identify him- or herself before alcoholic beverages are served.

Designated Drivers Receive An Incentive. Serving establishments offer designated drivers free non-alcoholic beverages (tea, coffee, or soda) during the group's stay. The purpose of this is to encourage people to become Designated Drivers.

We encourage, but do not require, establishments to offer the Designated Driver additional incentives, such as a free snack or appetizer. Another example would be a coupon good for discounts or free items during a future visit to your establishment. The coupon might be waive the normal cover charge or offer a free food item. Another approach might be to hold a lottery for Designated Drivers. We encourage you to be creative in promoting the program, and we can help you implement your plans.

If a Designated Driver consumes an alcoholic beverage, the establishment will withhold any incentives not yet provided, such as a coupon. At its discretion, the establishment may also request the Designated Driver to pay for any incentives previously received.

Promoting the Program. Establishments promote the program by displaying wall posters and/or table tents. We encourage, but do not require, establishments to use other

promotional materials as well: stickers to put on menus, buttons worn by serving staff, imprinted napkins, etc.

We also encourage establishments to have their servers promote use of the Designated Driver Program by mentioning it to patrons. For example, a server might greet guests with such statements as:

"Good evening, who is doing the driving tonight? Would you like to participate in our Designated Driver Program?"

"Good evening, we support the Haverhill Designated Driver Program."

Servers Will Be Trained. Establishments arrange to train their staffs about the HDDP. You can do this by reviewing this manual with your staff. The section of the manual titled "INFORMATION FOR SERVERS" will guide your presentation. This section discusses handouts that the HDDP can provide at no cost. Also, as mentioned earlier, HDDP staff will be available to make a presentation to your staff and you can borrow a training video to assist you.

Operating a safe and effective DDP requires that your staff be trained in techniques for detecting intoxicated patrons and for discounting or modifying service to them. If your staff has not had such training in the recent past, the HDDP can help arrange for you and staff to be trained.

This Program Should Be One Part of Your Establishment's Comprehensive Safe Serving Practices. No single program can assure your patron's safety and protect your establishment. To help you assess your current situation, see the section of this manual titled "GUIDELINES FOR HOUSE POLICIES CONCERNING THE RESPONSIBLE SERVING OF ALCOHOLIC BEVERAGES".

HDDP staff can help you plan and implement serving policies and procedures.

Information Will Be Collected To Evaluate and Improve the Program. Establishments will record the number of designated drivers participating in the program, the total number of patrons served, and the costs

of operating the program (for example, the value of incentives). HDDP staff will work with you to find the best way to do this. A form for recording this information appears in the next section of the manual.

HDDP staff will speak with management and some staff periodically to learn how well the program is working. These can be brief conversations and may take place by telephone or face to face.

There are some voluntary data collection activities that establishments may find valuable. For example, you may want to know how your patrons feel about the Designated Driver program. We would like to find this out by holding brief conversations with patrons or by distributing brief response cards to them. These procedures can be tailored to your establishment so that they will not be disruptive.

Note that information we collect from your establishment will be treated confidentially. Information will not be linked to any specific establishments in any reports or presenta-

tions about the research.

Having a Designated Driver Does Not Permit Excessive Alcohol Consumption.

As you know, Massachusetts law requires that you discontinue serving obviously intoxicated patrons. This applies to all patrons, including companions of the Designated Driver, even though they have a safe ride home.

Some of the promotional materials have been designed to help servers enforce the law. For example the table tents we have designed includes a statement that reads: "Remember the members of your group must not drink alcoholic beverages to excess. Massachusetts law forbids us from serving anyone who appears to be intoxicated."

HDDP Staff Are Available To Assist You.

Although the program is easy to implement, HDDP staff are available to help you solve any difficulties you may encounter. We will also replace stadium cups, table tents, and other promotional materials as you use them up.

DATA COLLECTION FORM

The form that appears on the next page asks for information we would like to know to assess how well the program is working:

- The number of Designated Drivers participating.
- The number of Total patrons.
- The number of couples and groups (versus single patrons).
- The cost of incentives provided to the designed drivers.

This information should be recorded each day you operate. HDDP staff will help you work out methods for answering these questions. We realize that some questions may be difficult to answer, however you may be able to make some estimates. For example, you may not know how many couple or groups you serve on a given day, but you may be able to estimate that about 50% of your customers arrive in couples or groups.

ISSUES TO REVIEW WITH YOUR STAFF

As mentioned earlier, HDDP staff can also provide you with a training video tape and can come and speak directly to your staff. In addition, we are supplying you with a brochure about the program to hand out to your staff. A copy appears at the end of this section.

The training video and brochure, whether they are used alone or in combination, will not cover all the training issues. Therefore, you need to discuss the program with your staff. This section outline topics you may want to address.

Some of the material from previous sections of the manual has been repeated here for your convenience when presenting the program to your staff.

Describe The HDDP and Define "Designated Driver."

- The Haverhill Designated Driver Program is a city-wide effort to promote the use of Designated Drivers in public drinking establishments, in private clubs, and at private parties.

- A Designated Driver is one person in a group of two or more drinkers who agrees not to drink alcoholic beverages and to transport the members of the group home safely.

Discuss Why It Is Important To Use Designated Drivers.

- Each year about 22,000 people are killed and another 350,000 injured in alcohol-related crashes. That traffic crashes are the greatest single cause of death between the ages of 5 and 32 and almost half of these crashes are alcohol-related. By promoting the use of Designated Drivers we have an opportunity to reduce alcohol-related crashes.

- Supporting the use of Designated Drivers is what many of our patrons want. Polls show that Americans regard drunk driving as a very serious social issue and that over

90% of American's favor the use of designated drivers.

- This program will enhance our reputation as an establishment that is concerned about public safety in Haverhill. The program has already generated lots of positive publicity.

- Supporting this program indicated that we are committed to good serving practices and this may help our position if we are sued because a patron who alleges that he was over served here harms someone.

Explain How the Program Works.

- It will be available to couples or larger groups during all business hours.

- The person who volunteers to be the Designated Driver must be sober (must not have had any alcoholic beverages to drink within 2 hours) and must be the driver for everyone in the group.

- If the group is large, it may be necessary to have more than one designated driver to transport all the drinkers home safely. In order to qualify for incentives, all group members must have a ride home with a designated driver.

- The Designated Driver must identify him- or herself before alcoholic beverages are served.

- Designated drivers will be given free non-alcoholic beverages (specify which) during the group's stay. (Discuss any additional incentive your establishment offers.)

- If a Designated Driver consumes an alcoholic beverage, the establishment will withhold any incentives not yet provided, such as a coupon. (Discuss whether you will also charge the Designated Driver for any incentives previously received.)

- Display the materials you will use to publicize the program. If you plan to have servers invite patrons to participate in the program, discuss what servers should say to patrons.

Use of a Designated Driver is not a license for the other members of the group to drink to excess. Staff is still responsible for preventing customers from becoming intoxicated. (Discuss exactly what servers should do and say to cut off members of the Designated Driver's party who overindulge.)

Discuss what records staff must keep about the program. For example, how should the free non-alcoholic beverages be shown on tabs, and what information should servers give you so that you can accurately report the number of designated drivers and

similar information.

Specify who servers should see about problems concerning the program.

Explain that, from time to time, researchers studying the program may ask staff how well the program is working.

Describe who servers should speak to in the establishment if a problem arises with the program.

Ask if there are questions about how to implement the program.

GUIDELINES FOR HOUSE POLICIES CONCERNING THE RESPONSIBLE SERVING OF ALCOHOLIC BEVERAGES

A successful beverage alcohol server training program will depend on a number of factors. The development of house policies which are supported and communicated by management to all staff will help set the stage for an effective server intervention program. House policies create a framework within which a business operates. They specify the practices, procedures and conditions that guide staff and they provide staff with the tools so they can deal successfully with situations that arise.

The following set of policy guidelines and the policy checklist were developed by the Responsible Beverage Service (RBS) Council, a professional membership association established in 1987 for the purpose of formulating policies and guidelines on the social and legal responsibilities of selling and serving alcohol.

This information is reprinted with the permission of the Responsible Beverage Service Council. For further information, the RBS can be contacted at 4340 Scotts Valley Drive, Suite 1, Scotts Valley, California, 95066, (408) 438-1404.

Age Identification

The responsible establishment recognizes the importance of not serving alcoholic bev-

erages to any person under the legal drinking age. Service personnel will, under no circumstances, serve alcoholic beverages to any person appearing to be under the age of 25 who does not have acceptable photo identification. This policy applies even when the person is with a parent or guardian.

Every server is responsible for checking identification of every new table when there is any doubt of a person's age, even if the person had his or her identification checked at the door.

All forms of identification must be checked for possible alteration or tampering. Any identification suspected of being false or altered is to be brought to the attention of management. When a person is refused service because of insufficient identification, and the person is permitted to remain on the premises, information about the person's age should be communicated to the manager and other service personnel. When appropriate, management may designate a table as a no alcohol table due to the presence of minors.

Management will verify in writing that all servers are old enough to legally serve alcoholic beverages.

Servers will actively promote all non-alcoholic and low-alcohol beverages and will be

evaluated on total beverage sales. Alcohol-free drinks must be served in glassware different from alcoholic drinks when served to underage patrons. (Consult the RBS Council Great Alternatives Committee special report entitled *Myths & Misconceptions* for detailed tips on successfully promoting alternative non-alcoholic beverages.)

Alternative Transportation

The responsible establishment recognizes that all prevention efforts will not always work, and a customer may become intoxicated. In order to prevent injury to customers and others, alternative transportation options are available, including arranging a ride with a friend or relative or a cab. As a last resort, the establishment will call the police for the safety of the customer and other possible victims.

The responsible establishment will support community sponsored safe transportation programs. While designated driver programs are valuable, the responsible establishment will not allow members of the designated driver group to become intoxicated. Designated drivers must register upon entering the establishment.

Managing the Intoxicated Patron

The main goal of the responsible establishment's server program is to protect the health and safety of customers. When a customer enters and appears to be intoxicated, the person will not be served alcoholic beverages. Arrangements will be offered to ensure the safety of the guest and management will be contacted.

When a customer is approaching their limit or when the customer is displaying visible and obvious signs of intoxication, servers will take the necessary steps to pace the drinking, offer food, delay service, or contact a manager to refuse service. If the customer insists upon having another alcoholic beverage, the server will consult with the supervisor or manager regarding continued service. In no case will the supervisor or manager override the decision of the server

if service is being refused. Servers will be guaranteed a tip equivalent to what they would have received if service had not been cut off.

Marketing Responsible Service

The responsible establishment promotes its service philosophy, policies and practices to the public. It informs customers that staff have received specific training in recognizing and dealing with intoxication, age identification, sale of alternative beverages, responsible serving practices and the law regarding beverage alcohol sale and service. Responsible beverage service and good customer service work together to increase profitability.

Monitoring Drinking by Patrons

The responsible establishment sets safe drinking limits for customers. These limits will be enforced by all staff. In order to assist staff in implementing this policy, the establishment will not promote the sale of drinks in a manner that encourages the service of more than one standard drink to a customer at one time. All drinks will be standardized. Pitchers and the stacking of drinks are prohibited.

Management and staff will ensure that any regular patrons with an identified drinking problem will be referred to the appropriate agency for the assistance they need.

Monitoring the Door

The responsible establishment's goal is to offer an environment that is pleasant, attractive and safe, and maintain an atmosphere that is free from unwanted distractions and intrusions. In order to accomplish this, it is the policy to limit the number of guests coming into the premise to avoid overcrowding and interference with a free-flow of server and guest movement.

At no time will the capacity of the establishment exceed the ability of the number of staff on hand to enforce all house policies.

On days or nights when a larger crowd is expected, extra staff will be on hand and

security personnel will monitor the number of guests entering and leaving the establishment. They will restrict the number to the legal capacity of the establishment when overcrowding becomes a problem. When the limit is reached, guests will be asked to form a line outside the door.

Door monitoring staff will monitor patrons entering and leaving the establishment and will screen people who appear to be intoxicated or under the legal drinking age. Management will refuse entry to anyone who is intoxicated and will assist that patron in gaining access to safe transportation. Law enforcement personnel will be contacted immediately if violence occurs on the premises. Staff will not refuse entry to law enforcement or liquor enforcement personnel at any time. All door monitoring staff will be properly trained in responsible service practices.

Pricing

The responsible establishment will price away from intoxication. Discounts, drink specials, happy hours or any form of pricing practice that encourages immoderate consumption is prohibited. Low or non-alcoholic products will generally be priced competitively with alcoholic products.

Promoting Food

The responsible establishment provides a range of food menu selections and high-protein snacks during all hours of operation. The goal is to have no patron consume alcohol on an empty stomach. Servers will actively promote food sales and will be evaluated on total sales including food and beverages.

Training

The responsible establishment will train and continually update all staff including management, bartenders, servers and door staff in responsible service practices. Management will be trained in how to effectively implement a responsible beverage program. All staff are expected to complete this training successfully within three months of commencing employment with the establishment.

All staff will be provided with a copy of the establishment's house policies and will be asked to sign a written statement stating that they have read, have had an opportunity to discuss with management and understand the policies of the establishment. Management is committed to supporting staff in their decisions to apply the training and enforce the house policies of this establishment.

The following page contains a checklist for all aspects of a house policy concerning responsible beverage serving.

Monitor Entrances

- Assign a staff member at all times.*
- Check for age and fraudulent identification.*
- Deny entry to intoxicated people.*
- Count the number of patrons on premise to prevent overcrowding.*
- Provide for a proper patron-staff ratio.*
- Offer appropriate assistance to intoxicated people.*

Actively Market Food

- Offer reduced food prices during late afternoon/evening.*
- Have low-cost snacks or food at all times.*
- Provide incentives to servers for increased food sales.*

Promote Alternative Beverages

- Price non-alcoholic drinks competitively with those containing alcohol.*
- Promote non-alcoholic drinks on table tents.*
- Stock and promote light beer and wine.*
- Set lower prices for light beer and light wine.*
- Evaluate servers on total sales including non-alcoholic products.*

Train All Staff

- Involve all staff in training.*
- Pay staff for training time.*
- Keep an incident log of all problem situations.*

Provide House Policies

- Provide a written statement of policies to all staff.*
- Prohibit drinking on the job by employees.*
- Reinforce policies by offering staff incentives for effectively managing intoxicated patrons and for selling alternative beverages.*

Transportation Strategies

- Identify and rank transportation options.*
- Confirm necessary arrangements with outside companies.*
- Advertise your program.*

Never Serve Minors

- Establish when to ask for identification.*
- Train staff to identify minors.*
- Identify what forms of identification are acceptable.*
- Provide staff with guidelines to deal with underage patrons. Set guidelines to recognize and deal with false identification.*
- Ensure that staff understand their legal duty regarding service to minors.*
- Verify that all servers are legally old enough to serve beverage alcohol.*
- Serve all alcohol-free drinks in glassware different from regular alcoholic beverages.*

Monitor Drinking

- Provide staff with the consumption limit charts and supporting rationale.*
- Provide staff with guidelines for recognizing the signs of intoxication.*
- Set guidelines for dealing with intoxicated patrons.*
- Identify programs to refer patrons who have a chronic drinking problem.*

Publicize your position

- Explain and market your program internally to patrons.*
- Indicate that you wish no patron to drink to intoxication.*
- Promote your position to the public at large.*
- Develop a mission statement and post prominently.*

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