NHTSA TOOLKIT TO REDUCE IMPAIRED DRIVING IN LATINO COMMUNITIES

PROMISING PRACTICES

SEPTEMBER 2012

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BACKGROUND

In the creation of this toolkit, dozens of local, state, and national organizations involved in the issue of impaired driving in Latino communities provided valuable input, including materials, resources, guides, and promising practices.

This report summarizes the promising practices gathered from these organizations, and is based on the results of interviews, site visits, and follow-up discussions with various organizations.

PROMISING PRACTICE: EVALUATE PROMISING PRACTICES AND SELECT THE ONES APPROPRIATE IN YOUR COMMUNITY.

One consistent theme heard throughout this project was that the Latino community is extremely diverse. Not only are there significant cultural differences among countries, there are differences among regions within a single country. There are also significant differences based on age, gender, education, and length of time living in the United States. Each organization we talked with had its own way of dealing with these differences. While the recommendations presented here are based on the real-world experiences of the individuals and organizations involved, they may not be applicable to every situation. Evaluate each of these recommendations carefully before applying them to your community.

GETTING ORGANIZED

PROMISING PRACTICE: FOLLOW A SYSTEMATIC PROCESS FOR DEVELOPING, IMPLEMENTING, AND EVALUATING YOUR COMMUNITY PROGRAM.

The following are general recommendations that have been successful in other programs. These address six basic components included in other successful programs:

- Needs assessment
- Project plan
- Evaluation plan
- Coalition building
- Law enforcement
- Media relations

1. **Conduct a needs assessment**

   A needs assessment provides information that is the foundation of the program. During the needs assessment you can identify your target audience and gather specific information about the behaviors you

want to address. This information provides baseline data you can use later to determine if your program has been effective.

Needs assessments often include the following:

- The collection and analysis of data
- Survey information
- Focus or discussion groups
- A public policy review
- A review of current programs, activities, and resources

A needs assessment can also help you:

- **Make the project defensible, fundable, and measurable**

  Comprehensive needs assessments achieve results because the solutions are targeted at the real causes of alcohol-impaired driving.

- **Identify and target resources**

  A completed needs assessment enables a community, agency, or coalition to more effectively utilize resources because solutions are targeted at the real causes of the problem.

- **Reenergize existing efforts**

  A new initiative or a different twist on an existing program, identified by a needs assessment, can be the energizer that gets people involved and active once again.

- **Help garner media attention**

  Media attention on an issue or problem can help galvanize a community to take action. A good needs assessment is full of information, backed by solid statistics, and convinces the media the problem of alcohol-impaired drinking is a story worth covering.

- **Provide an opportunity to take a fresh look at the problem and determine whether old programs can be scrapped and new ones begun or whether programs are working well and should be replicated.**

  Programs or activities that have been in existence for some time always need reexamination to determine whether changes in the community or society in general continue to make the effort relevant. A needs assessment is a good tool to determine what is and what is not working.

- **Help involve various members of a coalition or organization in important activities**

One of the best ways to make people feel valued is to ask their opinion. The needs assessment gives people an opportunity to express their own views, relate their experiences, and help collect information from other members of the community.

2. Develop a project plan

Developing a community-based program is like a journey. To begin, you have to know where you are going, why you are going there, and the best route to reach your destination. This information is described in the project plan. A good project plan will answer the following questions:

- Where are we going (project goals)?
- What do we want (project objectives)?
- How will we know when we have it?
- Where, when, and with whom do we want to work?
- Where will we work?
- What obstacles do we face?
- What resources, including financial, do we have?
- What resources, including financial, do we need?
- What are the first, then subsequent, steps and activities?
- Did we reach our goals (evaluation)?

The key components of a project plan include:

- A **mission statement** explaining why the project exists.
- **Goals** describing what the project will accomplish in broad, general statements.
- **Objectives** describing what the project will accomplish in clear, measurable terms.
- A **task plan** laying out what will be done, by whom, and when.
- A **project budget** detailing what will be spent on each task.

3. Develop a project evaluation plan

Project evaluation is the process through which you determine if your efforts are hitting the target. Most projects employ a combination of:

- *Formative evaluation* to determine whether program plans, procedures, activities, materials, and modifications will work as planned.
- *Process evaluation* to determine whether the program's procedures are working as planned.
- *Outcome evaluation* to determine the program's progress toward immediate and intermediate goals.
- *Impact evaluation* to determine whether the program has met its ultimate goal of reducing underage drinking.

Many of the people who cringe at the word "evaluation" mistakenly believe that evaluation begins when a program is nearly finished. That kind of evaluation offers very little useful information for the program planners. When evaluation is an integral part of the planning process, however, it can help program planners:

1. Demonstrate the need for a specific prevention, enforcement, or public policy strategy.
2. Target programs and materials to the appropriate audience.
3. Ascertain whether materials and messages will be effective (through pre-testing).
4. Monitor changes in attitudes, behavior, knowledge, or beliefs among the target audience.
5. Measure progress toward the program's goals.
6. Determine whether mid-course changes in materials, programs, audiences, or delivery systems are needed.
7. Establish an early warning system to detect problems that could impede the program.
8. Uncover unexpected benefits or difficulties in design or implementation of the program.
9. Produce data on which to base future programs.
10. Demonstrate the effectiveness of the program to the target population, to the public, to others who want to conduct similar programs, and to those who fund the program.

4. Build coalitions

Few community organizations have the resources to undertake a significant project on their own. Building an effective coalition is often the difference between success and failure.

To build an effective coalition:

- **Identify similar organizations**

  Before starting a coalition, determine whether similar organizations are already in existence in your community. Ask yourself these questions before you proceed:

  - Should your coalition become part of an existing coalition?
  - What are the advantages and disadvantages of becoming part of an existing group?
  - Should the coalition operate separately and coordinate information, programs, and activities with existing organizations?

- **Brainstorm ideas on potential participants**

  Ask three or four other individuals who are affiliated with the current organization or who are well connected in the community to participate in a brainstorming session.

- **Invite people to join**

  Draft a letter of invitation asking potential members to attend an organizing meeting. A personal invitation may be more beneficial for some of the more prominent individuals, rather than a letter. Assess what is in it for them and use this in your recruitment message.

- **Clarify expectations**

  Develop a list of roles and responsibilities for coalition members. Include the number of times the group can expect to meet throughout the year, the time of the meetings, what is expected of the group, and what individuals may be expected to contribute. Decide what policies or criteria exist for membership.

- **Educate your coalition**

  Don't assume everyone knows as much about the problem as you do. Your task as a project coordinator is to demonstrate how the potential members' priorities and tasks intersect with those of the coalition. They must see "what's in it for them" and how they can contribute to the coalition.

- **Maintain your coalition**

  Forming a coalition is only the beginning. You'll need to work on keeping it together. Success is the best way to keep people involved in a coalition. Everybody loves a winner. Each coalition achievement may not be big or flashy, but each one should be noted and celebrated. In fact, small victories, in which members of the coalition actively participate, keep people motivated and willing to carry on the campaign that ultimately wins the war.

5. Work with law enforcement

Developing an effective working relationship with law enforcement can add a powerful dimension to your project. Data has shown that projects that involve an enforcement component are often more successful than those that do not.

A frequent challenge for community program developers is that they are not familiar with law enforcement organizations. This can be an obstacle when trying to build a working relationship. Before contacting a law enforcement agency, find out:

- Which division, department, or office has prime responsibility for enforcement of drinking laws? In some cases, several divisions may have responsibility.
- Which agency has primary responsibility for enforcing impaired driving laws on local highways, in the suburbs, in the town, county, or city? In some communities, separate agencies may have responsibility in each of these locations.
- What is the current workload of the agency or department? Has there been a recent upsurge in overall crime, caseloads, or calls for service?
- How much of the department's resources are devoted to overall traffic enforcement such as drinking and driving, speeding, occupant protection, and reckless driving?
- What is the current budgetary situation in the state, county, or city that funds the department? Has the department/agency suffered cutbacks, been forced to downsize, or been forced to reduce community outreach?
- What kinds of community outreach programs does the department conduct? Do they participate in Officer Friendly or Drug Abuse and Resistance Education (DARE) programs or assign officers to the local public schools?
- Does the department have an active community policing program?
- Do law enforcement and alcoholic beverage control agencies in the area cooperate on alcohol-impaired drinking enforcement activities?

It is also important to understand that law enforcement agencies differ from coalitions and non-profit organizations. Unlike coalitions in which all members are equal participants and decisions are made by consensus,

police and sheriff's departments are hierarchical and operate on a command structure, much like military organizations. The structure and culture of law enforcement agencies shape their internal decision-making, operations, and communications. Normally, requests for participation by a law enforcement agency must first be sent to the chief who will then assign the matter to the appropriate office or division.

In addition, unlike agencies or non-profits in which individuals may stay in one job and carry out the same responsibilities for long periods of time, law enforcement officers may be reassigned frequently and assume entirely new duties. Those reassignments can hamper continuity and communications, unless the agencies or individuals working with the law enforcement agency know how to compensate for these changes.

6. Use the media effectively

Media relations can be defined as seeking coverage in the print and broadcast news media. This strategy can be highly effective in helping to build awareness of the problem, generating interest in solving the problem, and mobilizing people to assist in specific programs and activities.

Busy coalition organizers and project directors are often focused on creating programs and then using media relations as a way to announce their programs to the community. In most of those cases, if the local paper or broadcast outlets cover the story, the coalition feels that their media relations effort has succeeded. This approach to media relations, although common, is not the most efficient and effective way to use this powerful tool.

Good media relations programs should be goal-driven, carefully planned, and measured based on their success in achieving the desired goal. When companies marketing a product develop media relations programs, for instance, they carefully target the audience they want to reach, the message they want to deliver, the end they want to achieve, and the mechanism for reaching the target audience. That is exactly the approach that advocates for prevention, safety, and health should adopt.

Ideally, when a coalition is developing a strategic plan for action, a carefully thought-out media plan should be part of that approach. The media relations program should be designed to complement and support the other parts of the plan, not to simply announce them.

To use the media effectively, you should:

- **Understand the media**

  News organizations are businesses. They make money from advertising revenue. That revenue is based on ratings or, in the case of newspapers, readership. If a news organization does not cover what people want to watch or read, advertisers go away, revenue drops, and the organization is soon out of business.

- **Target efforts carefully**

  Identifying your media goals, refining your message, and segmenting your audience will make your efforts more effective and efficient. Some basic questions to ask include:

  - What is the specific problem you are trying to solve?

- Who can help to solve the problem?
- What do those people currently know or believe about alcohol-impaired drinking, your coalition, and the community?
- What do you want the person to believe or know so that the individual will provide what you need?
- What are the key characteristics of the individual or group you need to reach?
- How can you reach these individuals or organizations?
- Who can influence the targeted individual or group?
- How can you shape and deliver your message effectively for these target groups?
- How will you know if the message and the materials will work?
- What will it cost to market the message to the targeted group?
- How will you know if your message has been received and accepted?

- **Make what you do newsworthy**

  What the media wants is fairly simple. They want a good story. People define a good story differently. What you believe is a good story or news, may not be a good story or news to a member of the press. Study the media and find out which stories they cover and how the information is presented.

- **Get to know reporters**

  Reporters are not the enemy. They are like other people and want recognition for doing good work. The more airtime a television reporter receives, or the more inches a newspaper reporter secures for a particular story, the better they will appreciate the news source that helped them.

  Some reporters cover specific topics or "beats." Find out who covers your issue or similar issues. Watch local television news shows and read local papers to learn what reporters cover and what stories are featured in the paper or on the news shows.

- **Develop a good, clean press list**

  Make a list of newspapers (daily or weekly) in your community and a list of television and radio stations.

  Input the media list into your computer and use a "broadcast fax" program to distribute news advisories and releases. Many reporters today also have e-mail addresses to which you can send correspondence or releases.

- **Link your issue to issues already high in the public consciousness**

  It is much easier to get media attention when the public, and consequently the media, is already concerned about your issue. Today, crime, violence, and aggressive driving are "hot" topics. Inform the media about the link between alcohol-impaired drinking and injuries and deaths in the community. Connect impaired driving, speeding, and occupant protection to a story about road rage to highlight the number of deaths caused by motor vehicle crashes.

  Concentrate your efforts during the times of the year when the public and the media are predisposed to think about impaired driving. Those times include prom and graduation season, Fourth of July, homecoming and other sports events, and the December holidays.

- **Choose speakers at news conferences carefully**

  Remarks should be brief and to the point. Speakers must enunciate clearly and distinctly.

  Choose words and phrasing carefully. Do not use complicated words that the audience will not understand. Refrain from using internal jargon. For instance, say "National Highway Traffic Safety Administration," not "NHTSA," the first time the name is used. The abbreviation may be used later if it is properly explained the first time.

- **Use statistics to capture the media's attention**

  Provide local statistics whenever possible to demonstrate the seriousness of the problem in your community. If you have charts or graphs, include them in your press kit for use by newspapers.

PROMISING PRACTICE: PARTNER WITH EXISTING LATINO COMMUNITY ORGANIZATIONS TO HELP GET THE MESSAGE OUT AND GAIN CREDIBILITY.

Partnerships are often the key to the success of a program. Organizations that do not have a strong presence in or credibility with the Latino community should partner with established local organizations that do.

PROMISING PRACTICE: PARTNER WITH FAITH-BASED GROUPS WITH STRONG TIES TO THE COMMUNITY TO HELP GAIN TRUST.

- Trust is an essential component for community-based efforts to change behavior. Faith-based groups, or members of the faith community, can be extremely effective at gaining trust.

PROMISING PRACTICE: DEVELOP STRONG RELATIONSHIPS WITH LOCAL LAW ENFORCEMENT.

- A solid working partnership with local law enforcement is a great asset for any program. Involve local law enforcement in the planning stages of the project.

DATA GATHERING & ANALYSIS

PROMISING PRACTICE: DEVELOP A PROJECT EVALUATION PLAN

Project evaluation is the process through which you determine if your efforts are hitting the target. Most projects employ a combination of:

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PROMISING PRACTICE: ALWAYS TEST MESSAGES WITH MEMBERS OF YOUR TARGET AUDIENCE TO ENSURE THAT THE LANGUAGE IS APPROPRIATE.

- Many people who are not familiar with the Latino community assume that it is far more uniform than it is. There are significant cultural and language differences among Latino communities. For example, someone from Venezuela will refer to checkpoints as "*puntos de control*," while someone from Mexico may refer to them as "*retenes*." Another example surfaced in the design of the bumper sticker. Initially, the text was to say "*Soy macho y no manejo borracho*." The word "*macho*," which worked well with Mexicans, had negative connotations in other communities. After testing in focus groups, the language was changed to *"¿Manejar Borracho? ¡No Seas Tonto Muchacho!"* ("Driving drunk? Don't be stupid, man!")

PROMISING PRACTICE: WORK WITH PROFESSIONAL RESEARCH DESIGNERS TO DEVELOP A PROJECT DESIGN, SURVEY INSTRUMENTS, AND DATA ANALYSIS PROCEDURES BEFORE THE PROJECT BEGINS.

- Community surveys were a key part of the project evaluation. Developing a sound evaluation research design prior to implementing a project is critical for two reasons. First, good design maximizes the potential for a successful intervention. Second, good design helps to ensure that the data collected will accurately assess the project's success.

- Survey questions need to be worded carefully. For example:

    - One of the questions in the El Pueblo pre-campaign survey was: "Do you know what 'BAC' stands for?" Response options were "Yes" or "No." If a respondent replied "Yes," there was no way to verify whether or not they actually knew what it stood for.
    - A later question in the same survey asked how many times the respondent had driven after consuming alcohol. This type of question relies on the respondent's memory for an answer. This is often not a reliable way to gather data because people's memories are frequently inaccurate, especially when recalling actions performed under the influence of alcohol.
    - Another question asked respondents if they thought any of several approaches used to reduce the number of Latino men that drink and drive would be effective. While useful for assessing opinions, this information is of little practical value because opinions of effectiveness may vary greatly from actual effectiveness.
    - After receiving some professional assistance from researchers at the University of North Carolina, El Pueblo, Inc. made adjustments to the pre-campaign survey questions. However, this meant that the information collected in the pre-campaign surveys could not be compared accurately to those from mid- and post-campaign surveys because of the differences in wording.

PROMISING PRACTICE: CAREFULLY DEFINE THE POPULATION TO BE SURVEYED AND CONSIDER A LONGITUDINAL APPROACH THAT FOLLOWS THE SAME POPULATION FROM THE BEGINNING OF THE PROJECT TO THE END.

- One variable not accounted for in the surveys was change in the population. Latinos in the target communities were surveyed three times. However, the survey wasn't truly random, as it was administered mainly in social service locations. Also, it was not representative of the entire Latino population, as the number of respondents was too small. Finally, since pre-campaign respondents were not necessarily interviewed mid- or post-campaign, it is impossible to assess the impact of the project on a consistent population.

PROMISING PRACTICE: IDENTIFY SEVERAL TYPES OF EVENTS AND LOCATIONS FREQUENTED BY THE TARGET POPULATION TO INCREASE THE POTENTIAL FOR A BROAD RESPONSE TO THE SURVEY. PROVIDE INCENTIVES TO ENCOURAGE PARTICIPATION IN THE SURVEYS.

- Surveys were conducted at community events and social service centers. Respondents received a bag containing educational materials and small gifts for participating. Reaching people through these types of community events was an effective way to engage people in the survey process and to distribute educational materials.

PROMISING PRACTICE: PERFORM FOCUS-GROUP TESTING ON SURVEY QUESTIONS TO IDENTIFY AND CORRECT EASILY MISINTERPRETED QUESTIONS BEFORE THE SURVEY PROCESS BEGINS.

- Language is one of the major challenges to developing an effective survey, particularly for survey participants who do not speak English as their first language. To address this challenge, it is important to perform focus-group testing on the survey questions. This process involves working with a group of people representative of the target population. Trained interviewers ask every person what each of the survey questions means to him or her. This allows survey designers to identify questions that are frequently misinterpreted and correct the language on the survey before it is used "for real."

PROMISING PRACTICE: TRAIN SURVEY ADMINISTRATORS ON HOW TO PROPERLY ADMINISTER A SURVEY.

- This is a critical component of any project using survey-based data. If survey administrators are not properly trained, their behaviors can easily influence the results and invalidate the data. Having this training provided important quality control to the data collection process.

DEVELOPING A PLAN

PROMISING PRACTICE: SINCE POLICE CHECKPOINTS ARE AN EXPENSIVE OPERATION, CAREFUL PLANNING IS REQUIRED TO ACHIEVE MAXIMUM EFFECTIVENESS.

While the law enforcement DWI checkpoints were a key component of the El Pueblo project design, the data, while indicating a positive impact, were inconclusive. The data do not indicate why this was the case, but timing, location, and frequency all may be contributing factors because there were only a limited number of checkpoints that were done in conjunction with the project.

PROMISING PRACTICE: IDENTIFY SEVERAL TYPES OF EVENTS AND LOCATIONS FREQUENTED BY THE TARGET POPULATION TO INCREASE THE POTENTIAL FOR BROAD COMMUNITY OUTREACH. PROVIDE INCENTIVES TO ENCOURAGE PARTICIPATION IN PROGRAMS.

- Organizations contacted during this project were successful reaching Latino audiences at:
    - Local festivals and fairs
    - Local public health or social service offices
    - Foreign embassies or consulates where people often wait for hours for passports or visas
- Surveys were conducted at community events and social service centers. Respondents received a bag containing educational materials and small gifts for participating.

PROMISING PRACTICE: ENCOURAGE YOUTH TO PRESENT KEY MESSAGES TO YOUTH.

- Young audiences may be more receptive to information presented by well-trained peers than by adults.

PROMISING PRACTICE: USE NEWSPAPERS OR LOCAL RADIO STATIONS TO GET LOCAL DEMOGRAPHIC INFORMATION.

- Local demographic information can be extremely useful in designing a media campaign. However, this data is often hard to find. Local newspapers and radio stations use this information to market advertising services, and so partnering with these organizations may offer a valuable resource.

PROMISING PRACTICE: ALWAYS TEST MESSAGES WITH MEMBERS OF YOUR TARGET AUDIENCE TO ENSURE THAT THE LANGUAGE IS APPROPRIATE.

- Many people who are not familiar with the Latino community assume that it is far more uniform than it is. There are significant cultural and language differences among Latino communities. For example, someone from Venezuela will refer to checkpoints as "*puntos de control*," while someone from Mexico may refer to them as "*retenes*." Another example surfaced in the design of the bumper sticker. Initially, the text was to say "*Soy macho y no manejo borracho*." The word "*macho*," which worked well with Mexicans, had negative connotations in other communities. After testing in focus groups, the language was changed to *"¿Manejar Borracho? ¡No Seas Tonto Muchacho!*" ("Driving drunk? Don't be stupid, man!")

PROMISING PRACTICE: THE THEMES OF FAMILY AND COMMUNITY SEEM TO BE IMPORTANT IN ALL LATINO COMMUNITIES.

- While some themes, such as personal welfare, may not resonate well with some Latinos, most of the organizations we spoke with agreed that family and community were important. Messages that incorporate these themes are likely to have more impact than those that do not.

PROMISING PRACTICE: USE UNIVERSAL SPANISH FOR MATERIALS INTENDED FOR A DIVERSE AUDIENCE, BUT CHECK YOUR MATERIALS WITH REPRESENTATIVES OF YOUR TARGET AUDIENCE TO ENSURE CLARITY.

- There are considerable variations in the Spanish language used in different countries, and in different regions within the same country. Not only do accents vary dramatically, but completely different words are often used for the same thing. This presents a challenge for anyone developing materials for a Spanish audience. Organizations we spoke with took one of two approaches. If the audience was diverse, consisting of people from several different countries, most organizations chose to use universal Spanish. If the audience was overwhelmingly from one cultural area, some organizations chose to use the Spanish spoken in that area. However, in either situation, nearly everyone we spoke with recommended testing materials with representatives of the target audience to make sure they were clearly understood.

PROMISING PRACTICE: DO NOT TRANSLATE ENGLISH MATERIALS TO SPANISH FOR DISTRIBUTION TO SPANISH AUDIENCES.

- There are two problems with translating English materials to Spanish. The first is that direct translation often fails to convey the meaning of the original material. As a result, the message can lose much of its meaning. There are significant cultural differences between the English culture in the United States and the Spanish-speaking cultures.
    - For any message to be effective, it must have an impact on the viewer or listener. This impact is heavily dependent on the values of the receiver. Since these values differ, messages developed for an English-speaking audience may have little impact, no impact, or a completely unintended impact on a Spanish-speaking audience.

- If English materials must be used, they should be interpreted into Spanish. However, as discussed below, developing materials from scratch or using materials developed for a Spanish audience elsewhere is a better approach.

PROMISING PRACTICE: NEVER USE COMPUTER-BASED LANGUAGE TRANSLATION PROGRAMS TO CREATE MATERIALS.

- There are a variety of computer-based language translation options. However, these are not accurate enough for developing effective messages.

PROMISING PRACTICE: WORK WITH PROFESSIONAL RESEARCH DESIGNERS TO DEVELOP A PROJECT DESIGN, SURVEY INSTRUMENTS, AND DATA ANALYSIS PROCEDURES BEFORE THE PROJECT BEGINS.

- Community surveys were a key part of the project evaluation. Developing a sound evaluation research design prior to implementing a project is critical for two reasons. First, good design maximizes the potential for a successful intervention. Second, good design helps to ensure that the data collected will accurately assess the project's success.
- Survey questions need to be worded carefully. For example:
  - One of the questions in the El Pueblo pre-campaign survey was: "Do you know what 'BAC' stands for?" Response options were "Yes" or "No." If a respondent replied "Yes," there was no way to verify whether or not they actually knew what it stood for.
  - A later question in the same survey asked how many times the respondent had driven after consuming alcohol. This type of question relies on the respondent's memory for an answer. This is often not a reliable way to gather data because people's memories are frequently inaccurate, especially when recalling actions performed under the influence of alcohol.
  - Another question asked respondents if they thought any of several approaches used to reduce the number of Latino men that drink and drive would be effective. While useful for assessing opinions, this information is of little practical value because opinions of effectiveness may vary greatly from actual effectiveness.
  - After receiving some professional assistance from researchers at the University of North Carolina, El Pueblo, Inc. made adjustments to the pre-campaign survey questions. However, this meant that the information collected in the pre-campaign surveys could not be compared accurately to those from mid- and post-campaign surveys because of the differences in wording.

PROMISING PRACTICE: CAREFULLY DEFINE THE POPULATION TO BE SURVEYED AND CONSIDER A LONGITUDINAL APPROACH THAT FOLLOWS THE SAME POPULATION FROM THE BEGINNING OF THE PROJECT TO THE END.

- One variable not accounted for in the surveys was change in the population. Latinos in the target communities were surveyed three times. However, the survey wasn't truly random, as it was administered mainly in social service locations. Also, it was not representative of the entire Latino population, as the number of respondents was too small. Finally, since pre-campaign respondents were not necessarily interviewed mid- or post-campaign, it is impossible to assess the impact of the project on a consistent population.

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- Surveys were conducted at community events and social service centers. Respondents received a bag containing educational materials and small gifts for participating. Reaching people through these types of community events was an effective way to engage people in the survey process and to distribute educational materials.

PROMISING PRACTICE: PERFORM FOCUS-GROUP TESTING ON SURVEY QUESTIONS TO IDENTIFY AND CORRECT EASILY MISINTERPRETED QUESTIONS BEFORE THE SURVEY PROCESS BEGINS.

- Language is one of the major challenges to developing an effective survey, particularly for survey participants who do not speak English as their first language. To address this challenge, it is important to perform focus-group testing on the survey questions. This process involves working with a group of people representative of the target population. Trained interviewers ask every person what each of the survey questions means to him or her. This allows survey designers to identify questions that are frequently misinterpreted and correct the language on the survey before it is used "for real."

PROMISING PRACTICE: TRAIN SURVEY ADMINISTRATORS ON HOW TO ADMINISTER THE SURVEY PROPERLY.

- This is a critical component of any project using survey-based data. If survey administrators are not properly trained, their behaviors can easily influence the results and invalidate the data. Having this training provided important quality control to the data collection process.

PROMISING PRACTICE: FOCUS ON ACHIEVING DESIRED BEHAVIORS, NOT FRIGHTENING PEOPLE AWAY FROM BAD BEHAVIOR.

- Some of the programs we explored included negative messages and images. The intent was to show the dangers of drunk driving in the hope that this would motivate people to change their behavior. Other

programs reported success by focusing on the desired behavior. For example, one program encouraged party hosts to collect keys from guests, and then call a taxi or find a ride home for intoxicated guests.

PROMISING PRACTICE: PROVIDE ALTERNATIVES TO UNDESIRABLE BEHAVIOR.

- It may not be enough to ask people to stop dangerous behavior, like driving while intoxicated. One program, WRAP, had great success combining messages about safe driving with an alternative, a program that provided a free ride home to potentially intoxicated drivers.

PROMISING PRACTICE: CONSIDER THE USE OF TOOLS, SUCH AS FATAL VISION GOGGLES, TO RAISE AWARENESS OF THE IMPACT OF ALCOHOL ON DRIVING.

- One project used Fatal Vision goggles to demonstrate the impact of alcohol on driving ability. These demonstrations were entertaining and they drew a crowd. It is important to note, however, that while they can raise awareness and attract people who are then available to receive further educational materials, they can also create a false sense of confidence if someone drinks but does not experience the blurred vision created by the goggles. They should only be used as part of a broader program.

PROMISING PRACTICE: CAREFULLY EVALUATE THE EFFORT REQUIRED AND POTENTIAL RETURN ON USING AUTOMATED WEB-BASED ADVERTISING SERVICES.

- El Pueblo, Inc. followed the advice of an advertising agency and used Google to place banners on Spanish language websites. This did not result in increased web traffic to the El Pueblo site.

PROGRAM IMPLEMENTATION

PROMISING PRACTICE: IDENTIFY THE KEY VALUES OF YOUR TARGET POPULATION BEFORE CREATING ANY MEDIA. ENSURE THESE VALUES ARE ADDRESSED IN YOUR MEDIA. USE FOCUS GROUPS TO TEST MEDIA ADS AND PRINT MATERIALS PRIOR TO RELEASE.

- Prior to this project, NHTSA had translated existing drunk-driving materials into Spanish. These materials did not seem to be effective with the Latino community. One reason for this seemed to be that the messages in the materials did not resonate with Latinos. El Pueblo, Inc. worked with focus groups and individual volunteers to define those values that were important to the Latino community.

PROMISING PRACTICE: USE OR CREATE MATERIALS THAT ARE CULTURALLY APPROPRIATE.

- Different cultures have different values, and this impacts how they respond to written and verbal messages. For example, many of the messages designed to reduce drunk driving that are developed for the English-speaking culture in the United States focus on danger and emphasize the potential for injury or death. Organizations we spoke with indicated that this type of message did not resonate with many Latino audiences. Instead, they found that messages that emphasized the impact on the family if a loved one died resonated more strongly.

PROMISING PRACTICE: WHEN CREATING PRINTED MEDIA ASSETS, USE VISUALS, NOT JUST WORDS, TO COMMUNICATE. CREATE SINGLE-VOLUME MATERIALS SO PARTICIPANTS DON'T INADVERTENTLY MISS IMPORTANT INFORMATION BECAUSE THEY HAVE TO COLLECT MULTIPLE DOCUMENTS TO OBTAIN ALL THE INFORMATION.

- El Pueblo, Inc. created *fotonovelas* that told a compelling story about a Latino man involved in a DWI incident. The story was told using photographs and a minimal number of words, in three parts, using three separate books. The *fotonovelas* were popular and accessible. However, this multi-volume approach proved to be problematic because people often failed to realize it was a three-part series and picked up only one book.

PROMISING PRACTICE: MATCH YOUR MEDIA TO YOUR AUDIENCE.

- Some of the organizations we spoke with found that radio ads were more successful at reaching men while TV ads were more successful at reaching women.

PROMISING PRACTICE: USE A VARIETY OF MEDIA TO PRESENT YOUR MESSAGE.

- Many organizations focus on printed, text-based materials to deliver information. While effective for some audiences, many people are more comfortable taking in information from spoken words or visual images.

PROMISING PRACTICE: RUN MEDIA CAMPAIGNS FOR AS LONG AS POSSIBLE.

- The Latino population in many areas is extremely dynamic. New members are constantly moving into communities who may not have seen or heard your message.

PROMISING PRACTICE: USE BILLBOARDS TO DELIVER KEY MESSAGES.

- A well-designed and properly located billboard is an extremely cost-effective way to deliver your message.

PROMISING PRACTICE: PRINT MATERIALS SHOULD EMPHASIZE GRAPHICS AND PHOTOGRAPHS. WRITTEN MATERIALS SHOULD BE SHORT AND WRITTEN TO ACCOMMODATE THOSE WITH LIMITED READING SKILLS.

- While education and reading ability varies across any culture, English reading proficiency is likely to be low for recent immigrants. The most successful materials reviewed as part of this project featured visual images with minimal text.

PROMISING PRACTICE: DON'T RELY ON PUBLIC SERVICE ANNOUNCEMENTS TO DELIVER YOUR MESSAGE TO YOUR INTENDED AUDIENCE.

- Public service announcements (PSAs) are often scheduled based on the length of your message and the amount of time available. As a result, your message may be delivered at a time when your intended audience is not watching or listening.

PROMISING PRACTICE: PRESENTATIONS TO LATINO AUDIENCES SHOULD BE INTERACTIVE AND DELIVERED BY A SKILLED PRESENTER WITH CREDIBILITY IN THE COMMUNITY.

- Several organizations reported that presentations consisting of lecture supported by text slides were not effective with Latino audiences. To be effective, presentations need to be:

- Delivered by a skilled presenter
- Interactive
- Delivered by someone with credibility in the community
- Delivered using language the audience can relate to
- Representative of Latinos
- More visual than text-based
- Fact and data based, not based on scare tactics

PROMISING PRACTICE: LATINO COMMUNITIES MAY BE UNACCUSTOMED TO LEARNING FROM POWERPOINT PRESENTATIONS AND MAY PREFER A LESS TECHNICAL, MORE PERSONAL APPROACH. PAY ATTENTION TO THE EDUCATIONAL NEEDS AND ABILITIES OF YOUR AUDIENCE.

- El Pueblo, Inc. tried using PowerPoint to deliver presentations early in the project. They found that this type of presentation did not work well with Latino audiences. As one project staff member put it, "These were not well received. You have to speak from the heart."

PROMISING PRACTICE: MODIFY RADIO ADS TO REFLECT SIGNIFICANT CHANGES IN THE TARGET POPULATION OR THE POLITICAL CLIMATE OF YOUR AREA, AS NEEDED.

- The radio ads were considered a very effective method of getting messages to the Latino community. However, conditions in the target communities changed over the course of the project, and project staff mentioned that the radio ads should have been modified to reflect those changes. For example, deportation of Latinos was not a major issue at the start of the project, but had become one by the end, so the threat of being stopped by police for drunk driving could have been used as a key deterrent to end the problem behavior.

PROMISING PRACTICE: NEGOTIATE WITH MEDIA COMPANIES FOR DISCOUNTS ON RADIO AND TV SPOTS. RADIO MAY PROVIDE A BETTER RETURN ON INVESTMENT OVER TELEVISION, WHICH IS EXPENSIVE. IN ADDITION, DON'T RUN THE SAME ADS ALL YEAR BECAUSE THE MESSAGE CAN LOSE IMPACT. VARY THE ADS, BUT KEEP THE MESSAGE CONSISTENT.

- Media stations, both TV and radio, frequently are willing to make deals on air time for social programs. For example, El Pueblo, Inc. was able to negotiate two free ads for every paid ad. This increased media distribution at no additional cost to the project.

PROMISING PRACTICE: EVALUATE THE POTENTIAL FOR LISTING THOSE ARRESTED FOR DWI IN LOCAL NEWSPAPERS OR PUBLICIZING THEIR NAMES IN OTHER WAYS.

- El Pueblo, Inc. printed the names of those arrested for DWI in Latino newspapers. Project staff participating in radio talk shows received many phone calls thanking them for doing this and reported seeing a drop in the number of arrestees as the publishing of arrestee names continued over time. This seemed to be a very effective strategy.

PROMISING PRACTICE: WATCH FOR CHANGES IN THE LOCAL ENVIRONMENT THAT MIGHT IMPACT PERCEPTIONS OF A PROJECT OR PROJECT MATERIALS. BE PREPARED TO MODIFY MATERIALS IF NECESSARY.

- El Pueblo, Inc. produced a bumper sticker with the slogan "*¿Manejar Borracho? ¡No Seas Tonto Muchacho!*" ("Driving drunk? Don't be stupid, man!") Initially, the bumper stickers were very popular. However, the perception soon grew that the bumper sticker identified the vehicle occupants as Latino and drew unwarranted attention from law enforcement. This may have been due, at least in part, to increased focus on immigration issues by law enforcement. Interest in the bumper stickers then dropped to near zero.

EVALUATION

PROMISING PRACTICE: DEVELOP A PROJECT EVALUATION PLAN

Project evaluation is the process through which you determine if your efforts are hitting the target. Most projects employ a combination of:

- *Formative evaluation* to determine whether program plans, procedures, activities, materials, and modifications will work as planned.
- *Process evaluation* to determine whether the program's procedures are working as planned.
- *Outcome evaluation* to determine the program's progress toward immediate and intermediate goals.
- *Impact evaluation* to determine whether the program has met its ultimate goal of reducing underage drinking.

Many of the people who cringe at the word "evaluation" mistakenly believe that evaluation begins when a program is nearly finished. That kind of evaluation offers very little useful information for the program planners. When evaluation is an integral part of the planning process, however, it can help program planners:

1. Demonstrate the need for a specific prevention, enforcement, or public policy strategy.
2. Target programs and materials to the appropriate audience.
3. Ascertain whether materials and messages will be effective (through pre-testing).
4. Monitor changes in attitudes, behavior, knowledge, or beliefs among the target audience.
5. Measure progress toward the program's goals.
6. Determine whether mid-course changes in materials, programs, audiences, or delivery systems are needed.
7. Establish an early warning system to detect problems that could impede the program.
8. Uncover unexpected benefits or difficulties in design or implementation of the program.
9. Produce data on which to base future programs.
10. Demonstrate the effectiveness of the program to the target population, to the public, to others who want to conduct similar programs, and to those who fund the program.

PROMISING PRACTICE: ALWAYS TEST MESSAGES WITH MEMBERS OF YOUR TARGET AUDIENCE TO ENSURE THAT THE LANGUAGE IS APPROPRIATE.

- Many people who are not familiar with the Latino community assume that it is far more uniform than it is. There are significant cultural and language differences among Latino communities. For example, someone from Venezuela will refer to checkpoints as "*puntos de control*," while someone from Mexico may refer to them as "*retenes*." Another example surfaced in the design of the bumper sticker. Initially, the text was to say "*Soy macho y no manejo borracho*." The word "*macho*," which worked well with Mexicans, had negative connotations in other communities. After testing in focus groups, the language was changed to *"¿Manejar Borracho? ¡No Seas Tonto Muchacho!*" ("Driving drunk? Don't be stupid, man!")

PROMISING PRACTICE: WORK WITH PROFESSIONAL RESEARCH DESIGNERS TO DEVELOP A PROJECT DESIGN, SURVEY INSTRUMENTS, AND DATA ANALYSIS PROCEDURES BEFORE THE PROJECT BEGINS.

- Community surveys were a key part of the project evaluation. Developing a sound evaluation research design prior to implementing a project is critical for two reasons. First, good design maximizes the potential for a successful intervention. Second, good design helps to ensure that the data collected will accurately assess the project's success.

- Survey questions need to be worded carefully. For example:

    - One of the questions in the El Pueblo pre-campaign survey was: "Do you know what 'BAC' stands for?" Response options were "Yes" or "No." If a respondent replied "Yes," there was no way to verify whether or not they actually knew what it stood for.
    - A later question in the same survey asked how many times the respondent had driven after consuming alcohol. This type of question relies on the respondent's memory for an answer. This is often not a reliable way to gather data because people's memories are frequently inaccurate, especially when recalling actions performed under the influence of alcohol.
    - Another question asked respondents if they thought any of several approaches used to reduce the number of Latino men that drink and drive would be effective. While useful for assessing opinions, this information is of little practical value because opinions of effectiveness may vary greatly from actual effectiveness.
    - After receiving some professional assistance from researchers at the University of North Carolina, El Pueblo, Inc. made adjustments to the pre-campaign survey questions. However, this meant that the information collected in the pre- campaign surveys could not be compared accurately to those from mid- and post- campaign surveys because of the differences in wording.

PROMISING PRACTICE: CAREFULLY DEFINE THE POPULATION TO BE SURVEYED AND CONSIDER A LONGITUDINAL APPROACH THAT FOLLOWS THE SAME POPULATION FROM THE BEGINNING OF THE PROJECT TO THE END.

- One variable not accounted for in the surveys was change in the population. Latinos in the target communities were surveyed three times. However, the survey wasn't truly random, as it was administered mainly in social service locations. Also, it was not representative of the entire Latino population, as the number of respondents was too small. Finally, since pre-campaign respondents were not necessarily interviewed mid- or post-campaign, it is impossible to assess the impact of the project on a consistent population.

PROMISING PRACTICE: IDENTIFY SEVERAL TYPES OF EVENTS AND LOCATIONS FREQUENTED BY THE TARGET POPULATION TO INCREASE THE POTENTIAL FOR A BROAD RESPONSE TO THE SURVEY. PROVIDE INCENTIVES TO ENCOURAGE PARTICIPATION IN THE SURVEYS.

- Surveys were conducted at community events and social service centers. Respondents received a bag containing educational materials and small gifts for participating. Reaching people through these types of community events was an effective way to engage people in the survey process and to distribute educational materials.

PROMISING PRACTICE: PERFORM FOCUS-GROUP TESTING ON SURVEY QUESTIONS TO IDENTIFY AND CORRECT EASILY MISINTERPRETED QUESTIONS BEFORE THE SURVEY PROCESS BEGINS.

- Language is one of the major challenges to developing an effective survey, particularly for survey participants who do not speak English as their first language. To address this challenge, it is important to perform focus-group testing on the survey questions. This process involves working with a group of people representative of the target population. Trained interviewers ask every person what each of the survey questions means to him or her. This allows survey designers to identify questions that are frequently misinterpreted and correct the language on the survey before it is used “for real.”