

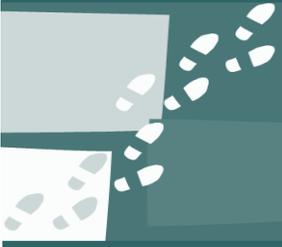
**A STEP-BY-STEP GUIDE:  
STARTING A DUI TASK FORCE  
IN YOUR COUNTY**

Revised July 2012

**MONTANA'S DUI TASK FORCES**

**preventing impaired driving and crashes**

**...AT THE COUNTY LEVEL**



# A STEP-BY-STEP GUIDE: STARTING A DUI TASK FORCE IN YOUR COUNTY

## THE PROBLEM

Every year, thousands of people across the nation needlessly lose their lives in motor vehicle crashes involving impaired drivers and motorcycles. **In Montana**, alcohol and/or drugs continue to be suspected in approximately **1 in 10 crashes**, **1 in 5 injuries**, and **40-50%** of all traffic **fatalities** each year.

The costs are not only death, disfigurement, disability or injury. There are significant financial costs as well: car repairs, hospital bills, legal fees, bail, higher insurance rates, fines, court costs and lost time at work.

The economic cost of alcohol abuse in Montana impacts all parts of the economy and is estimated to cost the state **\$642 million** dollars per year<sup>1</sup>. These estimates consider lost work productivity, alcohol treatment costs, medical costs, and other public and private spending. Of that number,

- **\$49.1 million** was spent on “extra police, judges and prison cells needed to protect citizens and enforce the laws that are broken because of the impairing impacts of alcohol.”
- **\$131 million** represents the cost of alcohol-related crashes *with injuries* alone (doesn't include the cost of alcohol-related crashes resulting in death).<sup>2</sup>

Montana has one of the highest rates in the nation for per capita consumption of alcohol.

A total of **10,850 DUI** (driving under the influence) offenses, including those given to drivers under age 21 and to commercial drivers, were filed with the courts in **2010**, up from 9,987 in 2009. Felony offenders in Montana estimate that they have driven, on average, **369 times per DUI** conviction<sup>3</sup>.

In Montana, preliminary results for **2010** show about 80% of those involved in fatal crashes were tested for blood alcohol concentration (BAC). Of those tested, 37.6% had a BAC greater than zero and the average BAC was **0.172** — **more than twice the legal limit**.

*For sources, please see page 10.*

## MONTANA'S DUI TASK FORCES

preventing impaired driving and crashes

...AT THE COUNTY LEVEL

## TOWARDS A SOLUTION

DUI task forces are multi-faceted coalitions that invite participation from a cross-section of community representatives in order to maximize their reach and effectiveness.

Effective DUI task forces are an important mechanism for decreasing alcohol-related crashes, injuries and deaths.

### Goals of a DUI Task Force:

- ★ Prevent driving while under the influence of alcohol (DUI).
- ★ Reduce alcohol-related traffic crashes.
- ★ Educate the public on the dangers of driving after consuming alcoholic beverages or other chemical substances that impair judgment or motor functions.

*Montana Code Annotated § 61-2-106*

County-level DUI task forces are funded by driver license reinstatement fees, provided by Montana law according to MCA § 61-2-107. Counties with state-approved DUI task forces receive half of the \$200 driver license reinstatement fees collected in their county. The funds are dispersed to the County Treasurer in quarterly installments during the state fiscal year (July 1—June 30) .

**We hope that you will consider forming a DUI task force in your county to help reduce the number of alcohol-related crashes, deaths and injuries on Montana's roads. This guide outlines the steps to take.**



## Step 1—Obtain authorization from County Commissioners

This is a county level program, and funds flow through the County Treasurer's office. Given the implications to county personnel and the requirements of MCA 61-8-106, the County Commission must be on board.

The County Commissioners may kick off the process with a Resolution authorizing the formation of the DUI task force. Some counties name specific individuals to serve on the task force; others name the organizations to be represented. The County Commission must sign off on the proposed DUI task force work plan and budget — this usually takes the form of a **cover page** that is submitted along with the proposal to the Montana State Highway Safety Office for approval by the Governor's Representative for Highway Safety.



## Step 2—Recruit DUI Task Force Members

Members may be recruited from specific organizations and/or via a news release announcing the formation of a DUI task force seeking community participation. Hold an informal organizational meeting to provide more detail. Members who have some experience in dealing with the particular issue and understand the common goal are helpful. If the media does not follow up on it, you may want to place a paid ad in the local newspaper.

### Building a Team—Recommended Partners

Below is a list of community sectors that could potentially be represented on your DUI task force. Broad-based, diverse representation that brings different perspectives and strategies to the work of the task force, including those of youth and minorities, is critical to the success of the task force.

Even though the task force may start small, a goal should be to work towards representation from all of these sectors.

- ★ **Law Enforcement** (police, sheriff, highway patrol, adult probation & parole)
- ★ **Justice** (city attorney, county attorney, municipal, justice & district court judges)
- ★ **Medical** (primary care physicians, pharmacists, hospitals, ambulance services, urgent care facilities)
- ★ **Health & Safety** (health departments, Indian Health Service, emergency medical responders, fire departments)
- ★ **Treatment** (rehabilitation services, Prime for Life instructors [DUI offender education], MIP service providers)
- ★ **Government** (state legislators, county commissioners, mayor, city officials, Bureau of Indian Affairs)
- ★ **Fish, Wildlife & Parks/National Park Service/BLM** (wardens deal with keggers on public lands)
- ★ **Alcohol Beverage Industry** (taverns, restaurants, convenience stores, distributors)
- ★ **Insurance Carriers** (AAA, auto insurers, liquor liability insurers)
- ★ **Education Sector** (schools, colleges, universities, parent-teacher associations, county extension agents)
- ★ **Business Sector** (chambers of commerce, individual businesses, safety officer from large local businesses)
- ★ **Civic Clubs** (Lions, Exchange, Rotary, Elks, Moose, Optimist)
- ★ **Media** (newspaper, radio, TV, Internet)
- ★ **Transportation** (automotive & motorcycle dealerships, taxi services, public transit)
- ★ **Other Community Stakeholders/Traffic Safety Advocacy Groups** (MADD, SADD, Drug Free Communities Coalitions, Montana Common Sense Coalition, Safe Kids Coalitions)
- ★ **EUDL grant recipients, STOP underage drinking coalitions**
- ★ **Faith Based Community** (hospital chaplain, ministerial association, clergy, youth pastor, law enforcement chaplain)
- ★ **Victims/Survivors**
- ★ **Volunteers** (retirees, concerned citizens)



## Step 3—Hold an organizational meeting

Identify someone to serve as a catalyst and call the first meeting. Scheduling the meeting in an executive-level office, including a public statement from the officials who initiated the Task Force, and arranging media coverage will lend importance to the project and stimulate public awareness of the DUI problem.

More than one organizational meeting will probably be necessary to kick things off. For example, an informal organizational meeting could be held to explain the DUI Task Force mission and further assess individual and corporate interest in participating in the group. Once members are appointed and staff support assigned, a formal meeting should be held to officially launch the task force.

### Meeting Agenda

Following introduction of the Task Force members and a brief summary of the issues viewed from the perspective of each member's expertise, the meeting could include these agenda items:

- ★ Overview of the nature and complexity of the problem (national, state and local)
- ★ Guest speakers/statements from victims (if appropriate) to accentuate the urgent need for viable solutions
- ★ Statement of purpose, goals and objectives
- ★ Review of research regarding effective strategies
- ★ Determine focus areas & form committees and assignments
- ★ Organizational matters (e.g., establishing date, time, and place for future meetings, explanation of staff function, etc.)
- ★ Review of evaluation procedures, format, and techniques

“Task Force meetings are open to the public. The Task Force shall give notice by publication in the community meeting announcement section of a newspaper of general circulation in the county.”

*Montana Code Annotated  
§ 61-2-106*

### Meeting Schedule

- ★ **Establish a regular meeting schedule** that is not burdensome but sufficient to allow the group to function effectively. The group may meet once each week for one or two months and then meet perhaps once a month.
- ★ You must provide **public notice** of task force meetings in order to allow for public involvement, as required by law (see sidebar).
- ★ Meeting schedules vary from one DUI Task Force to another. Some meet monthly, quarterly or semi-annually.
- ★ Accountability and transparency are important. **Maintain records** of meeting agendas, minutes and sign-in sheets.

#### Links to the Montana codes regarding the DUI Task Forces:

<http://data.opi.state.mt.us/bills/mca/61/2/61-2-105.htm>

<http://data.opi.state.mt.us/bills/mca/61/2/61-2-106.htm>

<http://data.opi.state.mt.us/bills/mca/61/2/61-2-107.htm>

<http://data.opi.state.mt.us/bills/mca/61/2/61-2-108.htm>

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## **Task Force Work**

Ask the task force to identify the principle problem areas (based on county-specific data) and establish subcommittees to address each area. These might include:

- Data and evaluation
- Enforcement, prosecution, and adjudication
- Legislation
- Public Education
- Rehabilitation/Treatment
- Reporting

## **Support Staff**

If feasible, the county official creating the task force should, at the same time, designate the agencies responsible for providing support staff. Appointment of an adequate number of personnel (paid or volunteer) is essential for the efficient coordination of the task force.

Staff size will reflect the government level and scope of the task force effort, however, staffing must be sufficient to provide prompt assistance at all times. Support personnel can range from a composition of one part-time planner/organizer, but supplemental manpower should be made available from agencies represented on the task force.

## **Responsibilities of support personnel could include the following tasks:**

- Provide administrative support for task force coordinator, e.g. prepare meeting minutes, assist in conference room set-up for meetings
- Assist committees in the fulfillment of their goals and objectives
- Investigate additional funding resources
- Oversee development and/or production of printed materials
- Assist in conducting public hearings
- Provide ongoing development and technical support to the task force, under the guidance of the task force coordinator.

### ***Helpful Tips***

- Once your task force members have been recruited, ask your County Commissioners to adopt a resolution authorizing formation of the task force and approving the membership. Naming agencies rather than individuals allows for an easier transition when there is member turnover.
- Allowing one vote per member agency prevents “vote-stacking” on key funding decisions. Consider structuring your membership with primary voting members and appointed alternates (to vote whenever the primary members are not able to attend meetings).
- Coordinators may choose to opt out of voting on key issues to present a neutral position.

## ***Each year, the task force must submit the following to the county governing body:***

- A **budget** and a **financial report** for the fiscal year
- An **annual report** containing but not limited to:
  - ✓ An **evaluation** of the effectiveness of the program
  - ✓ The number of **arrests** and **convictions** in the county for driving under the influence of alcohol and the **sentences** imposed for these convictions
  - ✓ The number of alcohol-related traffic **crashes** in the county
  - ✓ Any **other** information requested by the county governing body and considered appropriate by the task force

*Montana Code Annotated § 61-2-106*

## **Appoint a coordinator/chairman** (paid\* or volunteer position).

*\*An allowable expenditure of DUI Task Force funding is the coordinator's time.*

Strong leadership is critically important to the task force at every stage of development. This individual should have:

- Skills in group dynamics
- Knowledge of and credibility with law enforcement, driver licensing, courts, etc.
- An objective view
- Political savvy and knowledge of how “things get done” in your community

*Note: the coordinator position is usually a non-rotating position. If a chairperson is appointed to facilitate the meetings, the chairperson position is often a rotating position.*

## **Coordinator's Responsibilities**

- Oversee implementation of the County DUI plan and budget that was approved by the Governor's Representative for Highway Safety
- Administer DUI contracts with local agencies (e.g. law enforcement, probation & parole, etc.)
- Serve as liaison to the media, the State Highway Traffic Safety Office, and other community and state groups
- Participate in the regional and/or annual statewide DUI Task Force meeting hosted by the State Highway Traffic Safety Office
- Maintain accountability and ensure transparency
- Ensure meetings are properly organized and documented: public notice and meeting agendas are prepared and sent out in advance; sign-in sheets and minutes of meetings are kept\*
- Ensure the budget is properly managed: budget report is provided at each meeting; contracts are properly managed and reimbursed based on provision of services, adequate reporting, and submission of invoices; records maintained that can withstand an audit.\*

*\*The Coordinator may fulfill these functions, or the task force may choose to appoint a secretary and/or treasurer.*



## Step 4—Develop a Clear Mission Statement & Strategic Plan

### *Don't do this alone!*

**Carry out the planning steps in collaboration with your DUI task force members.**

**The result will be a more robust work plan.**

A well-thought-out work plan is a critical part of supporting the statewide effort and helps keep the focus on the big picture. What are you trying to achieve and why? That is an easy question to answer with the help of the resources available—**see page 10.**

### **Recommended Components of a DUI Plan (based on county-specific data)**

#### **Enforcement**

Increase risk perception that impaired driving will result in an arrest. Provide funds for:

- ★ Increased DUI patrol activity
- ★ Compliance checks of establishments selling or serving alcohol
- ★ Cops in Shops® (a Century Council program, see [www.centurycouncil.org/initiative/cops-shops](http://www.centurycouncil.org/initiative/cops-shops))
- ★ Kegger patrols
- ★ Bar walk-throughs to look for and cite service to underage persons and over-service to intoxicated persons
- ★ DUI enforcement-related equipment and processing supplies

#### **Prosecution/Adjudication**

Increase risk perception that a DUI arrest will result in a conviction. Provide monetary support for:

- ★ DUI-specific training for prosecutors and judges
- ★ Visual trial technology
- ★ Start/support a DUI Court

#### **Policy & Legislation**

Increase probability that impaired drivers will be subject to swift, sure and appropriate sanctions through support of rigorous **DUI laws.**

Support **environmental strategies** to change aspects of the environment that contribute to the abuse of alcohol and other drugs. Specifically, environmental strategies aim to change the social norms that are accepting and permissive of substance abuse. Changing public laws, policies and priorities helps to create environments that decrease the probability of substance abuse. Examples of environmental strategies are:

- ★ Social host ordinances
- ★ Compliance checks of businesses that sell alcohol to reinforce the principles taught in Responsible Alcohol Sales & Service (RASS) training
- ★ Implementation of alcohol screening, brief intervention, and referral to treatment (SBIRT) protocols in the primary care setting as well as the emergency medical care setting

## Education/Awareness

Educate the public about drink equivalency, low risk drinking guidelines, and the dangerous consequences of drinking and driving in Montana:

- ★ Age-appropriate transportation alternatives (e.g. Tipsy Tow, Designated Driver programs, Safe Ride Home programs)
- ★ Responsible alcohol sales/service trainings
- ★ Cops in Shops campaigns
- ★ DUI crash scene re-enactment programs
- ★ Ghost Outs/Every 15 Minutes presentations
- ★ DUI victim presentations
- ★ Interactive Fatal Vision® goggle presentations
- ★ Town Hall meetings
- ★ Cops & Docs campaigns
- ★ Empty Dinner Party
- ★ After prom/graduation events
- ★ Public Information & Education Campaigns
- ★ Radio & television public service announcements (PSAs)
- ★ Billboards and bathroom signs
- ★ Letters to the editor
- ★ Displays at health fairs (e.g. use interactive education, such as asking people to pour a one-serving glass of wine (5 oz) as an intro to drink equivalency, serving sizes, and counting drinks)

### Where's the \$\$\$?

Some strategies cost more than others. The good news is many educational strategies are low-cost or free! For a list of ideas, visit

[www.mdt.mt.gov/publications/docs/new\\_sletters/duitaskforce/summer2010.pdf](http://www.mdt.mt.gov/publications/docs/new_sletters/duitaskforce/summer2010.pdf)

In fact, media advocacy is one of the most effective activities that a DUI Task Force can engage in....and it doesn't cost anything in monetary terms!

All it takes is the investment of time, thought, and collaborative effort.

## Media Advocacy

Increase community dialogue about the DUI problem, thereby creating public support for changing the culture of drinking and driving in Montana:

Media Advocacy is defined as the *strategic use of mass media and community advocacy to advance environmental change or a public policy initiative.*

In this context, media is a tool—not an end in itself—but a means to an end. Through media advocacy, your DUI Task Force frames the issue to show its importance to the community. The media can be the most efficient way to communicate with the largest audience possible in the least amount of time.

### You can use the media to:

- **Inform** the public about what really causes or contributes to problems in your county.
- **Recast** these problems as social concerns that affect everyone, not just a select group.
- **Encourage** community members and their leaders to find out more about the problems and to get involved in solving those problems.
- **Promote** services within your community that address the problems.
- **Change** the way key decision makers and the general public look at community issues or problems.
- **Create** a reliable, consistent stream of publicity for your task force's issues and activities.
- **Explain** how these problems could and should be solved.
- **Motivate** community members and policy makers to get involved.

## Monitoring Convicted DUI Offenders

Increase risk perception of felony DUI offenders that they will be caught if they violate conditions of supervision with regards to alcohol consumption. The DUI task force may fund overtime shifts for Department of Corrections Probation and Parole officers to accompany law enforcement officers on bar checks to assist in the identification of any felony DUI offenders and to conduct random home visits to conduct drug/alcohol testing.

## Other Interventions

Support treatment and other rehabilitation programs.

Support peer-led programs that provide support and healing for families and friends affected by alcoholism, e.g. Al-Anon, Alateen, and Students Against Destructive Decisions (SADD).

## Evaluation

Evaluation should be tied back to your county-specific data, and should begin while your Plan is under development, not after your Plan is complete. It is beneficial to evaluate process (activities and involvement of the DUI task force) as well as outcome (data).

**Make it Measurable:** Establish concrete criteria for measuring progress toward the attainment of each goal set. When you measure your progress, you are more likely to stay on track, reach your target dates, and experience exhilaration of achievement that spurs you on to continued effort required to reach your goal.

### *Think BIG!*

Although initial funding for DUI task forces is based on license reinstatement fees collected in each county, additional revenue sources are possible (e.g. grants, community contributions, service fees, etc.).

A broad, credible membership representing every sector of the community is important in providing “social capital” to give DUI task forces ready access to key community leaders, media outlets and funding sources.

DUI task forces with strong ties to the community are often able to continue even after a major funding source disappears and to appeal effectively for local funds for innovative programs.

## Your Plan must delineate:

- **Specific goal:** a broad statement that is attainable (e.g. Reduce alcohol-involved traffic crashes, injuries, and fatalities in \_\_\_\_\_ County).
- **Objectives:** specific, measurable, achievable, realistic and time-based activities and outcomes that will be used to attain your goal (e.g. Reduce youth access to alcohol).
- **Strategies/activities** (e.g. Sponsor Responsible Alcohol Sales & Service (RASS) training; conduct alcohol compliance checks; conduct bar and kegger patrols).
- **Timelines** for implementation of strategies/activities (e.g. number of RASS classes and target dates for scheduling them). Identify the roles of all members and community partners.
- **Proposed budget** that correlates with the strategies/activities.

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## Consider joining forces with an adjoining county to form a multi-county DUI Task Force!

### Advantages

- ★ One person coordinates meeting agenda, minutes and other meeting logistics.
- ★ Only one plan developed to meet intent of MCA 62-2-105 & 62-2-106.
- ★ Pooling of volunteers; reduction of meeting times.
- ★ Pooling of reinstatement fees (e.g. McCone County would have only received \$200 one year, but because of the tri-county task force that existed at that time, McCone could share in the almost \$5,000 collected).
- ★ Consolidation of fiscal management tasks.
- ★ Sharing information and projects.
- ★ Implementing the same projects across an entire region instead of only one county, effectively spreading the coverage of a message.
- ★ Collaboration over an extended region in a unified voice.
- ★ Promotes collaboration between law enforcement agencies for conducting compliance checks in adjacent counties where they may not be readily recognized.

### Disadvantages

- ★ The home county of the lead agency for the task force tends to get more attention.
- ★ It can be challenging to get equal coverage across the entire region, especially in less populated areas.
- ★ May be problematic for all task force members to come to all task force meetings. Rotating meetings into the outlying, less populated counties several times a year may help. So does employing free video conferencing technology such as Skype or one of the other many free online conference calling options.



## Step 5—Submit DUI Task Force Plan & Budget for Review

To facilitate development of county DUI task forces, the Montana Department of Transportation has contracted with veteran DUI Task Force Coordinator, Lonie Hutchison, to assist counties interested in forming county DUI task forces and provide technical assistance to new and existing DUI task forces.

Lonie was chosen for the position of DUI Task Force Facilitator because of her 20+ years experience as Missoula County DUI Task Force Coordinator. She is available to provide input and feedback to your DUI task force in developing and refining your annual plan.

To request a free experienced review, email or mail a draft of your proposed plan and budget to:

**Lonie Hutchison, DUI Task Force Facilitator**

c/o Missoula City-County Health Department

Health Promotion Division

301 West Alder Street

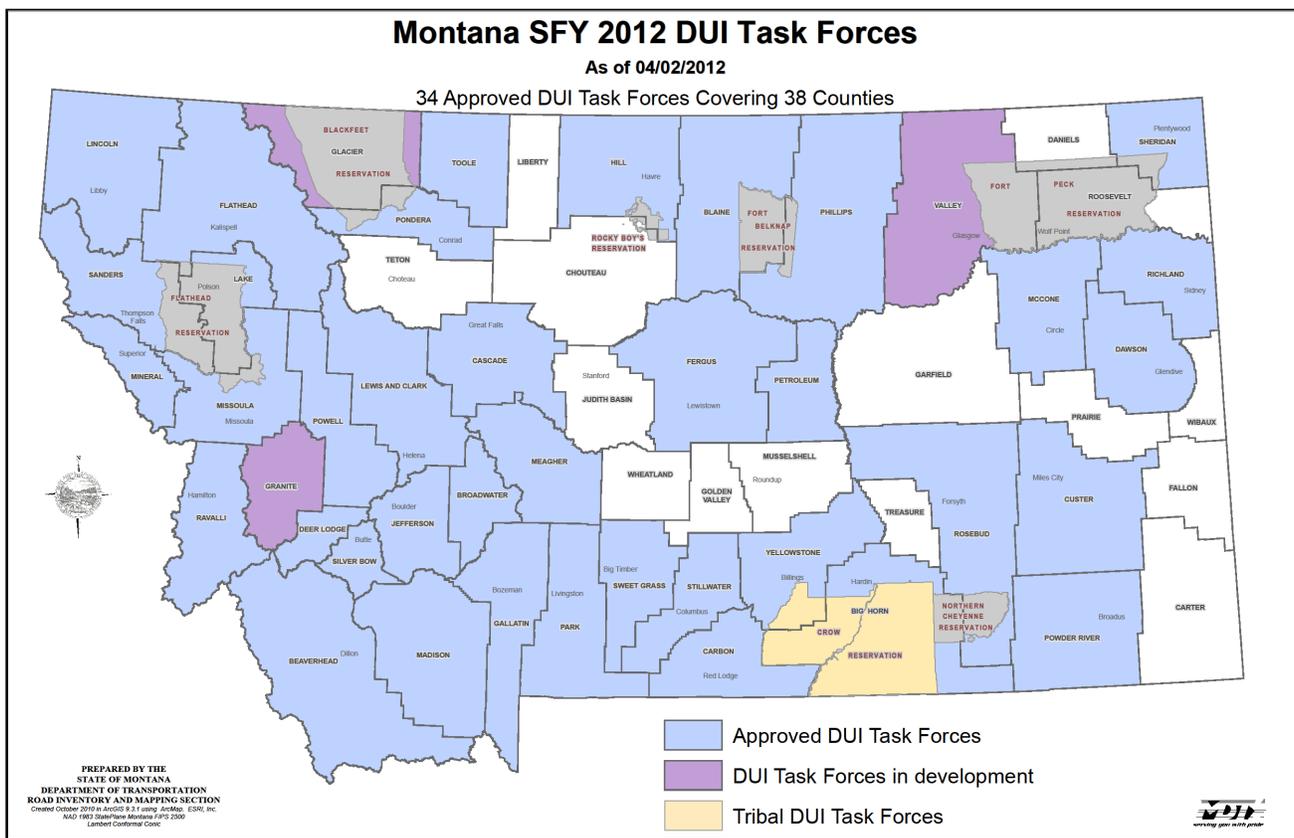
Missoula MT 59802

**lhutchison@co.missoula.mt.us** Work: **406-258-3880** Cell: **406-546-9640**

## Recommended Resources

- ★ **Montana DUI Task Force Resource Web Site:** [www.mdt.mt.gov/safety/dui\\_taskforces.shtml](http://www.mdt.mt.gov/safety/dui_taskforces.shtml)
- ★ **Montana DUI Task Force Toolkit—FREE.** To request a copy, contact the State Highway Traffic Safety Office at 406-444-7411 or 406-444-0809 or download free off the DUI Task Force resource web site.
- ★ **Montana Traffic Safety Data (state & county level):** [www.mdt.mt.gov/publications/datastats.shtml#crash](http://www.mdt.mt.gov/publications/datastats.shtml#crash)
- ★ **DUI Task Force Coordinator Contact List & County DUI Task Force Map** available at [www.mdt.mt.gov/safety/dui\\_taskforces\\_locations.shtml](http://www.mdt.mt.gov/safety/dui_taskforces_locations.shtml)
- ★ **Census Data** available at: <http://quickfacts.census.gov/qfd/states/30000.html> and <http://ceic.mt.gov/>

*Note: If you need additional data or help interpreting data, please contact **Danielle Murphy** at the State Highway Traffic Safety Office: **406-444-3430** or [dmurphy@mt.gov](mailto:dmurphy@mt.gov)*



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<sup>1</sup>*Economic Cost of Alcohol Abuse in Montana*—Dr. Pat Barkey  
[www.bber.umt.edu/pubs/health/CostAlcoholAbuseMT.pdf](http://www.bber.umt.edu/pubs/health/CostAlcoholAbuseMT.pdf)

<sup>2</sup>*Economic Costs of Alcohol-Related Vehicle Crashes in Montana*—Dr. Steve Seninger,  
[www.bber.umt.edu/pubs/health/CostAlcoholCrashes2010.pdf](http://www.bber.umt.edu/pubs/health/CostAlcoholCrashes2010.pdf)

<sup>3</sup>*To Drink is to Drive*—Dr. Tim Conley,  
[www.mdt.mt.gov/safety/docs/ToDrinkisToDrive.pdf](http://www.mdt.mt.gov/safety/docs/ToDrinkisToDrive.pdf)

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MDT attempts to provide accommodations for any known disability that may interfere with a person participating in any service, program, or activity of the Department. Alternative accessible formats of this information will be provided upon request. For further information, call (406) 444-7411, TTY (800) 335-7592, or the Montana Relay at 711.

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