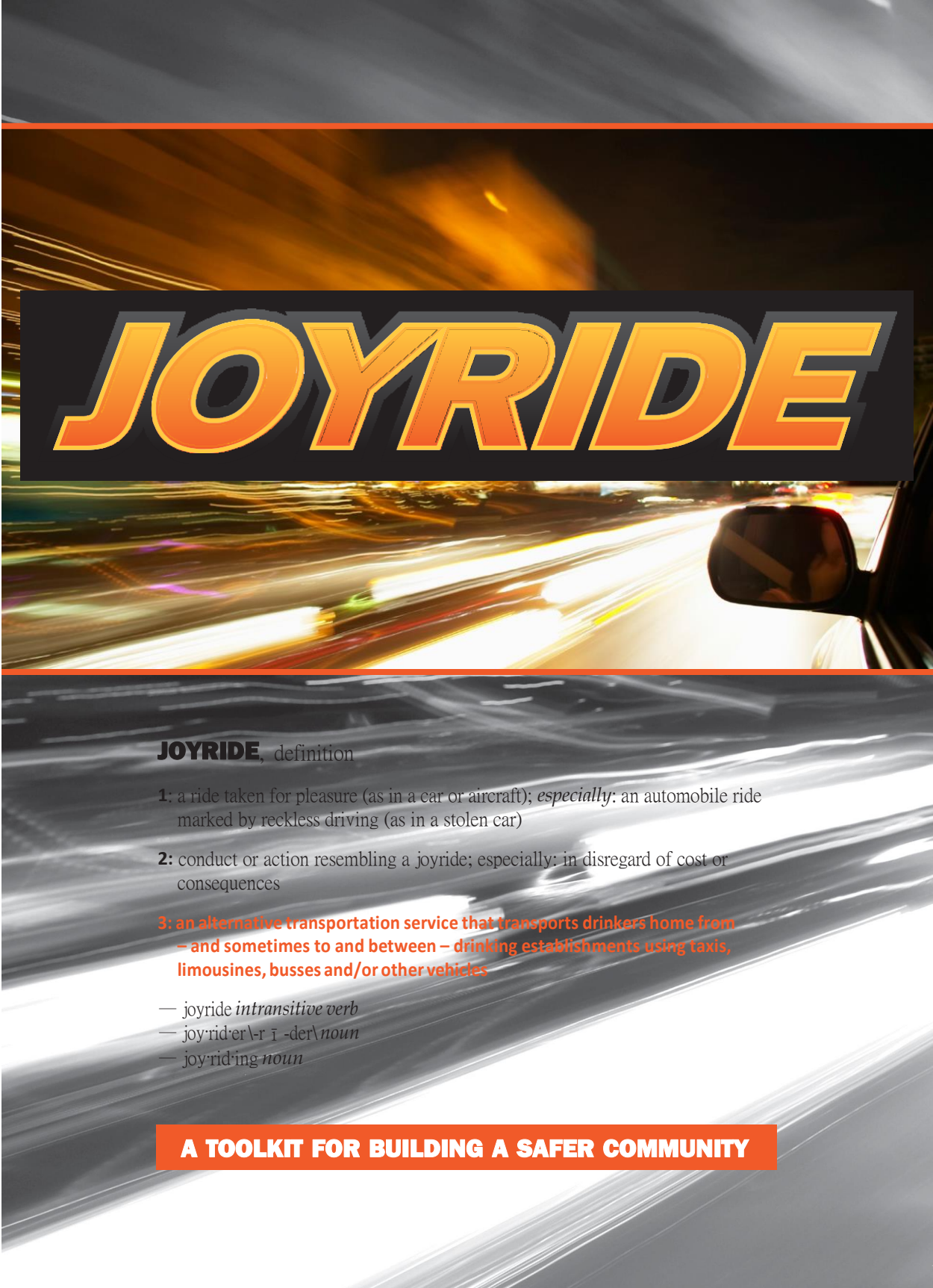




JOYRIDE

JOYRIDE, definition

- 1:** a ride taken for pleasure (as in a car or aircraft); *especially*: an automobile ride marked by reckless driving (as in a stolen car)
- 2:** conduct or action resembling a joyride; *especially*: in disregard of cost or consequences
- 3:** an alternative transportation service that transports drinkers home from – and sometimes to and between – drinking establishments using taxis, limousines, busses and/or other vehicles

- joyride *intransitive verb*
- joy·rid·er \-r ī -der\ *noun*
- joy·rid·ing *noun*

A TOOLKIT FOR BUILDING A SAFER COMMUNITY

With nearly forty years of combined experience in traffic safety, Nancy Franke Wilson of Franke Wilson Consulting and Karen Sprattler of the Sprattler Group, with generous support from the Center for Alcohol Policy and encouragement from the Minnesota Beer Wholesalers Association, created this Toolkit for communities committed to improving the safety of their citizens while strengthening the economic vitality of their local businesses. For additional information, contact nancy@frankewilsonconsulting.com or karen@sprattlergroup.com.

We gratefully acknowledge the Center for Alcohol Policy for their support in the creation of this toolkit.

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GETTING STARTED

Congratulations! If you are reading this you have an interest in starting a new or revising an existing alternative transportation program in your community. Alternative transportation programs can be a great way to encourage residents and visitors alike to support and safely enjoy the entertainment and hospitality businesses in your community. By providing transportation to, from and sometimes in between these entertainment venues, program patrons have the opportunity to have a good time without the worry of how to enjoy a few drinks and get home easily – and safely – at the end of the evening.

Like a fast food restaurant or brand of soap, name recognition is important to consumer understanding and willingness to “buy” a product or service. That’s why we’ve chosen an upbeat name for this program: JOYRIDE. We want people to positively associate this important service with good times and fun, because JOYRIDE will be a great benefit to your community and the people who live, work and play there. As JOYRIDE programs multiply across the state and nation, brand understanding and program loyalty will increase, strengthening your own JOYRIDE program.

This document contains the tools you will need to build your own JOYRIDE program. It will take you through the steps of forming partnerships to help you be successful, through the decisions needed to customize the program to fit your community, and it will give you ideas you can use to introduce and market your program to prospective program users and participating businesses.

There are numerous reasons to start JOYRIDE in your community.

JOYRIDE:

- Promotes businesses and tourism in your community.
- Encourages safe transportation practices.
- Provides an enjoyable way to responsibly enjoy hospitality resources in your community.
- Reduces impaired driving arrests and traffic crashes.

A WORD ABOUT THIS TOOLKIT

Additional tools you may need are located in the Tools section of this document.

Throughout the Toolkit you will see the word “HINT” next to an idea or suggestion.

These are tidbits of information that we have learned through our many years of developing successful programs, and may be helpful to you as you create your own JOYRIDE.

HINT

As you may already know, building a JOYRIDE program will take some serious time and energy. Not everyone in your community may support you and the planning process itself may raise some uncomfortable feelings about the issues of drinking and driving. Despite this, developing JOYRIDE may be one of the most rewarding things you can do. People can enjoy the recreation and entertainment venues in your community more than ever because they know that they can count on a safe ride home and your efforts will save lives, reduce crashes and prevent injuries. And as a bonus, strong connections will be developed within your community, as well as a model for cooperation that can be replicated again and again.

IS YOUR COMMUNITY READY?

Is JOYRIDE right for your community? Communities can be at many different stages of readiness for implementing programs, and this readiness is a major factor in determining whether a local program can be effectively implemented and supported by the community. The following questions may be of help when determining if your community is ready for JOYRIDE:

- Do transportation options beyond personal vehicles exist for bar and restaurant patrons in your community?
- Do people in your community believe that some residents and/or visitors drive after drinking too much?
- Do people in your community ever make remarks or discuss drunk driving?
- Has your community ever had a drunk driving crash, injury or death make it into the media or become known to the whole community?
- Has there ever been a public forum, major event or media coverage of the issue of drunk driving?

“Yes” answers to these questions are not a requirement of starting JOYRIDE. If the answers to these are all “no,” then we suggest that as you get started, you inform the people you talk to about the need for JOYRIDE program. Talking points and more information about why a community needs JOYRIDE is available in the Tools section of this document.

One other thing about this topic: if you initially meet with resistance, don’t take it as a sign that you can’t be successful in starting JOYRIDE. It is very common for people to be negative about anything new or different. Our goal is to develop a fun and easy way to enjoy the restaurants and bars in your community, and get home safely when the night is over!

This Toolkit will give you the “tools” you need to be successful in creating real change in your

community. The outdated model of going out for drinks and hoping you will get home safely is quickly changing. By offering a JOYRIDE program in your community you will not only be more innovative, but your community will thank you for making it easy and fun to go out for drinks with friends and get home safely.

We wish you great success in developing your JOYRIDE program. On behalf of your community; we thank you!

TOOLS

- JOYRIDE Talking Points



NOTES

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

PARTNERSHIPS

Now that you have chosen to start JOYRIDE, the next step is to decide how your program will operate. In order to do that we suggest you form a coalition to help with the work. A coalition is a temporary alliance or partnering of groups in order to achieve a common purpose or to engage in a joint activity. By forming a coalition with other people or groups with similar values, interests, and goals, you will be able to combine resources and become more powerful than if you acted alone. This section provides information on how to start a coalition to support JOYRIDE. We provide some options for you, but as always, we suggest doing what feels right for your community.

STEP ONE: INVITING PARTNERS TO JOIN JOYRIDE

In deciding to start JOYRIDE in your community, it is nearly impossible to do it all by yourself. When your goal is to promote a fun and easy way for bar and restaurant patrons who have been drinking to get home safely, this is a goal that you and many of your potential partners can certainly agree upon.

Ideally, with the success of JOYRIDE, your community should experience a positive change in the drinking and driving culture. By creating JOYRIDE with many partners, you are sending a very strong message to the community that drinking patrons must plan for a safe ride home. We hope it becomes the new “normal” for your community.

HINT

Some partners may be concerned that your JOYRIDE goal is simply to encourage drinking. It's important to be aware of this and to be open to other concerns from any of your potential partners. Your job will be to communicate the primary mission which is to provide a fun and easy ride home for drinking patrons that is also safe.

We encourage you to use the list of potential partners (below) and then brainstorm others from your community. Following the list, we discuss potential partners' importance and a description of what they can do and why they should be included - along with how to get them involved. In our Tools section you will find an easy to use Partner Checklist to help you manage your new contacts.

- Wholesale beer and liquor distributors
- Hospitality industry (bars, restaurants, hotels)
- Law enforcement

- Judges and local judicial system officials
- Taxi or transportation companies
- Public health department
- City, county or township manager
- Hotels, motels, bed/breakfasts
- Volunteer membership clubs; Masons, Elks, VFW, Moose, Optimists
- Hospitals and clinics
- Chamber of Commerce
- Insurance Companies (agents)
- Visitor's bureau
- County/city legal representative
- County/city traffic and transportation engineers
- Major employers
- Colleges, universities, community colleges and technical schools

Wholesale beer and liquor distributors

Distributors are thoroughly invested in safe transportation for bar and restaurant patrons. They are proud of the product they provide to your community and want their products to be associated with great memories of fun and friendship. Distributors are also very skilled at marketing and usually employ or contract with graphic designers and advertising experts. As a part of your JOYRIDE coalition, they will be very helpful in getting the message out about your program to the public and other businesses.

Law enforcement

One of your first community contacts should be with the chief law enforcement official or officials in your community; trying to involve both the sheriff and/or police chief. Though all partners are important and have a role in JOYRIDE, rarely do programs such as this succeed without support from law enforcement. It is important that your chief law enforcement officials understand your mission and your intentions in starting JOYRIDE, and soliciting their input on program specifics may provide valuable suggestions. Law enforcement partners can also help measure change in your community through local impaired driving arrest and crash data.

Hospitality industry (bars, restaurants, hotels)

This is the group of partners that shouldn't be considered "potential" partners, rather they should be considered "essential" partners. Bars, restaurants and hotels have a great deal to gain from a successful JOYRIDE program. A successful JOYRIDE program delivers paying customers to their front door and guarantees that those customers get home safely so they can return another day. What a terrific business model!

JOYRIDE will be an added bonus to any business that accommodates out of town guests. In many cases, visitors won't know where local entertainment venues are, may not have a vehicle and may feel uncomfortable going out in an unfamiliar city. All of these issues are taken care of by JOYRIDE; the guest is driven safely to and from established and friendly entertainment venues within the city.

HINT

It is our experience that some bar owners and managers can be sensitive to the topic of impaired driving because they have felt blamed for the problem in the past. While not true of all bar owners and managers, you should approach them with the sensitivity this issue deserves.

Public health department

Public health departments are staffed with individuals that are often well known and respected in the community, are experts at partnership building and have special knowledge in changing health behaviors. Drinking and driving is a public health issue; something that affects everyone in your community. Public health staff may be able to help you develop, manage and promote your program.

Hospitals and clinics

Hospitals and clinics are committed to health prevention and to caring for victims of traffic crashes. They also conduct alcohol assessments and make referrals to addiction counseling services. Emergency room nurses and physicians have a unique understanding of the importance of prevention.

County/city traffic and transportation engineers

Traffic and transportation engineers have direct knowledge of the roadways and transportation issues in your community. They usually understand the history of the traffic safety issues and the reasons behind engineering decisions that have been made.

County/city elected officials

Local elected officials are true stakeholders in your community. Not only are they some of the first to hear about complaints in a community, they are some of the few people in a position to make changes in a community. Elected officials generally want to be the first to know about new projects and if they are brought in early, chances are good you can gain their support.

Colleges, universities, community colleges and technical schools

In addition to being concerned about the welfare of their students, institutions of higher learning are like a department store of special skills and expertise. Within the university's walls you will find specialists in marketing, graphic arts, business administration, media arts, education, medicine and health; sometimes even professional driving instructors. When you are building a coalition, the types of services and professionals that can promote or support JOYRIDE from the realm of higher education are endless.

Volunteer membership clubs; Masons, Elks, VFW, Moose, Optimists, etc.

Membership organizations are key partners for a number of reasons. They attract movers and shakers in your community and are a ready-made customer base for JOYRIDE. Most membership clubs host dinners, events and evenings out where attendees could use safe transportation home. Several of the organizations own and operate their own establishment where liquor is served. Many raise money for important community causes and may be a source of funding for JOYRIDE.

Chamber of Commerce

Most cities have a Chamber of Commerce. The Chamber's role is to promote area businesses. The Chamber of Commerce in your community is a great partner because the staff is skilled at marketing, advertising and other tasks that will advance area businesses. JOYRIDE can provide patrons with safe rides to and from bars, restaurants and other entertainment venues which is a great advantage to those businesses. JOYRIDE will also be a selling point for the Chamber of Commerce staff when pitching conferences and business meetings.

Insurance companies

Insurance agents are highly dependent on their local community for a sales base. Because of that, they are often well integrated into the goings-on in your town or city. Insurance companies benefit directly from a decrease in automobile crashes. The less money they have to pay out for benefits, the more money they make each year.

Visitors Bureau

Visitors Bureaus are in the business of promoting tourism within their city or communities. They develop, sponsor and endorse special events, festivals and local entertainment venues. They usually host active websites and may even provide gift bags for visitors. Like the Chamber of Commerce, they will be thrilled to promote JOYRIDE to vacationers and organizations interested in hosting conferences and business meetings in your community.

City, county or township manager

You may question what a city manager can do for JOYRIDE. In many communities, the city, county or township manager is a true leader of the community. It's important that he/she be knowledgeable about JOYRIDE and have a thorough understanding of how it benefits your community. If you don't get buy-in from your city manager, you may experience some resistance from others within your local government.

Apartment or townhouse complexes

In order for the operator of JOYRIDE vehicles to have an efficient business, it just makes sense to pick up from locations where there are multiple riders. When you market JOYRIDE to apartment, condominium and townhouse complexes you are likely to get higher ridership numbers for fewer trips. Perhaps the landlord or property manager will help you in advertising your service to residents once he/she understands how your program works.

STEP 2: BUILDING YOUR COALITION

There are several ways in which you can build your coalition. In the next section we describe four options. You may select one option or do a combination of one or more. As always, build your coalition in the manner that best works for you and your community.

Option #1:

After compiling your list of potential partners, mail a letter of introduction to each person on your list (Coalition letter #1 in our Tools section). Follow up the letter with a personal phone call during which you can discuss your intentions or schedule an in-person visit.

After making a phone contact with each potential partner, email partners to request their presence at the first coalition meeting (Coalition letter #2 in our Tools section). Provide them with a few dates and times of possible meetings so you can select a time that works best for the most people.

Option #2:

After compiling your list of potential partners, call two or three of the most influential partners and arrange in-person meetings with them. During the meetings, present the JOYRIDE project idea, the reasons you are interested in starting JOYRIDE and (if possible) the data to support a need for such a program. Next, ask those two or three influential partners to contact people on your list of potential partners with the same message you

presented to them. It's possible they already know people on your list or may have names of others that they would contact for you.

After a majority of people on your potential partners list have been contacted, send out an email to the people on your list to request their presence at the first coalition meeting (Coalition letter #2 in our Tools section). Provide them with a few dates and times of possible meetings so you can select a time that works best for the most people.

HINT

Noon meetings generally work best. If possible, provide a modest meal or snack. Few people will turn down free food! If you aren't able to provide food, encourage attendees to bring their lunch.

Option #3:

After compiling your list, mail a letter to each person inviting them to attend one of three or four “town hall meetings” or “dog and pony shows” where they will learn about the JOYRIDE idea (Coalition letter #3 in our Tools section). It's important that invitees RSVP so you know who to expect at each meeting. Communicate to invitees that they are welcome to bring guests who may have an interest or would be important coalition members. A sample meeting agenda is included in our Tools section.

During the “dog and pony” show, present the JOYRIDE project idea, the reasons you are interested in starting JOYRIDE and any data you might have to support a need for such a project. Publicly pass a sign-up sheet around the room during the beginning of the event. Ask for a name, title, company or organizational affiliation, address, email address and phone number.

After your “town hall meetings” or “dog and pony shows” are completed, review your list of potential partners to be sure you reached the people you needed to contact. Make personal calls to all potential partners that didn't attend your meetings. Once you have made contact with all potential partners, send an email to the people on your list that requests their presence at the first coalition meeting (Coalition letter #2 in our Tools section). Provide them with a few dates and times of possible meetings so you can select a time that works best for the most people.

Option #4:

Utilize a coalition that already exists within your community. Many communities have

already developed coalitions for chemical health, non-smoking, traffic safety, physical exercise/obesity, anti-bullying, or some other prevention or health related purpose. If you can identify an already-existing coalition in your community, compare their membership with the partner list you have developed for JOYRIDE. If over half of the existing coalition's membership includes potential partners you have identified for your coalition, it may be worth exploring some type of partnership agreement with them. The ideas for working within a pre-existing coalition is to piggy-back on their meetings so shared members don't have to schedule another meeting; suggest the expansion of their goals to include JOYRIDE or ask to organize a sub-committee so you can operate within their established structure.

There are many benefits to joining an already-existing coalition. Existing coalition members are in the habit of meeting with set meeting times, have knowledge of each other and their values/goals, and have likely developed trust in each other. Possible challenges of partnering with an already-existing coalition are that you may inherit conflicts between members or organizations, their operation procedures don't support your timeline, or simply the coalition may not be fully functional. We suggest sitting through a meeting or two prior to exploring any type of partnership with an existing coalition in order to learn more about how they function.

HINT

Experiment with meeting locations by asking each member to sign up to host a meeting at their office. At the close of your first meeting send around a sign-up sheet requesting that each member host at least one meeting. In the end you will have one full year of meetings scheduled. It's difficult to skip a meeting when it's being held down the hall from your office!

TOOLS

- Partner Checklist
- Sample introduction letters to partners (Coalition Letter #1, Coalition Letter #2 and Coalition Letter #3)
- Sample coalition meeting agenda

NOTES

This image shows a full page of blank, lined paper. It features approximately 28 horizontal grey lines spaced evenly across the page, typical of standard notebook paper. The lines are thin and light grey, set against a plain white background. There are no margins, text, or other markings on the page.

LOGISTICS: DEVELOPING YOUR JOYRIDE PROGRAM

Now that you have created your coalition and have made the commitment to starting JOYRIDE, it's time for developing your program. Consider the following decision points; they will help you make a series of choices that ultimately determines how your program functions.

DECISION POINT 1: Program Model

Let's start with what type of program you are going to offer. There are basically two types of JOYRIDE programs, those providing a one-way ride home and programs providing two-way (and possibly in between) rides.

One-Way Ride Option

By providing a one-way ride home, the patron arrives at the entertainment venue on his/her own and JOYRIDE gives them a safe ride home. In this situation, the patron leaves his/her vehicle at the entertainment venue and must find a way back to the venue the next day to retrieve his/her car.

Benefits of the one-way ride home model:

- Easier to develop and manage. Entertainment venues sign up for your program. By signing up they commit to working with your transportation provider to communicate with patrons about the program. Drivers deliver the patron to their homes at the end of the evening.
- Easier to "sell" to your community. Few people in your community will think a safe ride home is a bad idea. Faced with the alternative - impaired drivers on the road - everyone will encourage the safe ride home concept.

Challenges of the one-way ride home model:

- Patrons don't want to leave their vehicle behind. For many people, after their homes, their vehicle is their most expensive possession. In addition to the high cost of vehicles,

many people have an emotional investment in their vehicles. We love our cars and trucks. Even if they don't need it to get to work the next morning, for many patrons, leaving their car or truck unattended overnight is not an option; they simply won't do it.

- The entertainment venue or the city must accept that vehicles will be left overnight in their parking lot or curbside. Some venues and cities don't allow overnight parking. This can be a public safety or a snow removal issue that may be difficult to change.
- Alcohol impairs a person's decision-making ability. Convincing an impaired person to leave their vehicle in exchange for a safe ride home can be very difficult. After a few drinks, a person may be less able to understand the benefits of the safe ride home they are being offered. Fighting to get the keys or getting an impaired person in the back seat of a cab can be very uncomfortable. Nobody wants to be involved in a conflict with friends at the end of a great evening.

Two-Way Ride Option

The two-way ride option means that a patron is picked up at his/her home and driven to a participating entertainment venue. The transportation service can either drive patrons to one or more additional venues and then home, or simply return patrons home from the initial venue they visited at the end of the night.

Benefits of the two-way ride model:

- It does the best job of taking the choice out of driving after drinking. Patrons don't have to worry about getting home safely or being arrested for DWI. They can go out for the evening and already know how they are getting home safely, making the evening more enjoyable for everyone. The two-way ride home model removes the option of driving between establishments or home at the end of the night. Drinking patrons can relax and have fun; they know they will get a safe ride home.
- Two-way ride home programs can be designed to benefit others in the community beyond drinking patrons. People who do not drive or own cars will have access to entertainment venues otherwise not available to them. For example, senior citizens often have difficulty driving after dark due to natural changes in the eyes as we age. With JOYRIDE, seniors can enjoy a safe and enjoyable evening out at bars and restaurants in the community regardless of whether or not they are drinking.

Challenges to the two-way ride model:

- The greatest challenge to the two-way ride home is the perception that it promotes drinking. Some people believe that if patrons know they are getting a safe ride home, they will drink more. Others believe the community or the sponsor of the safe ride home program is encouraging excessive drinking. However, the people who believe these ideas couldn't be more wrong. In reality, alcohol consumption is not affected by transportation options. Sponsors of safe ride home programs provide an important option to a drinking patron that can keep them from driving impaired.
- Developing the program itself. It can be easier to work with a local cab company than to develop a new transportation method/system. If cab companies are already operating in your community, setting up your program should be fairly easy. If they aren't, in order for you to develop a two-way ride home program you will need to be a bit more creative. We will explore some options in the next section.

DECISION POINT 2: Organizational Structure

In this section you will make some big decisions about JOYRIDE's organizational structure. These decisions may be based upon resources that already exist in your community or upon what your coalition wants to tackle. We have identified five basic approaches for you to consider:

- Using a local cab company
- Partnering with an already-existing public or private transportation company
- Partnering with a local unit of government or an already-existing non-profit organization to start a transportation service
- Starting a non-profit organization (501(c)3 organization) that provides the rides
- Using local entrepreneurs to provide the service as a for-profit company

We have provided details about each of the five basic approaches below. More information about how to fund your program is located in the next section.

Local Cab Company

If there is a cab company in your community, they may be interested in expanding their business by providing the JOYRIDE service for you. Since cab companies exist to provide rides to and from places, much of your work is done for you. They have the transportation

method (cars, vans) already in place; they should be licensed, insured, fully staffed, trained and managed. Cab companies have a system in place to communicate with patrons and each other so they know who to pick up, where and at what time.

If you are using a local cab company or companies, what are your responsibilities? The first thing is to meet with the cab company manager/owner to discuss your needs.

- You may ask the cab company to use a separate payment method for JOYRIDE patrons; perhaps a voucher or a ticket. If this is the case, drivers and accountants will need additional training to understand the value of your voucher or ticket.
- How many cabs will be needed? Will they have enough cars and drivers to meet the demands of JOYRIDE? Are they willing to staff additional drivers based on your expected program demands? What if JOYRIDE can't keep all of their drivers busy? These are issues you should discuss with the cab company manager/owner.
- You will want to discuss if the cab companies in your area can service the geographic reach of your program. You may want to negotiate with the cab companies if you find they only service a ten mile radius of your community, but your entertainment venues have a 25 mile catchment area. Are they allowed, by city/county license, to service a larger area? In some cases lines are drawn on maps giving cab companies specific areas within which they can operate. If this is the case for you, you may want to work with the group of cab company managers/owners and your community licensing officials to see if they are willing or able to alter these rules for JOYRIDE.
- Cab drivers (cabbies) drive for tips. Impaired patrons or patrons using a voucher or a ticket may not recognize the importance of tipping a cab driver. Cabbies who lose money by driving JOYRIDE patrons may not want to drive them. To make sure the hard working drivers are getting tips from JOYRIDE patrons, you may have to work the tip into the cost of the ride or do some really effective education about tipping.

Partnering with an Already-Existing Public or Private Transportation Company

There may be companies in your community that currently transport people and present a possible partnership for JOYRIDE. Oftentimes these companies own and operate vans or buses, but they are not being used in the evening or weekend hours. For example, there are companies that transport seniors to doctor appointments, grocery stores, church and libraries

during the day. There are also local transit operations that deliver commuters from neighborhoods to larger commuter hubs during the day. Other options are van services that cater to airports or bus terminals, vans or mini-buses that transport special education students to school, and church vans used to transport people to religious services on the weekend. Each of these examples present you with one or more vehicles that are owned and operated by an organization during the work day, but generally sit idle during evening and weekend hours.

If you find one or more options such as these in your community, your next step is to explore a possible partnership for your JOYRIDE program. Some things to consider when forming a partnership with an already-existing transportation company:

- Learn all you can about how they currently operate. What type and number of vehicles do they use; are they owned or owner-operated; what times are their vehicles in use; what is the purpose of their vehicles; where and why are they driving people; current drivers' status (employee, volunteer or contractor); what legal type of organization are they (government, non-profit, privately owned) and who governs it or has decision making ability?
- Insurance requirements. These requirements may change if your JOYRIDE program partners with an existing transportation entity. If this happens, who will need to approve that decision, will there be a cost increase for insurance and if so, is it a reasonable cost?

HINT

When approaching any organization or business to discuss JOYRIDE, carefully select one person from your coalition to make the first call and two or three people from your coalition to attend the meeting. Think strategically about who those people will be based on existing relationships, past partnerships, mutual friends or mutual business interests.

Partner with a Local Unit of Government or an Already-Existing Non-Profit Organization

Start out by making a thorough review of local units of government and non-profit groups in your community. Many states now have traffic safety coalitions that are non-profit organizations, are an arm of a non-profit organization or are hosted by a local unit of government such as a police or sheriff's department. Traffic safety coalitions will probably be very excited about JOYRIDE and open to discussing next steps with you.

Another option is to consider meeting with your local public safety, transportation or planning/development commissions. Most local units of government such as cities, townships or counties have such committees and the members who serve are appointed for their specific interest in the topic. For commissions, ask to first speak to their chairperson. If you don't find the chairperson receptive to a meeting, we recommend that you ask to be put on the agenda for an upcoming meeting. At that meeting, present the program and ask if a sub-committee of the commission could be assigned to talk with you further. Don't ask them to vote on JOYRIDE until you've had time to thoroughly discuss the program with them. By pushing for a vote early in the process you are most likely going to get a negative response. Local units of government such as commissions usually don't have power to make decisions, but they yield a lot of power with staff and city council or county commission elected officials. If you find one or more options such as these in your community, your next step is to explore a possible partnership for your JOYRIDE program. Some things to consider when forming a partnership with a local unit of government or an already-existing non-profit organization:

- Whether meeting with a non-profit or a local unit of government, it's important to be fully prepared by having the following information ready to discuss what you expect from them or what you want them to do, how JOYRIDE will benefit their organization and how partnering with JOYRIDE will enhance your community.
- When approaching a non-profit, ask to meet with the Executive Director before the first meeting, and then do your homework. Visit their website to learn how it is governed, names of board members, how often they meet, what they have accomplished, their mission statement, and other details about them. Use this information in your development of realistic expectations of the organization.

HINT

When approaching a unit of government or a non-profit organization they may be afraid that partnering with you will cause more work for their staff. You will likely hear that their budget is tight and staff is already overworked. Be prepared for this by having already worked out your plans for JOYRIDE and being very sensitive to this issue. They will appreciate your sensitivity and future communications will be enhanced.

Starting a non-profit organization that provides the rides

Most states have at least one organization whose purpose is to assist non-profit organizations. Most of these organizations are state affiliates of the National Council of Non-Profits, whose purpose is to provide support and expertise for everything non-profit related. We recommend you find the statewide organization in your area, as they exist in almost every state. In the

“Resources” section you will find a link to the National Council of Non-Profits where you can find your affiliate or work directly with the national organization. We recommend working with organizations that can help you for no or a very low cost. Organizations that offer this assistance are usually highly skilled and offer excellent advice.

An IRS recognized non-profit is called a 501(c) (3) corporation. There are several types of non-profit organizations, each with its own code number. The 501(c) (3) designation is the most common and applies to “charitable” organizations. Each charitable organization is classified either as a public charity or as a private foundation. A public charity actively seeks contributions from many sources that can include the general public, government agencies, corporations, private foundations, gaming or other public charities.

A 501(c) (3) non-profit is exempt from federal income tax if it has these purposes: charitable, religious, educational, scientific, literary, public safety, fosters amateur sports competition, or prevents cruelty to children or animals. Examples of qualifying organizations include parent-teacher associations, charitable hospitals, alumni associations, schools, chapters of the Red Cross or Salvation Army, Boys’ or Girls’ clubs, and churches. It’s most likely that any organization you create for JOYRIDE will be a 501(c) (3), but you should consider enlisting experienced legal assistance if you pursue this type of organizational structure.

Some things to consider when starting a non-profit organization that provides the rides:

- Do you have five to fifteen committed individuals to serve on your Board of Directors?
- Who will serve as the Executive Director? This person may be the only staff person for some time. It could be a part-time or even a volunteer position until the organization has matured and you have solid revenue or funding sources.
- Could your organization have goals, in addition to JOYRIDE, that are tied to the mission of safe driving, community building or public outreach? For example, let’s say that your new organization manages JOYRIDE and provides low cost rides to essential services during the day for seniors? It may be enough for you to manage JOYRIDE alone, but if you had one or more additional activities within your mission, it could increase your fundraising potential and interest from board members.

Using Local Entrepreneurs to Provide the Service as a For-Profit Company

We have found that providing alternative transportation services can be profitable when operated by individuals. Individuals purchase or lease their own vehicle(s) and operate each vehicle themselves or with drivers they hire. It requires someone with an entrepreneurial spirit and some ingenuity. If you are interested in this idea, the coalition's next step is to find that person or people who have an interest.

Here are some things to consider if working with a local entrepreneur:

- While the coalition can't approve or disapprove the owner's business plan, this person or people can work with the coalition to decide the hours of JOYRIDE operation, a one or two way ride system, cost of rides and other issues relating to the safe ride service.
- The coalition should require a background check on any person or people who own vehicles and/or drives for JOYRIDE. In addition to national and state background checks, make certain those who provide services are fully covered by the proper level of insurance required by the state for commercial carriers. If the business owner does not meet key requirements set forth by the JOYRIDE coalition, members are encouraged to withdraw support immediately. We provide more information on insurance requirements later in this section
- You may find potential business partners by advertising with membership or business network organizations such as the Rotary, Chamber of Commerce, and Moose, Elk, VFW, Knights of Columbus and at community centers. Also, check with larger businesses to see if they will allow you to advertise for retired workers who may be looking for a new business venture.
- The coalition could assist this person or people with communications and marketing of JOYRIDE.

HINT

Anyone involved in owning and/or driving for JOYRIDE must be forthcoming with background checks and insurance. Don't allow anyone to vouch for them or accept a second-hand assurance that they are fully insured. It's not enough that you may know someone for a long time or that they are friends with someone you know. A legal background check is the only acceptable way of doing business. You owe it to yourself and your coalition members to be vigilant.

Insurance

Your JOYRIDE vehicles and drivers must be properly insured. No question, no if, ands or buts, no exception. So what does that mean for JOYRIDE drivers and vehicles? How do you know what type and how much insurance they need? Each state sets their own insurance requirements and it is up to you and your coalition to ensure your program meets or exceeds the requirements. Hopefully, you will have at least one insurance agent on your coalition or in your network who can inform you about business or commercial insurance requirements. If you don't have an agent on your coalition, ask your coalition members to recommend an insurance agent in your community who can assist you or contact your State Department of Transportation. After you become knowledgeable about the driver and vehicle requirements, you must require proof that the drivers and vehicles meet those requirements. When it comes to insurance, nothing less than absolute proof of the required insurance is sufficient.

DECISION POINT 3: Vehicle Choice

Decision Point 3 is all about the type of vehicle that will be used to provide rides in your JOYRIDE program. This decision may have already been decided for you based on Decision Point 2. If your organizational structure is working with a taxi cab company, obviously you will be using the cabs they already own. If you have a choice, these ideas may help you. Generally speaking, vehicles larger than a normal passenger car are most successful – you want to encourage people to use JOYRIDE with their friends. The more the merrier! Consider using:

- Mini-vans
- Cargo vans
- Limousines
- 14 passenger busses
- School busses
- City-owned busses
- Previously owned delivery vans

DECISION POINT 4: Hours of Operation

When will JOYRIDE operate? While most alternative transportation programs try to be available during the evening and nighttime hours, there can be quite a bit of variation in terms of when these services are available. Keep in mind that you may need to start your JOYRIDE service on a more limited basis in order to get things rolling. But also remember

that if you want to build a steady clientele, you have to be available during the times when people are out and about. Here are some ideas for you to think about as you consider this decision point. JOYRIDE services could be available:

- 24/7
- Summer only
- Friday through Saturday
- Thursday through Sunday
- Holiday season
- During a specific community event
- 5 p.m. to 2 a.m.
- 6 p.m. to midnight

DECISION POINT 5: Pricing Rides

In the next section we discuss funding JOYRIDE; that is securing the funds to operate your program, promoting ridership and the method of collecting funds. Before we get to that, in this Decision Point, we ask you to think about how you will price your rides. Will the costs reflect the “market rate” in your area? Can you find other sources of income to subsidize the real costs? Could you provide the rides for free? These are the questions every business must ask: What do we charge for a product or service that is high enough to ensure we can afford to operate our business and low enough that customers will be willing to pay for it? JOYRIDE is no different than any other business in terms of figuring this out.

Keep in mind that your most likely customers are at the younger end of the spectrum and may have limited funds. Making your program affordable to all should be a goal of this process. Here is what we want you to consider.

- What does your program cost to operate: insurance, paying drivers, organization staff, advertising, gasoline, vehicle operation and maintenance, printing and other expenses?
- How many routes will you drive, how many patrons will use your service?
- Will the cost of a ride vary depending on the distance the patron has to travel?
- What, if anything, are patrons willing to pay?

If you do charge for rides, how the fares are collected will be another issue to consider.

Vouchers, punch cards, and gift cards may be payment alternatives patrons can use in addition to cash or credit cards. Even if you offer JOYRIDE for free, it will be important to have a system of tracking rides so that present costs can be accounted for and future costs can be accurately predicted.

HINT

This section, Logistics, requires you to do the most work and make the most decisions. It's not easy, but by working together your coalition can definitely make it happen. Setting up the organizational logistics of your program is like laying the firm foundation for a building you want to be around for a long time. Making smart decisions at this stage will affect the ultimate success of JOYRIDE. Whether it is insurance, background checks or safety of your vehicles, JOYRIDE depends on following rules, laws and regulations. In order to build a successful program the public must trust that when you provide a ride it is safe. As an old public relations adage goes, "don't do anything you wouldn't want on the front page of the newspaper."

AN ALTERNATIVE OPTION: JOYRIDE for Holidays and Special Events

While it is ideal to offer JOYRIDE 365 days a year, a year-around program may be out of reach for many smaller communities. In communities without an on-call transportation system, it may be too costly to have JOYRIDE contracted transportation available every night of the week. Your community can still provide JOYRIDE to drinking patrons. It's called JOYRIDE for Holidays and Special Events and it is an excellent option.

This option requires a lot of input from the community. The first step is to create a list of alcohol-involved events in your community. These may range from community festivals to fund-raising events that involve alcohol. In order to make a list of potential event dates when your community could use JOYRIDE services, sit down with or survey bars, restaurants, non-profit organizations, local government and service groups such as the Chamber of Commerce, Rotary, Lion's Clubs, sportsman's clubs, and fire relief organizations to inquire about their calendar of events. Lists of these organizations by type are often available on the Internet with a zip code, county or city search option. Your goal is to make a yearly calendar of when popular events that involve alcohol will occur in your community and determine when JOYRIDE services would add to the success of these events.

In addition to community-specific events or festivals, consider using JOYRIDE as a part of key holiday celebrations. For instance, New Year's Eve, Super Bowl Sunday, the 4th of July, and Halloween can all be potential JOYRIDE program dates. Each community is unique, however, and their experience with holidays may vary greatly. One community may find that

the 4th of July is more a family event or that people in their community leave for a neighboring community where the fireworks display is larger. In some regions, St. Patrick's Day is a huge event for bars and downtown areas, while for others it is an ordinary day. As you compile your yearly calendar, you will want to seek input and a commitment from organizers of each special event, including bars and restaurants.

The only way to compile a list of JOYRIDE for Holidays and Special Events is to garner local information and support.

Work with each event entity, whether it be a bar, restaurant, Chamber of Commerce or fire relief organization, on putting together their funding, tickets or ride sales, promotion and transportation. Usually, your JOYRIDE planning committee will have the basics already established. You can focus on the special features of each individual event. Here are some ideas:

- For bar and restaurants, create table tents and bathroom posters, while helping to write posts for social media if it is used
- For Chamber or other service groups, help write post cards or letters to membership, promotional articles for newsletters and talking points for meetings
- For that annual corn feed or music event in town, make sure JOYRIDE information is included with ticket sales and any other advertising opportunities such as websites, print, radio, Twitter, Facebook, or YouTube.

The next step is to promote your overall JOYRIDE program dates as much as possible. One way to do this is to put together a yearly calendar of events complete with contact information, websites, phone numbers, Twitter, Facebook and other social media connections. You now have two audiences for promotion: the event organizers and their target audience, as well as the community at-large including all establishments and organizations.

As your JOYRIDE for Holidays and Special Events program grows, you will see it become more and more a fixture in your community. Set an expectation that if there is an alcohol-related event in your community, JOYRIDE is a natural part of it.

TOOLS

- Resources

NOTES

[illegible]

FUNDING YOUR JOYRIDE PROGRAM

To create a program that is accessible to the greatest number of people, the cost to use JOYRIDE must be very low or even free. You don't want the choice at the end of the night to be whether to have one last beer or to get a safe ride home. Your coalition members should have a feel for the cost thresholds in your community and will need to make decisions about the price you will charge (if there even is one) for your safe ride service.

In any case, it will take resources to run JOYRIDE. After your coalition has established a budget for your program, you can get an idea of the funds necessary to get it off the ground. There are a number of options for funding JOYRIDE and while they may depend on the type of ride service your community chooses, we will explore some of the possibilities here. It will be up to your coalition to strike the right balance between how funds will be raised, how much rides will cost the user, and how the process can be effectively managed.

COST SHARING

This is the most common method of raising money for your program. The easiest way to explain this is that you create a "bank account" with two, three or more funding sources making deposits into your JOYRIDE account. You subsidize or pay for the rides with money out of that bank account. Who would possibly contribute to that account?

- Transportation providers. Because JOYRIDE creates a greater demand for taxi or other transportation services, these companies may be willing to subsidize the safe ride service by charging a lower rate for JOYRIDE rides than their usual rides.
- Entertainment venues; restaurants and bars participating in JOYRIDE. They can do one of the following:
 - contribute monthly stipends to your program
 - subsidize ride costs for patrons drinking in their establishments
 - print and distribute vouchers good for reduced price rides
 - sell punch cards for different numbers of rides; five, ten, twenty
- Private foundations. They may ask you to write a proposal in order to get the funds.

Ask to make a presentation to the funding committee in addition to writing the proposal.

- Corporations and companies based in your community. Larger companies may have a foundation they use to fund projects that benefit their employees or the community in which they operate. Ask coalition members or other partners if their employer has a foundation. It always helps to know someone within a company who can introduce you and vouch for your program.
- Hospitals, emergency medical services (ambulance/first responders), physician groups, or specialty clinics such as orthopedic and physical rehabilitation may be a source of funding.
- Insurance companies. If you do a bit of research you can determine who provides auto insurance in your area. You may find that a certain insurance company covers the majority of the people in your city. We recommend you ask them for funds first. If they turn you down, ask their biggest competitor. One idea to get their support is to ask for a monetary “gift” for each new policy written.
- Auto dealerships are an excellent potential sponsor. They are often very invested in the community and support of the JOYRIDE program shows they care about the safety of the community.

CREATIVE FUNDING AND PROMOTIONS

There are a wide variety of options for funding your program. Below are a few of the best ideas we have found. You may use one or more of these with or without cost sharing. The best ideas are the ideas that work for your coalition and community. We also encourage you to think of other ideas!

- Corporate memberships; businesses in your area buy yearly memberships in JOYRIDE for their employees. Through that membership they are not only supporting the program, but providing rides to their employees. You could create various membership levels that provide different benefits for different costs. For example, the GOLD membership is the highest level which provides free sober rides for up to 100 people a month. Ride cards would be available to employees at the work site. When they went

out for the evening they would show their card to the driver.

- Service organizations. Local groups such as Rotary, Lions, Elks, Jaycees, and Optimists may be interested in supporting your community's JOYRIDE program and should be contacted with information about the benefits of the service.
- Lawyers in your area. Approach the defense attorney's association in your community and ask them to support the program. In addition to helping out their clients, it's good karma for the men and women who defend impaired drivers.
- Charitable gaming proceeds. If your coalition is incorporated or is associated with a non-profit organization, you may be eligible for revenues from charitable gaming activities such as pull tabs or bingo. Check with the agency in your state that regulates charitable gaming. They will provide information about your eligibility and how to legally manage a charitable gaming program at local establishments.
- Auto dealerships could subsidize rides by offering free JOYRIDE coupons as a reward for anyone who test drives a vehicle.
- City or county fees or grants. Discuss JOYRIDE with local policymakers and ask for their financial support through grants or fees. One possible source of local funding may be resources associated with liquor licensing fees.
- Local colleges and universities, if in your area, are a wonderful potential source of funding. Meet with their Etta Sigma Gamma (public health fraternity), chemical health instructors, law enforcement club, and alumni organization to ask for a funding award or sponsorship of JOYRIDE.
- AAA (American Automobile Association) in your area may have funding for traffic safety initiatives. Approach your local AAA chapter with information about JOYRIDE and ideas for how they can sponsor the program. They could provide a one-time funding award, sponsor specific holidays, or become a larger partner and offer ongoing services to their customers.
- Gift cards! Ideal stocking stuffers, 21 year old birthday gift, bachelor and bachelorette party gift, college student's back-to school and holidays such as Valentine's Day, St.

Patrick's Day and New Year's Day. Create an advertisement campaign for each special day or event!

- Restaurants and bars could give free JOYRIDE coupons as a part of in-house contests or promotions. So often, entertainment venues give away branded products such as t-shirts, hats and can coolers. While these are great prizes, they could also include coupons for JOYRIDE services.

HINT

Asking for money can be a major stressor for many people. We recommend that two or three people from your coalition do the asking as a team. Keep your conversation positive by focusing on how fun and good for the community your JOYRIDE program is.



NOTES

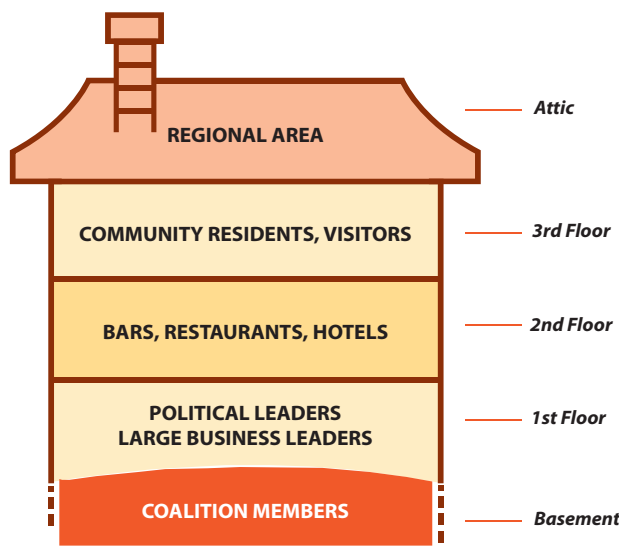
This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

COMMUNICATIONS: MARKETING JOYRIDE

Once you have created JOYRIDE you will need to market your program to the community. Samples of materials are included in our Tools section.

WHO SHOULD KNOW ABOUT JOYRIDE

Imagine your communications efforts as a home that you will construct with many floors or levels. Home builders always begin with a solid foundation or basement. We recommend you do the same with your communications.



Communication about JOYRIDE must begin with your coalition. Consider communications with your coalition as the solid foundation or basement for your home. It is imperative that your coalition members and key partners are the first to learn about JOYRIDE costs, routes, how it will function, and the many benefits to individuals and the community.

The first floor of communication should be to all of your political leaders and to larger business owners in your community. City, county or township government officials, as well as larger corporate leaders, are highly invested in your community. In addition, these people do not like to be surprised with news about your community; they like and expect to be in on the “ground floor” of important happenings.

HINT

We suggest holding a “Godfather Meeting” with your community’s elected officials and corporate leaders who are not already a part of your coalition. A Godfather Meeting is a meeting in which you make a social call on persons whose support you desire. This type of meeting sets the tone of respect and collaboration without any pressure that you need anything from them. Be very clear that you are not asking for anything, rather, you are there simply to let them know what you are doing and that you will keep them informed or up to date on JOYRIDE program activities in the future.

Your second floor of communication must be to the bars, restaurants, hotels, and any other entertainment or hospitality venue JOYRIDE will service. By now, many venues will have

signed on to the program and have a basic understanding of how it works. In addition, there may be other bars, restaurants, and hotels that are not participating in your program. By communicating with them as well, you could increase the number of participating establishments. For those venues who decide not to participate, it is still important that they know about your program and understand the importance of a safe ride home. Some people aren't comfortable signing on to a program until they see its success. If this is the case, your regular communications will increase the chance that they will ultimately participate in your program.

As you build your communications "home," the third floor is made up of all the people in your community. Consider both the year-round residents as well as people who vacation or come to your community on business travel. If your community features a college or university, recreation areas such as lakes or entertainment venues, or a major medical or shopping area, consider how important communicating with them will be to JOYRIDE. Your coalition and primary partners can play a key role in crafting messages and communicating to these groups of people and organizations.

The attic of your communications home is made up of your region of the state or if you are in a smaller state, then possibly your multi-state region. Communicating information about JOYRIDE to a wider, regional audience is useful for many reasons; it may bring in more recreation and business visitors to your community, it sets the stage for your community to be seen as a regional leader and you have the opportunity of increasing the reach of your client base.

WHAT DO YOU WANT THEM TO KNOW ABOUT JOYRIDE?

Basic information you need in all your marketing efforts includes:

- What JOYRIDE is
- Why JOYRIDE was created
- How it works; participating businesses (bars and restaurants), costs, times of operation, type of vehicle(s), drivers' qualifications and insurance information
- Who created the program; the coalition members
- A phone number, email and/or website of JOYRIDE for more information.

WHY IS COMMUNICATION ABOUT JOYRIDE SO IMPORTANT?

The concept of providing safe rides to drinking patrons can be controversial. Solid communication about the program is your best ally to counter inaccurate information and gossip. This is another reason why a strong coalition is important. Your coalition members are trusted and responsible members of your community. If your emergency room doctor, chief of police, transportation engineer and business owner are speaking in favor of JOYRIDE, you have instant credibility within your community.

WHERE WILL THEY LEARN ABOUT JOYRIDE?

There are many sources available to communicate about JOYRIDE:

- Create a web site that can be frequently updated with routes, costs and participating venues. You can also profile a driver, bar/restaurant owner, and rider each month. The website allows you to post coupons, bar specials and links to other websites.
- Facebook. Build a Facebook page featuring photos of the drivers and the vehicles, participating entertainment venues and some of the customers as they use JOYRIDE. Encourage people to “Like” you on Facebook in order to get updates on participating venues, new routes, specials and coupons. Ask patrons to post which restaurants and bars they went to last weekend, vote for their favorite driver or ask friends to meet them at a certain venue Friday night.
- Twitter! Drivers can Tweet (safely while parked in a bar/restaurant parking lot, of course) about how full the bus or cab is, what bands are playing, how much fun riders are having, etc.
- Coalition members can speak to groups in your community. Write up simple talking points to distribute among your coalition members; use easy to read bullets they can use when asked to speak about the program. A sample of JOYRIDE talking points is in our Tools section.
- Beyond participating bars, clubs and restaurants, ask other local businesses to help you advertise the program. Businesses that may be inclined to help you are liquor stores, formal wear stores, fast food restaurants, flower stores, auto dealers, department of

motor vehicle locations, malls, realtors, insurance agencies, and athletic equipment stores. Don't forget local sports leagues or athletic clubs.

- Ask each of your coalition members to advertise the program where they work and play; their company newsletter, company website/Facebook page, liquor stores they frequent, hair salons, and church bulletins.
- Creating a half-page or one-page flyer of frequently asked questions in a question and answer (Q&A) format. This can be handed out at bars and restaurants as well as posted on your website; including a coupon for a ride is a great way to spur new business. A sample of the Q&A format is in the Tools section.
- Within their walls, restaurants and bars have a many opportunities for advertising. These include posters, printed napkins, banners, especially printed plastic serving cups, bartenders and wait staff wearing specially designed t-shirts, DJ or band announcements, and theme-nights or theme-happy hours. Many establishments place advertisements in bathroom stalls and at urinals. These are all examples of how JOYRIDE information can be advertised to patrons.

WHEN DO YOU OFFICIALLY LAUNCH JOYRIDE?

We recommend officially launching JOYRIDE after it is up and running smoothly; not perfectly, but smoothly. An official launch may seem like something you want to do as soon as possible but we suggest waiting until the bugs have been worked out. Once there is an official launch you can expect ridership to increase and people in your community to talk about it. Waiting to launch your program helps assure that you can support the increase in ridership and that the talk will be positive.

We also encourage you to start JOYRIDE on a regular, run of the mill evening at least a month before any major holiday or event. Give your drivers and the entertainment venues a chance to get used to the program before a New Year's Eve, St. Patrick's Day or Super Bowl Sunday. Your program will probably see a growth spurt once it begins operating and people see how well it works. Ease into it!

HOW WILL YOU PROMOTE IT?

There are a few things you can do to officially launch and promote JOYRIDE. Here are some ideas:

- Send a press release to the local and regional media.

What is a press release? A press release is pseudo-news story, written in third person that seeks to demonstrate to an editor or reporter the newsworthiness of a particular person, event, service or product. The press release samples in the Tools section can be used as a guide.. You will have to fill in the blanks where you see (fill in the blank).

How is a press release used? Press releases are often sent alone, by e-mail or fax to newspapers, television and radio stations. They can also be part of a full press kit, or may be accompanied by a pitch letter.

- Hold a formal press conference at a participating entertainment venue, the police department, city hall or garage where JOYRIDE vehicles are housed. How to conduct a press conference and sample materials are included in our Tools section.
- Invite the local media to ride-along with a JOYRIDE. This option is not for the faint of heart because you have no control over what happens once the bus/cab starts transporting patrons. On the other hand, it is a great opportunity to personalize and de-mystify the concept. We recommend that the reporter or reporters attend a coalition meeting or meet with members of the coalition prior to the ride-along. Ideally, you would have an opportunity to educate the reporter prior to their exposure to drinking patrons. We want them to understand that this program's number one goal is to get patrons home safely by offering a safe, inexpensive, easy, and fun option.
- In our Tools section you will find sample press releases to use for St. Patrick's Day, July 4th, New Year's Eve and Super Bowl Sunday. Make sure someone is keeping track of the number of rides and patrons using JOYRIDE during the holidays as the media will be interested in using these numbers in their reporting of the story. It's also a great idea to have someone available to talk to local media, if needed, the day of and the day after the holidays.

- Designate someone to Tweet, post on Facebook and manage changes to the website frequently. People sign onto Facebook because they want to get early notice of deals and learn about what JOYRIDE can do for them. Be creative with social media and enjoy loyal patrons.

HINT

Remember that communications never stop. Whether you are controlling it or not, you are always communicating about JOYRIDE. The goal with communications is to be in control of it. We encourage you to be pro-active by planning and initiating great events and messages to your community, entertainment venues and patrons!

- Keep the feedback flowing. Periodically connect with entertainment venues that are a part of JOYRIDE. Designate someone to check in with restaurant and bar managers to be assured the program is working well for them. If someone is going to stop by to talk with them, please be sure it is during a slow business time or call ahead to make sure they have time to talk to you. Ask them questions about various parts of your program and allow them to give you feedback. Your communication with the restaurant and bar managers should bring up any issues that they have with the program. Whatever they tell you, be sure to bring it back to the coalition and come up with solutions. We have created a survey for them; located in the Tools section. Personally deliver it to restaurant and bar managers and provide a self-addressed stamped envelope so they can easily return it to you. It's your choice to make it anonymous or if it has their name on it. Anonymous responses are more likely to be truthful and be returned to you.

TOOLS

- Q&A format sample
- Press release samples
- How to conduct a press conference
- Survey for restaurant and bar owners/managers
- Talking points in bullet format (easy to use)

NOTES

This image shows a full page of blank, lined paper. It features approximately 28 horizontal grey lines spaced evenly apart, typical of standard notebook paper. The lines extend across the entire width of the page, leaving small margins at the top and bottom. There are no vertical lines, text, or other markings present.

SUMMARY

There is a reason for each chapter of the JOYRIDE Toolkit. Our goal is to walk you through the process of developing this effort by providing choices, options and resources necessary for a successful program. By creating this Toolkit we hope your time and energy is spent on creating a local program that will be tailored to the specific needs of your community.

There are many benefits of JOYRIDE:

- Promotes businesses and tourism in your community
- Encourages safe transportation practices
- Provides an enjoyable way to responsibly enjoy hospitality resources in your community
- Reduces impaired driving arrests, traffic crashes, injury and death.

Another very important benefit of JOYRIDE is the partnerships that either develop or are strengthened through the process of creating the alternative transportation program.

Working in partnership with other groups and people in your community increases your resources, widens your base of support and multiplies your chance of success in anything you do.

Working through the Toolkit you will have many decisions to make. The process of developing how your program will operate will require you to evaluate the type of vehicles to use, payment, hours of operation and ownership/management of your JOYRIDE - and the result will be a program that fits the needs of your community.

Funding JOYRIDE may be the topic that causes the most concern for you as a program developer. Through careful planning and the building of strong partnerships, you may be surprised by the funding options and the financial support available for your JOYRIDE program. Communication is the vital ingredient in every aspect of our lives, both personal and professional. It is no different for JOYRIDE. We encourage you to use the tools provided in this document to begin communications with your partners and continue telling your story by engaging the community as JOYRIDE becomes a centerpiece of hospitality in your area.

We believe this document can give you the tools to create a successful JOYRIDE alternative transportation program. While not an easy task, creating this program may be one of the

most valuable things you can do in and for your community. Good luck on your JOYRIDE!



TOOLS: JOYRIDE TALKING POINTS

- JOYRIDE is easy and fun.
- JOYRIDE is inexpensive (put cost here).
- JOYRIDE will increase business to participating entertainment venues, restaurants and bars.
- JOYRIDE is a community initiative started by XX number of people who care about this community.
- Fewer impaired driving arrests, traffic crashes, injuries and deaths as a result of JOYRIDE.
- Reduced health care and public safety costs as a result of JOYRIDE.
- JOYRIDE is supported by (list of professions, businesses that are on your coalition or support your program).
- Modelcity needs JOYRIDE to promote area businesses.
- By creating JOYRIDE we are a model community!

TOOLS: PARTNER CHECKLIST

Organization/Profession/Area	Name and title of key individual	Contact information (phone, email)
Wholesale beer and liquor distributor		
Wholesale beer and liquor distributor		
Law Enforcement		
Law Enforcement		
Public health		
Mayor, Township Clerk, County Board Chair or City Manager		
City, County or Township leadership		
County/city legal representative		
Hospital		
Clinic		
City/county traffic engineer		
Major employer		
Major employer		
College, University, Tech School		

TOOLS: PARTNER CHECKLIST

Organization/Profession/Area	Name and title of key individual	Contact information (phone, email)
Chamber of Commerce		
Insurance Agency		
Insurance Agency		
Rotary		
Visitor's Bureau		
Restaurant		
Restaurant		
Restaurant		
Restaurant		
Bar		
Bar		
Bar		
Bar		
Hotel		
Hotel		

TOOLS: PARTNER CHECKLIST

[illegible]

(Letterhead of person writing the introduction letter)

Dear [Invitee]:

[Write something personal here if you can – “it was nice to see you at Rotary” or “I hope the little league team bounces back from the loss last week.”]

As you know, Modelcity is a great place to live, work, and raise a family. While there is always room for improvement, we do have many positive things going for us. Many of us consider ourselves lucky to be a part of this community. The reason for this letter is to invite you to a very special meeting about how we can make it an even better place to live and work.

I recently learned about an idea that promotes our nightlife in Modelcity, getting more people out to enjoy our bars and restaurants, while at the same time making sure everyone gets home safely. It's an alternative transportation project that provides safe and easy transportation for our citizens in the evening hours. It's also great for our senior citizens who have difficulty driving at night. Alternative transportation programs are ideal for anyone, especially our younger set, who want to have a few drinks and not have to worry about getting home safely.

I'm writing this letter to you as you are a leader in this community. I need your attendance at an exploratory meeting where we will learn more about alternative transportation; how it works and how we can get one started here in Modelcity. We have been given a Toolkit on how to create a program; I can share the Toolkit with you prior to the meeting if you would like.

Other people I am inviting to this meeting are: [list them here]. I will contact you by phone to check your availability for meeting dates/times. Please feel free to call me with any questions. My phone number is [555-555-5555]. I look forward to seeing you,

[signature]

(Letterhead of person writing the introduction letter)

Dear [Invitee]:

Thank you for your interest in learning more and discussing the JOYRIDE. I'm even more excited about our initial meeting after connecting with so many leaders in Modelcity who share my interest in this idea.

Below please find possible dates/times for our initial meeting. Please check your calendar and let me know the dates/times that you are available. The meeting will be held at Modelcity City Hall, 555 Mockingbird Lane, Modelcity.

- 8:00 a.m., Thursday, March 8
- 12:00 p.m., Thursday, March 8
- 3:00 p.m., Thursday, March 8
- 8:00 a.m., Thursday, March 15
- 12:00 p.m., Monday, March 19
- 3:00 p.m., Monday, March 19

If you find that you are not available during any of these dates/times, please let me know when you have time in your schedule.

Attached please find the PDF of the JOYRIDE Toolkit. It's not necessary for you to read it entirely prior to our meeting; however, we will be using it as a reference for the discussion. Feel free to print it out or bring it in the electronic format on your device.

Lastly, let me know if I missed anyone or if you would like to invite additional people. Feel free to share this email or let me know names and contact information and I will extend invitations.

Thank you, [leader]

(Letterhead of person writing the introduction letter)

Dear [Invitee]:

I'm contacting you because you are a leader in this community. I would like to invite you to an upcoming community forum hosted by myself and a other Modelcity supporters. At this forum we will discuss an idea that promotes businesses in Modelcity, getting more people out to enjoy our bars and restaurants, while at the same time making sure everyone gets home safely.

It's an alternative transportation project that provides safe and easy transportation for our citizens in the evening hours. It's great for our senior citizens who have difficulty driving at night and really ideal for anyone, especially our younger set, who want to have a few drinks and not have to worry about getting home safely.

The forum will take place:

[Date, time]

[Location]

Your attendance at this forum will be key to the success of this effort. Please let me know at your earliest convenience if you can attend. I also encourage you to share this email with other leaders in Modelcity. If you have any questions, please contact me at 555-555-5555.

Thank you.

[signature]

JOYRIDE Meeting Agenda

Date, Time

Location

1. Welcome

[Coalition leader or spokesperson]

Ask everyone in attendance to sign-in as the sheet is passed from person to person

Include an envelope for business cards (in case writing is difficult to read)

2. Introduction of JOYRIDE

History of the idea; awareness about JOYRIDE and how this meeting came to be

3. Introduction of Attendees

Ask each person in attendance to introduce themselves, tell where they work or their affiliation, and then their interest in JOYRIDE

4. Toolkit

Hand out copies of the Toolkit to everyone in attendance who didn't bring one with them (email the PDF for those who want to review it prior to the meeting). Allow the group several minutes to review the Toolkit or walk through the sections together, ask questions or make comments

5. Discussion point: Interest level?

6. Next steps?

7. Set next meeting time/date

CDC Costs of Crash Deaths by State

<http://www.cdc.gov/motorvehiclesafety/statecosts/?source=govdelivery>

CDC Feature: State-based Costs of Crash Deaths

<http://www.cdc.gov/features/CrashCosts/?source=govdelivery>

CDC Motor Vehicle Safety

<http://www.cdc.gov/motorvehiclesafety/?source=govdelivery>

Centers for Disease Control and Prevention, Motor Vehicle Safety

<http://www.cdc.gov/Motorvehiclesafety/>

Emergency Nurses Association

<http://www.ena.org>

Mothers Against Drunk Driving (MADD)

<http://www.madd.org/>

National Highway Traffic Safety Administration, Impaired Driving

<http://www.nhtsa.gov/Impaired>

State Highway Traffic Safety offices (state-wide resources including statistics)

<http://www.ghsa.org/html/links/shsos.html>

Starting a Non-Profit Resources Links

National Council of Nonprofits

<http://www.councilofnonprofits.org/>

National Council of Nonprofits

Here is a link to a resource in your state: <http://www.councilofnonprofits.org/salocator>

National Foundation Center – Establishing a Non-Profit

<http://foundationcenter.org/getstarted/tutorials/establish/>

National Highway Traffic Safety Administration Safe Communities – great resources for local coalitions and partners

<http://www.nhtsa.gov/Driving+Safety/Safe+Communities/Welcome+to+Safe+Communities>

Society for Non-Profit Organizations – Starting a Non-Profit Organization

<http://www.snpo.org/resources/startup.php>

U.S. Internal Revenue Service

<http://www.irs.gov/charities/>

(PRINT ON LETTERHEAD OF COALITION OR COALITION MEMBER)

FOR IMMEDIATE RELEASE:

Contact: [Spokesperson]
XX program Coalition Chair
Mobile: 555.555.5555
Fax: 555.555.5555
S.Rider@XXprogram.org
www.XXprogram.org

JOYRIDE PROGRAM ASSURES SAFE RIDE HOME EVERY TIME

Modelcity, MN, January 1, 2012 – Modelcity community leaders

Write a paragraph here about how your program works; costs, times of operation, how to find out more information and contact information.

Police Chief Low BAC says, “The JOYRIDE program provides an easy and fun transportation option for citizens who wish to drink. We know that drinking patrons sometimes find themselves without options to get home safely. Law enforcement sees this program as a great benefit to our community.”

Many Modelcity restaurants and bars are participating in the JOYRIDE program. They include (list them here). While bringing in more patrons is a good reason restaurants and bars participate in the JOYRIDE program, they also appreciate the assurance that their patrons will all get home safely. “The JOYRIDE program brings us the happiest patrons,” stated (name of restaurant/bar and person’s name.) “They seem more relaxed and enjoy themselves very much, while we don’t worry about them getting home safely. Everyone wins!”

Remainder of body text – Should include any relevant information to your JOYRIDE program. Include benefits, why your product or service is unique. Also include quotes from staff members, industry experts or satisfied customers.

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(Indicates Press Release is finished)

TOOLS: HOW TO CONDUCT A PRESS CONFERENCE

A press conference is a voluntary presentation of information to the media. In a press conference, you decide what information is presented, how it is presented, and who presents it. It is an opportunity to get your story on TV, radio or in the newspaper. To hold a press conference you contact the media, pick a time and place, make a presentation and respond to reporters' questions. You may want to conduct a press conference after JOYRIDE is up and running, rather than before it begins or at the very start of your program.

DEFINE YOUR GOALS

Before you plan a press conference you should be very clear about your goals. Being clear about your goals will help you do a better job of planning the press conference. Some good reasons for holding a press conference might include:

- To get publicity about JOYRIDE;
- To get widespread media coverage at one time to all media;
- To get more people involved in your coalition, get more entertainment venues to sign up for the program and to get more patrons to use the program;
- To confirm to your coalition and other supporters that this is a very successful, positive] program.

Steps for setting up a press conference

- Clearly state a good reason for holding a press conference: You are announcing the start of JOYRIDE, how it works, who is participating, and introduce your coalition to the community.
- Decide what message you want to deliver through the media: JOYRIDE is easy and fun, it's open to anyone in your community and which entertainment venues are participating. Include information about what people can do to get involved: sign up to be an entertainment venue, join the coalition, promote rides through sponsorship, paying for your employees or advertising the program, etc.
- Work out the location of the press conference. Find an appropriate place that is convenient and has the facilities you need. Where you choose to have a press conference depends on your needs and the specific circumstances of your situation. Dramatize your position by choosing a good backdrop. Be ready to provide technical assistance for reporters, such as phones, microphones, enough light, etc. Consider holding the press conference outside or in a large garage (if

appropriate) in front of one or more of JOYRIDE's buses/vans/taxis.

- Set the date and time of the press conference, taking into account reporters' deadlines. Usually the best days of the week to get news coverage are Tuesday through Thursday at 10:00 or 10:30 a.m.. Check to see that there are no competing news events already scheduled at the time of your conference. If your community is small and you have only one or a couple media outlets, talk to them prior to setting the date/time to be assured they can attend.
- Invite the media. Send a press conference advisory (sample included at the end of this document) to appropriate local media outlets at least a week before the press conference. Follow up with a phone call two days before the press conference to make sure that everyone received the advisory. Call them the day before to remind them about the event.
- Invite guests. Make phone calls and send written invitations to prospective guests you want to have at the press conference, such as other members of your coalition, allies, and friendly politicians.
- Choose and prepare your spokesperson(s) to deliver your message. Generally, it's good to have just one or two speakers during a press conference so people don't talk on top of each other, or mix the message. Determine key messages and rehearse with the speaker(s) to make statements brief and clear and usually no longer than five to ten minutes. The spokesperson should be experienced in the subject so s/he will be able to respond to questions after the statement.
- Often reporters will want to interview the spokesperson. Let the press know that the speaker is available after the press conference. Prepare your speaker with 30-second answers for radio or TV, and simple quotable messages for print reporters. Help your speaker practice with a video camera or tape recorder.
- Choose a moderator (facilitator) for the press conference. The moderator should be either someone from your coalition or a media/communications specialist from a trusted company or organization in your community. You will need a person to control the process and keep reporters on the subject. If someone goes off subject, the moderator can return the focus by saying such things as: "That's an interesting point, but we are here today to discuss..."
- Prepare background materials. Reporters and guests may wish to have a copy of written statements or a press release. You can prepare a packet of fact sheets, charts or graphs called a press kit. A press kit is your background material: fact sheets, news release, text of the statement, and visual materials, such as

photographs. It can help reporters to create and produce their stories. Hold press kits in folders or envelopes until the end of the press conference to make sure no one leaves early, getting a jump on their competition. Use some of the tools in the “Tools” section for your press kit.

- Practice roles with the members of your group. It’s important that everybody understands his/her role in the event. Think about what will happen all the way through the press conference, and how it will look to reporters. The key question to ask is “what if..?” (What if reporters ask a non-spokesperson member a question? What if you have an opponent that shows up and heckles?)
- Prepare visual aids. Charts, big maps, pictures or other props will help get your message across. Consider holding the press conference outside or in a large garage (if appropriate) in front of one of your buses/vans/taxis.

STARTING THE PRESS CONFERENCE

Be ready to welcome TV reporters at least 15 minutes before the beginning of the conference. They usually need time to set up their equipment. Meet everyone at the door and ask them to sign in a guest book you’ve already prepared (you may need their addresses for the next event). Start the press conference as close to on time as possible and certainly not later than ten minutes after the scheduled time, to respect those who came on time.

RUNNING THE PRESS CONFERENCE

The moderator welcomes everyone and briefly introduces the speaker(s). Remember that statements shouldn’t be longer than five to ten minutes. After the speakers are finished, ask for questions. Make your answers simple, brief, and pointed. A little bit of humor will enliven the press conference, too. Good visual aids make your story more interesting, so be creative. The moderator should end the press conference before things drag out too long. After your important points are made, step in and conclude the event. Thank everyone for coming and offer additional information they can get from your coalition.

MAKING YOUR STATEMENT

Think through how you can get your message across through the statement and the setup of the press conference. You can maximize your impact differently depending on whether you expect TV, radio or print reporters to come.

Television: visual impact

Think: “How can we set up our press conference to give reporters a good picture?”

- Seat speakers at the front close together so they all fit in the picture.
- Seat the audience close to the speakers so they are in the picture. It’s good to have children and elderly people on camera.
- Display posters or banners with your group’s name, and issue written on them.
- Bring props (ride vouchers, coupons or a laptop showing the Facebook or website).

Radio: audio impact

Ask: “What sounds would be of interest to radio reporters?” “What can we do to make things technically suitable for broadcast?”

- Radio reporters need uncluttered sound with good acoustics and a minimum of background noise.
- Have a designated, well-prepared spokesperson(s) so everyone is not talking at once.
- Have a prepared statement so the main points can be made clearly, but it sounds better if it doesn’t sound like you’re reading it! Practice making a statement from notes.
- Only the designated spokesperson(s) should speak to the media during the press conference.

Print media: verbal impact

Ask: “What would we want if we were newspaper reporters?”

- Provide a press packet with background material.
- Pass out copies of press statements.
- Use simple, powerful, quotable lines when speaking.
- Don’t say anything you can’t back up with facts. If something is not a proven fact, but you are sure it is true, preface the statement by saying such things as, “in my opinion” or “we believe...”
- Don’t bring up anything you are not prepared to discuss. If you are asked questions that you don’t want to talk about, say “We’re not ready to discuss that matter at this time,” or “Our group has not taken a position on that.”

(PRINT ON LETTERHEAD OF COALITION OR COALITION MEMBER)

MEDIA ADVISORY

[DATE]

FOR IMMEDIATE RELEASE

Contact: *[NAME]*

[PHONE]

WHO: JOYRIDE Coalition *[or coalition chair's name on behalf of JOYRIDE coalition]*

WHAT: Press Conference about Modelcity's JOYRIDE program

WHY: JOYRIDE Coalition will officially introduce JOYRIDE to the citizens of Modelcity. We will describe why the program was developed, how it works and who is involved; the coalition members and the entertainment venues working with the program.

WHEN: 10:30 a.m., *[Month] [Day], [Year]*

WHERE: The east parking lot of City Hall, 4499 Modelcity Avenue N, Modelcity.

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JOYRIDE Q&A

We have provided sample answers; your answers may be different.

Q: How did JOYRIDE get started and why?

A: JOYRIDE started after [name or names] received a copy of the JOYRIDE Toolkit. After reading the Toolkit [he/she/they] knew it would be a great way for Modelcity to increase business to participating entertainment venues, restaurant and bars while also making the roads safer.

Q: How does JOYRIDE work; costs and times?

A: [Provide information about your program.]

Q: If I used JOYRIDE who would be driving me and in what type of vehicle?

A: [Provide information about your program.]

Q: Do the Modelcity Police Department support JOYRIDE?

A: Yes! Chief [Name] is one of the program's earliest supporters and serves on the JOYRIDE board of directors. Modelcity police officers are happiest when the roads are safe and there are no impaired drivers to arrest.

Q: How to use JOYRIDE for the first time?

A: [Provide information about your program.]

Q: Would you provide a list of the participating entertainment venues, restaurants and bars?

A: [Provide information about your program.]

Q: Can other restaurants and bars join JOYRIDE? How do they get involved?

A: Definitely yes! We are looking for more entertainment venues to get involved in JOYRIDE. Please contact [name and title] at [phone and email.] [Name] will give them all the information needed to get started.

Q: My employer is hosting a party at a Modelcity restaurant. Can JOYRIDE provide our transportation?

A: Yes. For larger groups or special events JOYRIDE will work with you to make your night extra fun and safe for everyone. Please contact [name and title] at [phone and email.] [Name] will arrange everything with you.

Q: I want to encourage my drinking age daughter and her friends to use JOYRIDE. Can you help me give her the hint in a nice way?

A: Certainly! JOYRIDE has a variety of ways for you to encourage her use of JOYRIDE in a positive way. You may purchase JOYRIDE gift cards or ride punch cards [or any of the methods you have available.] We also have a Twitter feed, a Facebook book page and a website so your daughter and her friends can connect with JOYRIDE. [Provide the addresses here along with the phone number again.]

(PRINT ON LETTERHEAD OF COALITION OR COALITION MEMBER)

FOR IMMEDIATE RELEASE:

Contact: [Spokesperson]
JOYRIDE program Coalition Chair
Mobile: 555.555.5555
Fax: 555.555.5555
S.Rider@JOYRIDEprogram.org
www.JOYRIDEprogram.org

**START THE NEW YEAR OUT ABOUT TOWN
AND LET SOMEONE ELSE DO THE DRIVING**

Modelcity, MN, December 30, 2012 – The New Year's Eve partiers have one more reason to celebrate this year; JOYRIDE assures a fun and easy way to enjoy the New Year's festivities. "We expect downtown bars and restaurants to be busier than ever this New Year's Eve," stated Chamber of Commerce President [name here]. "Thanks to JOYRIDE we are seeing more and more people out enjoying the fabulous hospitality venues in Modelcity more than ever."

Remainder of body text – Should include any relevant information to JOYRIDE on New Year's Eve. [New Year's specials, additional vehicles and drivers, Facebook and Twitter feed, etc.]

Write a paragraph here about how your program works; costs, times of operation, how to find out more information and contact information.

###

(Indicates Press Release is finished)

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**USING JOYRIDE THIS SUPER BOWL SUNDAY
PROMISES TO BE A HUGE WINNER FOR FOOTBALL FANS**

Modelcity, MN, February 5, 2012 – Super Bowl Sunday has become synonymous with great snacks, funny commercials and plenty of alcoholic beverages. Sadly, the Super Bowl has also become a day for drunk driving crashes. JOYRIDE aims to put the Super back in everyone's celebration. By using JOYRIDE this Super Bowl Sunday, football fans who watch the game at participating Modelcity bars and restaurants are assured a safe ride home. No matter what team wins, every JOYRIDE rider comes out ahead.

Remainder of body text – Should include any relevant information to your JOYRIDE on Super Bowl Sunday. [Super Bowl specials, additional vehicles and drivers, Facebook and Twitter feed, etc.]

Write a paragraph here about how your program works; costs, times of operation, how to find out more information and contact information.

###

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JOYRIDE program Coalition Chair
Mobile: 555.555.5555
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www.JOYRIDEprogram.org

TRUE LOVE FOR THE JOYRIDE THIS VALENTINE'S DAY

Modelcity, MN, February 13, 2012 – Valentine's Day is the one day of the year full of red roses, chocolates and engagement rings. This Valentine's Day in Modelcity nothing says love, or strong "like", as much as using JOYRIDE for your transportation. Using JOYRIDE makes sure that everyone who has dinner or cocktails at any of the participating Modelcity bars and restaurants can be around to make a toast to love.

Remainder of body text – Should include any relevant information about JOYRIDE on Valentine's Day. [Valentine's Day or Lover's specials, additional vehicles and drivers, Facebook and Twitter feed, etc.]

Write a paragraph here about how your program works; costs, times of operation, how to find out more information and contact information.

###

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FOR IMMEDIATE RELEASE:

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JOYRIDE program Coalition Chair
Mobile: 555.555.5555
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www.JOYRIDEprogram.org

**DOWNTOWN SOCIALIZERS DON'T NEED THE
LUCK OF THE IRISH THIS SAINT PATRICK'S DAY**

Modelcity, MN, March 17, 2012 – The “Luck of the Irish” may already be with the large number of Modelcity residents who want to enjoy all the revelry of Saint Patrick’s Day at certain downtown bars and restaurants. This is all thanks to the safe and easy JOYRIDE that provides rides (to and) from participating establishments.

Remainder of body text – Should include any relevant information to JOYRIDE on Saint Patrick’s Day. [Saint Patrick’s Day specials, additional vehicles and drivers, Facebook and Twitter feed, etc.]

Write a paragraph here about how your program works; costs, times of operation, how to find out more information and contact information.

###

(Indicates Press Release is finished)

JOYRIDE Program Survey

Restaurant and Bar Managers

Please take a moment to rate your experience with the JOYRIDE program.
Thank you for giving us the opportunity to work with you.

Evaluation Scale: (5) Superior (4) Excellent (3) Good (2) Fair (1) Poor

Value

Program is positive for business	5	4	3	2	1
Patrons' impressions of the program	5	4	3	2	1

Rides

Value	5	4	3	2	1
Driver behavior	5	4	3	2	1
Cleanliness	5	4	3	2	1
Timeliness	5	4	3	2	1

Communication about program

Type of information shared	5	4	3	2	1
Delivery of information	5	4	3	2	1
Frequency of communications	5	4	3	2	1
Responsive to you	5	4	3	2	1

Coalition

Overall experience	5	4	3	2	1
Responsive to you	5	4	3	2	1

Overall Experience	5	4	3	2	1
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Please use the back of this form for comments, advice and notes.

NOTES

[illegible]