

**ARIZONA**  
**safer**  
**bars**  
**ALLIANCE**  
Working to Prevent  
SEXUAL ASSAULT

**ARIZONA**  
**safer**  
**bars**  
**ALLIANCE**  
Working to Prevent  
SEXUAL ASSAULT

**ARIZONA**  
**safer**  
**bars**  
**ALLIANCE**  
Working to Prevent  
SEXUAL ASSAULT

# ARIZONA BAR BYSTANDER PROJECT PROGRESS REPORT 2012

Arizona Department of Health Services  
Bureau of Women's and Children's Health

Carol Hensell  
Sexual Violence Prevention and Education  
Program Manager  
October 2012

## TABLE OF CONTENTS

	Page
Table of Tables .....	3
Table of Figures .....	4
1. Arizona Bar Bystander Project Overview .....	5
2. Focus Group Methodology .....	10
3. Focus Group Findings 2012 .....	20
4. Training Design and Development .....	46
5. Program Development .....	51
7. ASBA Next Steps and Expansion .....	75

## TABLE OF TABLES

Table 1.1. Training areas suggested for bar staff and patrons.....	6
Table 1.2. Ranking of training areas for bar staff and bar patrons .....	7
Table 3.1. Potential barriers to partnerships between bar staff and patrons.....	21
Table 3.1. (continued) .....	22
Table 3.2. Potential solutions: general .....	23
Table 3.3. Potential solutions: bar policies .....	24
Table 3.3. (continued) .....	25
Table 3.3. (continued) .....	26
Table 3.4. Harassment scenarios/interventions comments.....	27
Table 3.5. Effective media .....	28
Table 3.5. (continued) .....	29
Table 3.5. (continued) .....	30
Table 3.5. (continued) .....	31
Table 3.5. (continued) .....	32
Table 3.6. Potential barriers/issues .....	33
Table 3.6. (continued) .....	34
Table 3.7. Potential benefits .....	35
Table 3.8. Sexual assault prevention training for bar staff and owners.....	36
Table 3.8. (continued) .....	37
Table 3.8. (continued) .....	38
Table 3.8. (continued) .....	39
Table 3.9. Potential prevention strategies .....	39
Table 3.10. Potential purpose .....	40
Table 3.11. Potential roles and responsibilities .....	41
Table 3.12. Media.....	42
Table 3.13. Citizen volunteer groups.....	43
Table 3.14. Bar staff testimony.....	44
Table 3.15. Development of plans and next steps .....	45
Table 4.1. Delphi two ranking of core training areas for bar staff.....	46

## TABLE OF FIGURES

Figure 2.1. Boston Area Rape Crisis Center Sample #1 .....	13
Figure 2.2. Flagstaff Sexual Assault Awareness Month Sample #2.....	14
Figure 2.3. Mesa Police Department Sample #3.....	15
Figure 2.4. Boston Area Rape Crisis Center Sample #4 .....	16
Figure 2.5. Boston Area Rape Crisis Center Sample #5.....	17
Figure 2.6. Mesa Police Department Sample #6.....	18
Figure 5.1. Arizona Safer Bars Alliance logo.....	57
Figure 5.2. Certificate of Completion of ASBA Training .....	58
Figure 5.3. Front and back of ASBA training wallet card.....	58
Figure 5.4. Poster options 1-6. ....	62
Figure 5.5. BARCC poster.....	63
Figure 5.6. ASBA’s fifth poster design.....	64
Figure 5.7. Zero tolerance ASBA poster with martini mixer. ....	65
Figure 5.8. BEHAVE! ASBA poster.....	66
Figure 5.9. Zero tolerance ASBA poster with martini. ....	67
Figure 5.10. Zero tolerance ASBA poster with beer mug.....	68
Figure 5.11. “On tap” ASBA poster, modified from BARCC poster. ....	69
Figures 5.12. and 5.13. Need help? posters. ....	70
Figure 5.14. ASBA promotional flyer.....	70
Figure 5.15. ASBA training tee shirt, front and back design.....	71
Figure 5.16. ASBA video 1: “BE playful, BE funny, BE charming, BEHAVE.”.....	72
Figure 5.17. ASBA video 2: “... we serve zero tolerance for sexual aggression.”.....	73
Figure 5.18. ASBA video 3: “...we serve zero tolerance for sexual aggression.”.....	74

# 1. ARIZONA BAR BYSTANDER PROJECT OVERVIEW

## BACKGROUND

In 2008, a comprehensive statewide sexual violence prevention needs assessment was conducted under the direction of Carol Hensell, Program Manager, Arizona Department of Health Services (ADHS), Sexual Violence Prevention and Education Program (SVPEP). The extensive findings from focus groups, Delphi surveys, and research were used to assist a 25-member Sexual Violence Prevention Planning Committee in the development of Arizona's *Sexual Violence Primary Prevention Eight-Year Program Plan (Eight-Year Plan)*.

Goal Statement Two for Universal Populations of "increasing Arizonans' engagement in sexual violence prevention" was developed to include sexual violence prevention efforts in alcohol-serving establishments. Outcome Statement Eight of Goal Statement Two stated that "by October 31, 2017, staff at participating establishments that serve alcohol will increase their knowledge of sexual violence prevention by 25% as measured by pre/post testing." Two strategies and five activities under Outcome Statement Eight outlined preliminary action steps. The Arizona Bar Bystander Project was developed as a vehicle to implement this objective of the *Eight-Year Plan*.

## SUMMARY OF FINDINGS FROM THE ARIZONA BAR BYSTANDER PROJECT REPORT OCTOBER 2011

The *Arizona Bar Bystander Project Report, October 2011* reported the first year of progress toward addressing sexual violence in alcohol-serving establishments through prevention strategies. This report presented detailed findings from statutory/regulatory/licensure reviews, bystander training and media review, environmental scans, and focus groups and Delphi investigation data in order to determine three things:

- core instructional components requisite in effective bystander intervention training for bar owners and their staff members and for bar patrons
- effective media strategies for alcohol-serving establishments and their patrons
- a comprehensive bar bystander program model that can be implemented in Arizona

A two-level Delphi survey and focus groups were selected as two optimal strategies for determining bar bystander training needs for alcohol-serving owners, managers, staff members, and patrons and for identifying effective media strategies and resources for both alcohol-serving establishments' personnel and patrons. The combination of the two techniques provided excellent, diverse data.

## **Delphi Survey**

Sixty-eight individuals in the state who had an interest in sexual violence prevention were invited to participate in the Delphi process. In Delphi One, respondents were first asked to identify the information and skills that should be the core of a comprehensive sexual violence prevention bystander intervention training program for owners and staff of alcohol-serving establishments. Then, they were asked the same question related to patron training. Respondents were also to explain their responses and provide details, if appropriate.

Of the 68 invited to participate in the survey, 32 (47.1%) responded. The Delphi One responses to these two open-ended questions were used to create the nine instructional categories shown in alphabetical order in Table 1.1. The next two columns show the number and percentage of Delphi respondents who identified the specific core training areas for bar staff. The final two columns show the number and percentage of Delphi respondents who identified the specific core training areas for bar patrons. In eight of the nine areas, more Delphi respondents identified specific information and skills that bar owners/staff needed to have than they did for bar patrons. "Resources/tools for patrons" was the only information and skills area that more Delphi respondents thought patrons needed to know than bar owners/staff.

Table 1.1. Training areas suggested for bar staff and patrons

<b>DELPHI ONE - CORE TRAINING AREA</b>	<b># Bar</b>	<b>% Bar</b>	<b># Patron</b>	<b>% Patron</b>
Alcohol/drug-facilitated rape	20	62.5%	14	43.8%
Bar policies	16	50.0%	3	9.4%
Bar's role	20	62.5%	7	21.9%
Definitions and scope	14	43.8%	12	37.5%
Gender socialization and renorming	7	21.9%	6	18.8%
Intervention skills	19	59.4%	12	37.5%
Observation techniques	16	50.0%	8	25.0%
Resources/tools for patrons	11	34.4%	18	56.3%
State and local laws	12	37.5%	5	15.6%

There was some overlap in the desired core content training for both the bar owners/staff and bar patrons, primarily in teaching alcohol/drug facilitated rape information, intervention skills, definitions and scope, and resources/tools for patrons. In these four areas, over a third of the Delphi One respondents believed the component should be included in bar staff training and over a third of the Delphi One respondents believed that the same component should be included in patron training. Some Delphi participants responded that both bar staff and bar patron groups should receive training in these areas.

The Delphi Two instrument was sent to the 32 Delphi One respondents. Part A of the survey stated, "Please rank from 1 to 9 the following core training content in the order of

their importance in a bar bystander training program for bar/alcohol serving establishments **owners and staff members** in Arizona. Please use 1 as most important and 9 as least important.” After ranking the core training content, Delphi respondents were asked to provide a detailed rationale for their ranking.

Part B of the Delphi Two stated, “Please rank from 1 to 9 the following core training content in the order of their importance in a bar bystander training program for bar/alcohol serving establishment **patrons** in Arizona. Please use 1 as most important and 9 as least important.” As in Part A, after ranking the core training content, Delphi respondents were asked to provide a detailed rationale for their ranking.

Twenty-six of the 32 (81.3%) Delphi One respondents completed ranking the core training areas as requested in Delphi Two. The final ranking is presented in Table 1.2.

Table 1.2. Ranking of training areas for bar staff and bar patrons

<b>CORE TRAINING AREA</b>	<b>BAR RANKING</b>	<b>PATRONS RANKING</b>
Alcohol/drug-facilitated rape	1	1
Bar policies	3	8
Bar's role	1	8
Definitions and scope	4	5
Gender socialization and renorming	9	6
Intervention skills	5	4
Observation techniques	6	3
Resources/tools for patrons	8	2
State and local laws	7	6

### **Focus Groups**

Focus groups were organized around two populations: (1) bar owners and employees and (2) bar patrons. A natural crossover occurred since bar employees were often bar patrons and vice versa. During the focus group process, participants were asked to give their perspectives from their role within the population-specific group, e.g., bar owners' and employees' perspectives in the bar owner/staff focus groups. The 38 bar patrons and 39 bar staff members (owners, managers, bartenders, servers, security staff, and musicians) in the seven regional focus groups provided valuable data and personal perspectives about the kinds of strategies and information that should be part of Arizona's bar bystander program.

From this extensive information, 12 instructional categories emerged: alcohol and drug-facilitated rape, bar policies, bar's role, definition and scope, gender socialization and renorming, intervention skills for bar staff (including security), intervention skills for

patrons, observation techniques for bar staff, observation techniques for patrons, resources/tools for patrons, education outside of bars/patrons scope, and state and local roles. Of these categories, only two were different from the 9 Delphi categories: education outside of bars/patrons scope, and state and local roles.

The Delphi survey identified key elements of bar bystander training content for both bar staff members and bar patrons. Delphi participants provided ideas for core training content and included additional feedback beyond the narrower training scope of the survey. Focus group questions were structured to elicit responses on training content for bar employees and bar patrons, feedback on bar roles and policies in reducing sexual aggression in alcohol-serving establishments, and ideas on effective media strategies and resources for patrons. The information gathered from both of these approaches not only provided comprehensive training ideas, but also extended into recommendations for broader programmatic applications.

As a result of the extensive data and research collected and analyzed, the *Arizona Bar Bystander Project Report, October 2011* identified three objectives:

- to develop a state bar bystander program
- to enhance current local bar bystander projects
- to share Arizona's bar bystander program model with other states

## **ARIZONA BAR BYSTANDER PROJECT PROGRESS REPORT 2012**

To provide continuity in the implementation process, Carol Hensell, Sexual Violence Prevention and Education Program Manager, purchased the services of Aha! Inc., a state contractor for facilitation, organizational development, and planning services. Cindy Turner and Suzy Seibert of Aha! Inc., have worked collaboratively with Ms. Hensell in the development of the *Eight-Year Plan* and on subsequent projects toward the implementation of this plan. Aha's primary scope of work for 2012 was to research, coordinate, and develop the training curriculum, develop the instructional materials/manual, coordinate the development of Arizona's bar bystander program name and program materials (e.g., logo, posters, window clings), pilot the training program, and finalize all instructional and collateral program products.

This *Arizona Bar Bystander Progress Report 2012* is an update of the *Arizona Bar Bystander Project Report, October 2011*. In this report are the 2012 activities toward realizing a strategy that would reduce sexual aggression in alcohol-serving establishments.

## ORDER OF THE REPORT

This report uses several of the recommendations from the *Arizona Bar Bystander Project Report, October 2011* as an organizational structure to present progress and activities. These recommendations were outcomes of the objectives identified in the October 2011 report.

Chapter 2, *Focus Group Methodology*, presents background information on the focus group methodology used in 2012 and describes the distinct purposes and facilitation/discussion contents of the two population-specific groups.

Chapter 3, *Focus Group Findings*, presents the findings of the six 2012 focus groups.

Chapter 4, *Training Design and Development*, presents the methodology used to develop the five-hour training, the pilot test, and finalization of the ASBA training.

Chapter 5, *ASBA Program Development*, describes the program development process and outcomes. It reviews the 2011 long-range objective and updates the status of each of the seven strategies.

Chapter 6, *ASBA Next Steps and Expansion*, presents a brief summary of 2012 and ASBA objectives and strategies for 2013 and beyond.

## 2. FOCUS GROUP METHODOLOGY

Both the 2011 Delphi surveys and focus groups encouraged brainstorming. Therefore, ideas and recommendations shared were random, spontaneous, and diverse. No investigative or prioritization process was employed that could have restricted creativity. This extensive feedback was reported in the *Arizona Bar Bystander Project Report, October 2011*. Thus the challenge for Arizona's Bar Bystander Project for 2012 was to research, prioritize, select, and develop specific recommendations from the feedback attained the previous year.

Since Delphi survey data and focus group feedback provided extensive and specific information on the skills and knowledge that should be included in Arizona's Bar Bystander training program, no further community-based information was required for training content in 2012. However, ideas and recommendations on media products, web-based promotions, resources for both staff members and patrons, a statewide certification program, a statewide coalition, etc., needed further exploration.

To begin the process, ideas were sorted into three broad categories:

- resources for alcohol-serving establishments
- statewide bar bystander alliance with corresponding collateral program products
- local community coalitions

To gain more detailed information and create a prioritization process, focus groups were selected. As in 2011, regional focus groups were organized in Flagstaff, Tucson, and Phoenix. These three communities have continued to express enthusiastic interest and support to reduce sexual aggression in their local alcohol-serving establishments.

The new round of focus groups selected two specific populations: (1) owners, staff members, and patrons of alcohol-serving establishments; and (2) community leaders (county and city), governmental agencies, and non-profit organizations that provide sexual violence and prevention services, community coalitions, and law enforcement. Two 1½-hour focus groups with a maximum of 12 participants per group were planned for each region.

In Flagstaff, Myra Ferrell-Womochil and Macy Mouritsen from Northland Family Help Center organized focus groups, obtained a location, selected, invited, and reminded participants to attend so as to ensure good attendance from both community leaders and organizations, and from owners, staff members, and patrons of alcohol-serving establishments. Jennifer Rauhouse from Peer Solutions organized focus groups in Tucson and Phoenix. These SVPEP contractors were asked to invite both new and former focus group participants in order to bring both continuity and fresh feedback to discussions.

Six focus groups were organized and conducted between April 16 and June 4. One set of focus group questions and discussion content was created for bar owners, managers, staff members, and patrons; another set of questions and discussion content was developed for community leaders, governmental agencies, and non-profit organizations that provide sexual assault services to survivors and prevention services, local sexual assault prevention coalitions, and law enforcement. Several owners of alcohol-serving establishments chose to attend the community-based focus group and had their managers and staff members attend their population-specific group.

### **Flagstaff Focus Groups**

On April 16, 2012, from noon to 1:30 p.m., bar owners, managers, and staff members participated in the first focus group. Participants included a bartender, several managers, an owner, a bar supervisor, and a patron. From 3:00 to 4:30 p.m., community members participated in the second focus group. Among members of the community represented were Executive Director, Victim Services; County Attorney and Deputy County Attorney; Program Coordinator, Northern Arizona Center Against Sexual Assault; Supervisor and Clerk, Board of Supervisors; City Attorney and Assistant City Attorney; Police Chief and staff member, Flagstaff Police Department; Sheriff's Office; Northern Arizona University Police Department; and members of Northland Family (a SVPEP contractor). Both focus groups were held at Collins Irish Pub & Grill in Flagstaff. The owner of Collins donated the space for the focus group activities.

### **Tucson Focus Groups**

On May 14, 2012, individuals from the community participated in the Tucson community coalition focus group held from 9:30 to 11:00 a.m. Several members of the University of Arizona (UoA) community participated: a police officer from UA Police Department, an intern from the College of Public Health, a violence prevention specialist, and another UoA intern minoring in Gender and Women's Studies. In addition, Supervisor Elias' office, the Tucson police department, Wavelab Recording, and Peer Solutions (a SVPEP contractor) were present. Bar owners, managers, staff (including an entertainment director, a bartender, and a bar employee), and a patron were the participants in the focus group from 1:00 to 2:30 p.m. Both focus groups were held at the Hotel Congress in downtown Tucson. The manager of Hotel Congress donated an area of the establishment for the two focus groups.

### **Phoenix Focus Groups**

On June 4, 2012, individuals from the community attended the Phoenix community coalition focus group held from 9:30 to 11:00 a.m. Community members included the Communications and Special Projects Director of the Arizona Department of Liquor Licenses and Control, the Community Affairs Assistant and the Legislative Liaison for the Maricopa County Attorney's Office, the Deputy Director of **one n ten** (serving Lesbian, Gay, Bisexual, Transgender, Questioning youth), and an ADHS Intern from the University of Arizona. Bar owners, staff, and patrons attended the

afternoon focus group from 1:00 to 2:30 p.m. The focus groups were held at Carly's Bistro in Phoenix. The owner of Carly's donated an area of the establishment for the two focus groups.

### **Bar Owners, Managers, Staff, and Patrons Focus Group Format**

Unlike the focus group format in 2011 that used a specific set of questions, the 2012 focus group format used a more informal discussion model. These are the primary objectives of this population-specific focus group:

- to share information and current progress on the bar bystander project
- to explore strategies for establishing collaborative partnerships between patrons and bar staff
- to identify potential barriers and solutions for establishing collaborative partnerships between patrons and bar staff
- to discuss bar policies
- to identify effective media strategies and products by soliciting opinions and preferences on poster designs, signage, slogans, state logo design, and training videos

Since a portion of the focus group was dedicated to media product development, Katrina Noble, Media Director, Bolchalk Frey Marketing, Advertising and Public Relations (BFM) was selected to co-facilitate with Carol Hensell, SVPEP Program Manager. BFM is a subcontractor of Aha! Inc.

During the media strategies and products discussion, participants first examined three types of media messaging: behavioral messaging, safety messaging, and preventive messaging. Examples of each type are given below. These examples came from 2011 focus group participants:

- Behavioral messages: "if you do (that), don't come back," "sexual predators go home now!," "if you're drinking, it's a relationship," "most rapes take place with someone you know"
- Safety messages: "safety starts with patrons," "have a good time, be safe," "be secure, be with friends," "at a loss, talk to the boss," "This bar has zero tolerance against sexual aggression"
- Preventive messaging: "no means no," "take care of yourself, watch your drink," "watch your drink, watch your friends," "be aware of your surroundings"

Next, Katrina Noble led a discussion on media visuals by asking participants to critique six posters. The sample posters are presented in Figures 2.1 through 2.6.



Figure 2.1. Boston Area Rape Crisis Center Sample #1



Figure 2.2. Flagstaff Sexual Assault Awareness Month Sample #2

# HAVING FUN TONIGHT?



## STAY IN CONTROL & STAY SAFE!

**IF YOU DRINK... DRINK RESPONSIBLY**

**WATCH YOUR DRINK**

**HAVE AN ESCAPE PLAN**

**USE THE BUDDY SYSTEM**

**WATCH FOR "RED FLAGS"**

**TRUST YOUR INSTINCTS**

**ALWAYS CARRY A CELL PHONE**

**HAVE A FRIEND CALL TO CHECK ON YOU**

**DON'T GIVE OUT PERSONAL INFO TO STRANGERS**

**MAKE SURE SOMEONE YOU TRUST KNOWS WHERE YOU ARE AND WHERE YOU ARE GOING AT ALL TIMES**



This Public Service Message is brought to you as part of our partnership with the Mesa Police Department. We are working together to keep you and our establishment safe!

Figure 2.3. Mesa Police Department Sample #3

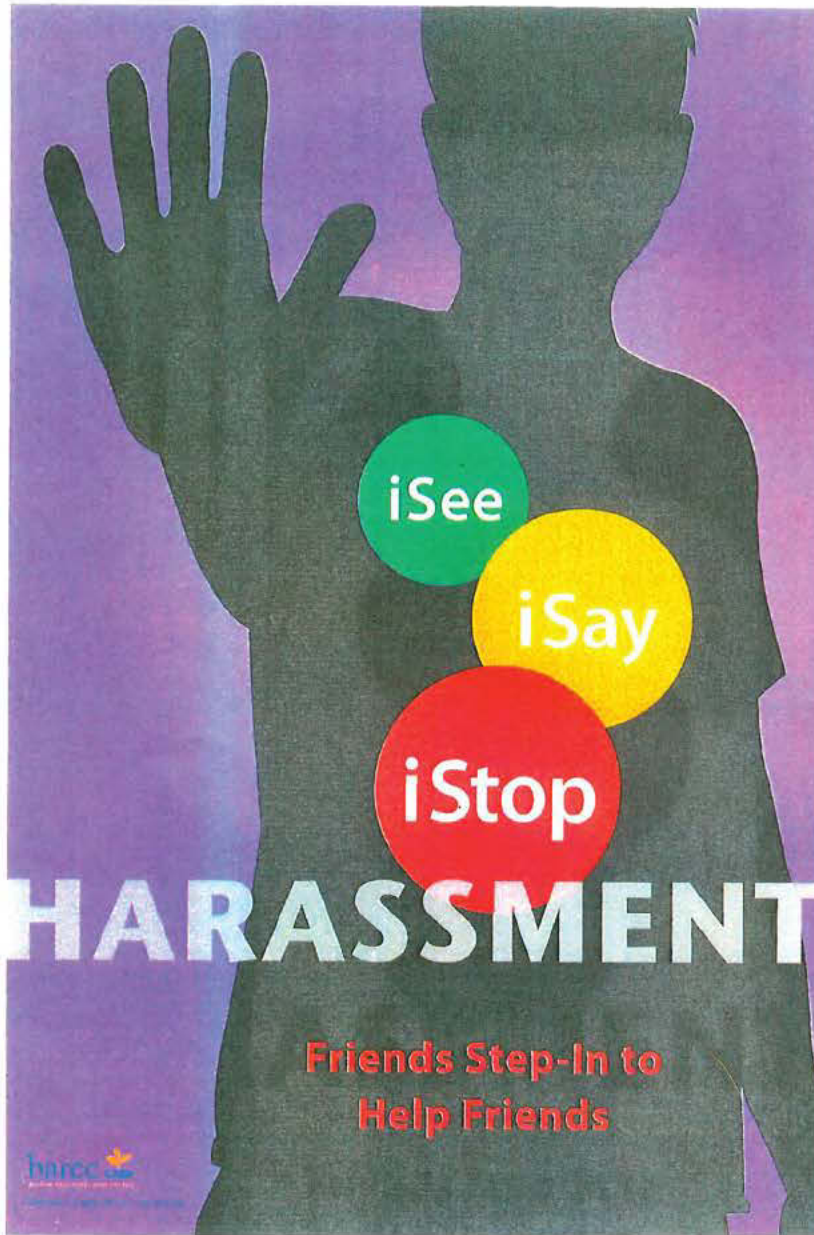


Figure 2.4. Boston Area Rape Crisis Center Sample #4



Figure 2.5. Boston Area Rape Crisis Center Sample #5

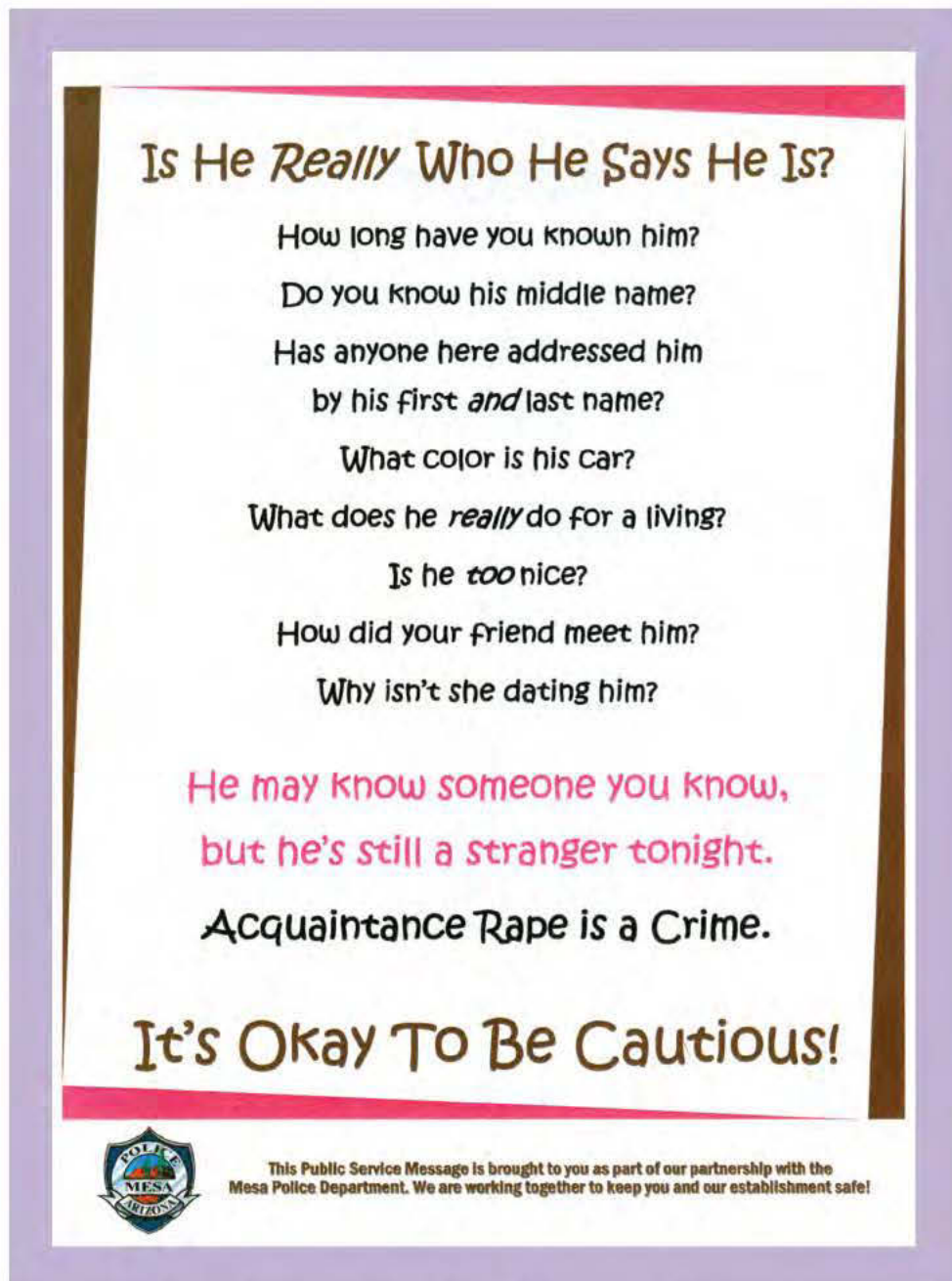


Figure 2.6. Mesa Police Department Sample #6

The next discussion focused on the use and development of Internet applications (APPS). As in the 2011 focus groups, participants supported the use of websites such as YELP, Citysearch, azcentral, and Open Table to identify alcohol-serving establishments that had staff members who were trained on sexual aggression prevention and that had a policy of zero tolerance for sexual violence.

The last media strategies discussion focused on possible names for an Arizona bar bystander program and logo designs and tag lines for the state program. Participant feedback is presented in Chapter 3. Focus Group Findings.

### **Community Coalition Focus Group Format**

“Creating local grassroots bar bystander programs is an effective method for building a broader program plan. Local programs have the flexibility to experiment with different approaches and can more easily adapt. Focus group and Delphi participants recognized the wisdom in smaller, volunteer programs.” *Arizona Bar Bystander Project Report, October 2011*

The community coalition focus group format was more formal and used structured questions. These were the primary objectives of this population-specific group:

- to share information and current progress on the bar bystander project
- to explore the purpose of a local bar bystander community-based coalition
- to discuss possible roles and responsibilities of coalition partners
- to identify benefits and potential barriers of forming a local bar bystander coalition
- to explore development of a plan to create a community-based coalition
- to discuss next steps

This focus group served as a way to bring together local and county community leaders, agencies and organizations which provide sexual assault and abuse services to survivors and prevention education, district attorney offices, local and county law enforcement, and owners of alcohol-serving establishments. This was an opportunity for bar owners who attended this focus group to meet and access community leaders and agencies and to learn more about local sexual violence incidents and prevention efforts. Owners had opportunities to discuss issues in their establishments with law enforcement and prosecutors and to begin to establish reciprocative and cooperative relationships. Carol Hensell facilitated discussions by posing questions:

- What would be the purpose or function of this new coalition?
- What kind of roles and responsibilities would partners have?
- What kinds of activities would this coalition want to do?
- What might get in the way of building, formalizing, and expanding this partnership?
- Would this new partnership be a duplication of current efforts? What would make this new partnership different from current sexual violence prevention coalitions?
- If there is a current active coalition, could it be expanded to include broader community representation? Do you have the right people participating?

Since this was an exploratory focus group, decisions to pursue the formation of a sexual violence prevention community coalition were left to participants. Where there was strong interest, brief discussions on “next steps” occurred. In focus groups where SVPEP contractors were in attendance, these contractors volunteered to spearhead “next steps” recommendations. Participant feedback from these focus groups will be presented in the next chapter.

### 3. FOCUS GROUP FINDINGS 2012

As presented in the previous chapter, six focus groups were conducted between mid-April and early June. Owners, managers, staff members, and patrons of alcohol-serving establishments were invited to three of the six focus groups, and community leaders, governmental agencies, organizations, etc., were invited to three different focus groups. Information gleaned from these six focus groups was initially recorded on flip chart pads and computers and then converted into Excel® spreadsheets.

The spreadsheet for owners, managers, staff members, and patrons has five main categories:

- Potential Barriers for Establishing Collaborative Partnerships Between Patrons and Bar Staff
- Potential Solutions: General
- Potential Solutions: Bar Policies
- Harassment Scenarios/Intervention Comments
- Effective Media

Beneath each main category, sub-topics have been added that reflect suggestions, ideas, and comments from participants. An “X” indicates that participants in different focus groups identified the same recommendations or ideas. Tables have been created for each of the five categories.

The spreadsheet for community coalition participants has 10 broad categories:

- Potential Barriers/Issues
- Potential Benefits
- Sexual Assault Prevention Training for Bar Staff and Owners
- Potential Prevention Strategies
- Potential Purpose
- Potential Roles and Responsibilities
- Media
- Citizen Volunteer Groups
- Bar Staff Testimony
- Development of Plans and Next Steps.

Beneath each main category, sub-topics have been added that reflect suggestions, ideas, and comments from participants. An “X” indicates that participants in different focus groups identified the same recommendations or ideas. Tables have been created for each of the ten categories.

**BAR OWNERS, MANAGERS, STAFF MEMBERS, AND PATRONS FOCUS GROUP DATA**

**1. Potential Barriers for Establishing Collaborative Partnerships Between Patrons and Bar Staff**

One potential barrier to establishing collaborative relationships is how patrons view bar staff, especially bouncers/security personnel. They don't see that the staff is there to help them if there is a problem. The flip side to this perception, voiced in the three geographic regions, is that bar staff stated that determining if/when people are being harassed and who initiated the aggression is difficult sometimes. Therefore, it is hard to know how/when to help. Bar attitude toward sexual aggression can be a barrier. If patron safety is not perceived as a concern, if bar profits are negatively affected when enforcing over-serving policies, if the accepted attitude is, "Guys hit on girls," and ads for bar activities are sexualized, such as for dance nights or "Ladies Night Out," then these attitudes and actions can be a barrier to collaborative partnerships between patrons and bar staff.

Table 3.1. Potential barriers to partnerships between bar staff and patrons

<b>Potential Barriers for Establishing Collaborative Partnerships Between Bar Staff and Patrons</b>			
<b>Location</b>	<b>Flagstaff</b>	<b>Tucson</b>	<b>Central Phoenix</b>
<b>Participants' Feedback</b>			
Patrons don't see bouncers/bar staff as individuals who can help (there to protect patrons -- not the mean people). "Teach the perception that these people are there to help." Flagstaff. "I don't think I'd expect bar staff to assist me." Phoenix.	X		X
Find ways to have more open communication with patrons - find balance. "I'm a server as well. It's hard to create relationships with patrons."	X		
"I don't have time to watch out for everyone."		X	
Hire the right staff - individuals who can handle stress and issues (people who are able to work in a stressful environment stress at different levels).	X		
Affects profits when enforcing over-serving (policies). Drinking, drugs, medications can all be conditions of patrons.			X
Manager's viewpoint: "It's hard to make a judgment about people being harassed. Guys hit on girls." Flagstaff. Sometimes it is difficult to determine who is right and who is wrong (in a sexual aggression situation). Tucson. In this culture, people don't know how to behave. Phoenix.	X	X	X
A lot of people think that it (sexual harassment) is tolerated. Flagstaff. Ads for dance nights -- how sexualized they are. Some bars rely on "Ladies Night Out" -- a magnet for some guys. Phoenix.	X		X
Unlit parking lots. Don't want well lit bars, but want well lit parking lots.			X

Table 3.1. (continued)

Potential Barriers for Establishing Collaborative Partnerships Between Bar Staff and Patrons			
Location	Flagstaff	Tucson	Central Phoenix
<b>Participants' Feedback</b>			
Safety might not be the big factor for women -- go for the music. Most people go to certain bars for a reason: a band playing, drink specials, friends going there, atmosphere, etc. <b>Why choose one bar over another?</b> For own (women's) safety. (Divergent opinions). Phoenix			X
More commercial establishments may not have safety in mind. "I think in general, bars cater toward single people looking to "hook up". Don't know if it's something bars can cure -- low lighting; seating. Hard to regulate.			X
Bar staff turnover.			X
If you see sexual aggression, you can have zero tolerance. It's what you can't see (that you have difficulty enforcing).	X		
Bar attitude toward sexual aggression. They might not see sexual violence/aggression as an issue.			X
Most bars don't have the money to create a system (staff walking around and checking behaviors/situations) and don't have the extra staff.		X	
People's (patrons) rights might be violated.			X

## 2. Potential Solutions: General

Bar staff and patrons in all three regions believed that setting standards of behavior that clearly state that sexual assault is not tolerated would be a potential solution. Other suggestions supported by participants from two of the three focus groups were to “encourage different staff members to talk with patrons when they come early and when business is slow. Get to know them on a first name basis. This creates camaraderie and builds trust. Patrons need to be able to interact (with staff).” Participants from Flagstaff and Central Phoenix also recommended using posters, tee shirts, and table tents with effective messaging. They suggested that the same message be used for both men and women.

Table 3.2. Potential solutions: general

Potential Solutions: General			
Location	Flagstaff	Tucson	Central Phoenix
<b>Participants' Feedback</b>			
Encourage different staff members to talk with patrons when they come early and when business is slow. Get to know them on a first name basis. This creates camaraderie and builds trust. Create a relationship. Flagstaff. A benefit is the creation of personal relationships with bar staff. Phoenix.	X		X
Develop "regulars." Get familiar with regular patrons so that patrons get to know the bar staff. This is a way that lets patrons know that they are safe with staff.	X		
Create a system where staff is walking around checking (what's going on) in the establishment.		X	
Have security in the parking lot; guard (drivers') licenses. (Patrons) getting more help would be good. "We have to deal with a lot of situations."			X
Have female security staff. Tucson. Use women for security staff and bartending. "Hey, man, I'm worried about you getting home safely (when cutting someone off)." "We have taken keys away from patrons." Phoenix.		X	X
Having different check points is good.			X
Be sure not to isolate non-regulars.	X		
<b>Would a dialogue with owners be useful?</b> "I do like to know the owner."			X
Location: if a place doesn't look safe (environmental factors), have an exit strategy.			X
How about "ladies safety night"?			X
Need to have someone at the door to see people leaving with someone they just met.			X
Use posters, tee shirts, table tents (with effective messaging). "If there's a issue. Let us know." "If afraid of being sexually assaulted, come to us!" Place posters in women's bathroom. Flagstaff. It should be the same message for both men and women. Phoenix.	X		X
Patrons need to be able to interact (with staff). Flagstaff. If bar staff members are present, they are able to see what's going on. Phoenix.	X		X
Set standards of behavior -- sexual assault is not tolerated. "I use politeness and no nonsense to address a situation." Flagstaff. Maybe there should be a written code of conduct posted by the entrance and box office - less (conduct) questions on patron's part. It (posted code of conduct) sets the standards for patron behavior -- lets patrons know what to expect. Tucson. "I like certification where a standard of behavior is set as opposed to that's good, that's bad. Leaves a lot of stuff open. Not a great way to handle things. If it's bad (a situation of sexual aggression), "We've got your back". Phoenix.	X	X	X

### 3. Potential Solutions: Bar Policies

Bar staff and patrons from Flagstaff and Tucson shared that most individually owned bars don't have written policies on sexual aggression. These bars have informal policies that are part of the establishment's culture/atmosphere. "We pride ourselves that women feel comfortable in the bar (unwritten policies, but part of our culture)." Participants in the three regions recommended that alcohol-serving establishments have zero tolerance policies toward patrons that make other patrons feel uncomfortable. When directly asked if bars should have a written policy of zero tolerance for sexual aggression, participants from Flagstaff and Tucson emphatically responded, "Yes, for ALL participants" (for all alcohol-serving establishments participating in the statewide bars bystander program.)

Bar staff and patrons from the three regions strongly supported a policy that required mandatory sexual assault prevention training for bar staff and owners. Since liquor licensure training is required, participants recommended sexual violence prevention training as a requirement for new employees. One Phoenix patron stated, "I would like to know that everybody has been trained to handle situations."

Table 3.3. Potential solutions: bar policies

Potential Solutions: Bar Policies			
Location	Flagstaff	Tucson	Central Phoenix
<b>Participants' Feedback</b>			
Lots of bars don't have policy and procedure manuals (not small local bars). Those that do, come from corporate owners.	X		
Look at bars that have the most revenue and have the least sexual aggression/assault. What are they doing?			X
It's great that bartenders can refuse service.			X
If the bouncer gets a report that a guy is being creepy, that patron is gone the first time. Flagstaff. If complaints, they (bouncers) will escort aggressors out of the building. Tucson.	X	X	
<b>Zero Tolerance of Sexual Assault Policy</b>			
Most individually owned bars don't have written policies on sexual aggression - have informal policies (loose policies) -- part of the establishment's culture/atmosphere. "We pride ourselves that women feel comfortable in the bar" (unwritten policies, but part of our culture). Flagstaff. "We have zero tolerance for sexual or physical aggression" (unwritten). Tucson.	X	X	
Bars should have no tolerance for patrons who make women feel uncomfortable. Flagstaff. If you don't feel safe, you should be able to go to one of the employees. Tucson. Important to know that there are people to help. Phoenix.	X	X	X

Table 3.3. (continued)

Potential Solutions: Bar Policies			
Zero Tolerance of Sexual Assault Policy			
Location	Flagstaff	Tucson	Central Phoenix
<b>Participants' Feedback</b>			
Zero tolerance is discussed at informal trainings. The message is to keep the place comfortable for all patrons. (Tacit knowledge that comes from experience, can't exactly codify.) Covered in on-the-job training, not written policy.	X		
<b>Should bars have a written policy of zero tolerance of sexual aggression?</b> Yes, for ALL participants (all participating bars). "How are you going to implement?" Flagstaff. "We already have a poster -- 'we don't tolerate under age drinking.' We could expand the existing policy. I like the idea of a written policy of zero tolerance." Tucson.	X	X	
Need true definition of "sexual assault."	X		
It's good to know how to take care of yourself. Be aware. Take someone with you. Historically, patrons have had the responsibility (for their own safety). Bars have the responsibility to not to over-serve -- but not enforced. It would be nice if "no over-serving" was enforced. Liability issue: liable for your actions.			X
Mandatory Sexual Assault Prevention Training for Bar Staff and Owners Policy			
<b>Should there be a written policy that staff has to be trained in sexual violence prevention?</b> Liquor license training is a requirement. Would make sexual violence prevention training a requirement - part of new employee packet. New employees must attend class next time offered -- like liquor board training. Offer 4 times a year to catch-up with new employees. "I love the idea! We're forced to get staff sexual violence prevention training." Flagstaff. It is good for bar staff to have the (SVP) training. "I would like to know that everybody has been trained to handle situations." You can educate people on primary prevention. Phoenix.	X		X
Might be easier if there was a certificate for all staff trained. Flagstaff. <b>If you (patrons) went to a bar that had a certification of zero tolerance, would it be helpful to you?</b> "I think so. Depends on the person (patron) and past experience in bars. If I had an experience with sexual aggression, I would care about certification, but not until then (as a patron). But I would support certification as a bar staff member." Tucson. Like the idea of certification. Phoenix.	X	X	X
Staff training helps us with liability -- need some kind of certification with the State Liquor Board. If we take all preventive measures -- the certification would offer protection -- individual certification and business certification. (5 hour class.)	X		
Should have all staff trained. Bars should get a break on insurance if all staff is trained.			X

Table 3.3. (continued)

Potential Solutions: Bar Policies			
Mandatory Sexual Assault Prevention Training for Bar Staff and Owners Policy			
Location	Flagstaff	Tucson	Central Phoenix
<b>Participants' Feedback</b>			
3 hours seems like a long time (a lot of time for staff to give). More valuable if the training was more interactive, scenario-based (basis of training is critical thinking.) If more lecture style, then an online format would work, but (the training) would be more valuable if more interactive.		X	
<b>Should there be a training video developed if employees couldn't attend?</b> Too much lost in translation. Do not support video training as stand alone – too easy to "zone out" and not absorb the content.	X		
Bars could send staff to sexual assault awareness training. Could extend (training) to patrons. Get the word out there – advocacy. Try to promote patrons to attend training. Training could be a mingling of both patrons and staff members.	X		
Would be nice (for staff to be trained), like food handlers training.			X
Bar staff/owners must become smarter (when it comes to sexual aggression). Flagstaff. Have to be observant. Phoenix	X		X
Training should teach the ability to observe, assess, and intervene.		X	
There is some training for security staff, but not in the area of sexual violence. Some staff have had liquor licensing training. "I don't think training would be a barrier, but an opportunity."		X	

#### 4. Harassment Scenarios/Intervention Comments

Focus group participants were asked to share harassment scenarios and possible intervention strategies. Their responses represented a broad spectrum of perspectives, concerns, and issues. During the discussion, individuals from both Flagstaff and Phoenix shared comments about confrontation. One Phoenix participant stated, "Is it possible to educate someone who might be potentially harassing and not have emphasis on the victims and staff? The incentive is the same. As part of the overall community, there is a responsibility to intervene." Flagstaff participants also said that if a guy makes a girl uncomfortable, he has to go. And bar ethics should supersede patrons' ethics.

Flagstaff and Phoenix participants explored ideas about the use of taxicabs as a potentially effective intervention strategy. Flagstaff bar staff and patrons suggested building relationships with bars and taxi services to be sure intoxicated patrons get home safely and maybe developing an agreement (with cab companies) for a flat rate, maybe \$5.00.

Table 3.4. Harassment scenarios/interventions comments

Harassment Scenarios/Intervention Comments			
Location	Flagstaff	Tucson	Central Phoenix
<b>Participants' Feedback</b>			
Example: two weeks ago the bartender saw a fight between a boyfriend and girlfriend (pushing the girl against the wall). The bartender intervened (asked if the guy was bothering her). The girl said, "No, he's ok. He's my boyfriend." The bartender said that they needed to leave or "figure it out." "This is not happening here."	X		
A guy will have a perspective too. Some are more socially awkward. Need to listen to both sides of the story to gauge intentions. Even if he makes the girl uncomfortable, he's got to go.	X		
Some older guys have a different set of ethics that allows them to behave a certain way. Bar ethics should supersede patrons' ethics.	X		
Sometimes confronting a guy is enough. Flagstaff. Is it possible to educate someone who might be potentially harassing and not have emphasis on the victims and staff? The incentive is the same. As part of the overall community, there is a responsibility to intervene. "If you're here, it's great for you to help out?" Phoenix.	X		X
Should a patron confront the guy? Usually the patron has already tried to "brush-off" a guy. "That's when it is creepy or inappropriate." Flagstaff. "As a patron, I would probably respond if a woman is being harassed." Phoenix.	X		X
Sexual assault not only issue when a guy is kicked out. He might get assaulted. Men should be kept safe also.	X		
Create a partnership with Planned Parenthood and other women's health services. Why not work with them?	X		
<b>Taxi Cab Discussion</b>			
Can't force people into cabs. Only offer them. No free taxis.	X		
Maybe build a relationship with bars and taxi services to be sure intoxicated patrons get home safely.	X		
A ride component is very important. Most cab companies offer free rides back to cars.			X
Would want help from taxis -- maybe develop an agreement for a flat rate (\$5.00?).	X		
Charge a cover charge to pay for cab rides. (Issue: some patrons will take advantage of free cab fare.)	X		

## 5. Effective Media

Focus group participants gave diverse perspectives on effective media, sharing ideas such as using multiple marketing tools and products to promote the message of zero tolerance for sexual aggression, e.g., stickers, mass media, and social media. Tucson and Phoenix participants recommended creating a statewide media campaign including media that “should push to new ideals – change people’s perceptions and awareness.”

Under the subcategory of media messaging and products, bar staff and patrons from the three regions recommended using messaging that is, “easy to read, humorous, lighthearted, attention grabbers, catchy, quick, positive, friendly.” Other suggestions included using rhymes, messages that are “short, simple, funny, funky.” Participants in Tucson and Flagstaff suggested the ideas of “branding,” creating a symbol or logo that identifies establishments as safer bars, bars that have zero tolerance for sexual aggression and have trained staff.

Participants were asked and gave specific feedback on poster samples. Images of the posters were presented in Chapter 2: Focus Group Methodology. Under the discussion of the use of APPS, bar staff and patrons from all three regions liked the idea of using YELP to promote zero tolerance/certified bars.

Table 3.5. Effective media

Effective Media			
Location	Flagstaff	Tucson	Central Phoenix
<b>Participants' Feedback</b>			
With the right media campaign, SAFE bars would be more predisposed to earning the "zero tolerance" certification.		X	
Like the "SAFE ZONE" message. Advertise the "SAFE ZONE" concept. This means that this is a safe environment. People will know the bar's reputation. A SAFE ZONE will deter predators.			X
Create statewide media campaign. Tucson. Like the idea of a general statement, but need to have specifics in messaging, too. Phoenix.		X	X
Media should push to new ideals – changing people's perceptions/awareness.			X
If create marketing, make sure women know to contact the bartender if they need help.	X		
"Target areas that we can control."	X		
Might be helpful to have sign in bathrooms (a plus in gay cultures).			X
Use multiple methods to get message out: stickers, mass media, Facebook, social media.	X		
Use marketing tools/products that don't compete/conflict with the establishment's marketing and décor. Use tasteful posters (bar owner's comment). "We spend a lot of money to create a nice atmosphere for our patrons."	X		

Table 3.5. (continued)

Effective Media			
Media Messaging and Products			
Location	Flagstaff	Tucson	Central Phoenix
<b>Participants' Feedback</b>			
The message should be to empower someone to be positive. If you empower people, they know how to notify staff.			X
Put message toward victims' perspective: "Is this weird? Or not?" Young people may not know what is bad or dangerous.			X
Promote the idea -- look for branding of a certified bar. A sticker (window cling). This "sticker" means zero tolerance of sexual aggression. Zero tolerance for under 21. This means this is a safe place. Flagstaff. Create a symbol or logo that sticks in your head. (Looking at state certification logo.) Tucson.	X	X	
Maybe more than just certification (recognition), maybe include consequences. Phoenix.			X
Like the birthday card idea (from Fall focus groups). Would like to see it extended to 26 years or under. Would get the card at the door.			X
Use positive, proactive approach. Flagstaff. Don't want to scare patrons. Make messages easy to read, humorous, lighthearted, attention grabbers, catchy, quick, positive, friendly. Tucson. Something short, simple, funny, funky. "I like the idea of making it friendly." Proactive messages. Phoenix.	X	X	X
Use signage that says e.g., "staff is available. We will walk you to your car. We will call a cab for you. Know who your friends are. Trust your instincts."			X
<u>Safety messages</u> : use rhymes. "At a loss, talk to the boss." "Keep an eye out," puts responsibility on patrons (potential victim blaming?). "We are here for you, if you need us." more positive. Tucson. "We're taking care of you." Phoenix.		X	X
<u>Preventative messages</u> : "We're watching you!" "Be aware of your surroundings." Use more positive messages. Be careful not to create an angry, fear-based campaign. More helpful if you say, "We have your back."		X	
Use posters that promote messages to communicate with staff. Blatant stuff (sexual aggression) is not a problem. Use anything that makes them (patrons) aware. Flagstaff. "We need to have message about aggression and drugging people." Phoenix.	X		X
Put a list in the bathrooms of the staff that is working (that night), like the bathroom cleaning schedule.			X
Possible message: "If you left your drink at your table, do you know what is in it now?"	X		

Table 3.5. (continued)

Effective Media			
Media Messaging and Products			
Location	Flagstaff	Tucson	Central Phoenix
<b>Participants' Feedback</b>			
"Acquaintance rape is a crime."		X	
"Having fun tonight? Stay in control and stay safe."		X	
Boston's BARCC slogan/poster: "We are looking out for your safety tonight. Help us out -- let us know if you'd like some assistance." Simple and gender neutral. Tucson. A little wordy. It needs a visual. Make friendlier. Maybe a list of everyone working that night (second section of the poster). "Help us out" seems sterile. Phoenix.		X	X
Response to Boston's BARCC poster: "We also have these on tap. Just ask. If there's a problem, we can help." Really liked this poster. (Participants didn't have time to give more detailed feedback.) Flagstaff. Too much, too busy. Made me look more closely at the poster. Could be placed in the bar area. Has general safety message. Maybe too vague -- if didn't know the background information, wouldn't know what the message (on tap) is talking about. Would remove and rename various "taps" -- Keep only "Help". Maybe one tap that's labeled, "Your Safety". Tucson. "That's cute! Clever!" Makes me feel kinda warm. More graphics, much more eye-catching. Words not specific enough. Some participants thought words on "taps" were good, others thought the words were too vague. Need to tie together better. Maybe a footnote at the bottom to tie in the taps. Maybe one tap, with person in background. Maybe a tag line, "Ending sexual violence in bars." "I think a lot of people would read this." Phoenix.	X	X	X
<u>Northland poster for sexual assault awareness month</u> : "If you're the victim of sexual assault, we've got a whole community to help you." A little vague. Visual looks like a poker chip. Would make collaborating agencies logos at bottom, larger.			X
<u>Mesa Police Department poster</u> : "Having fun tonight? Stay in control and stay safe." Don't like the visuals/picture. Don't like the word "control". Use, real, respectable people in the picture. (Cartoon image is goofy.) Cut language in half: Watch you drink; Watch for "red flags;" (Some participants said, "What does this mean?"). Considered "buddy system" as grade school language). Recommended, "Have an escape plan." Final recommendation: one stand alone -- "Trust you instincts."			X
Boston's BARCC poster: "Isee, isay, istop Harassment. Friends step-in to help friends". "Really like this poster." Tucson. "Catchy!" Phoenix.	X		X
"Know who's on your side."	X		
"Be secure. Be with friends."	X		
"The bouncer threw my drink out. You're welcome."	X		
"No means no!"			X

Table 3.5. (continued)

Effective Media			
Media Messaging and Products			
Location	Flagstaff	Tucson	Central Phoenix
Participants' Feedback			
"This bar wants you to ask for help."			X
Use disposable bar coasters, napkins with different messages.	X		
Table tents compete with the establishment's marketing.	X		
Use stickers and buttons: "Speak out. Let bartenders know."	X		
Maybe have staff tee-shirts tied to completion of sexual violence prevention class. Maybe have slogan on back (if employees completed the class) on the establishment's tee shirt.	X		
Don't like the word "rape". Language is too harsh. Don't know how to respond to harsh wording – easy to dismiss (male perspective). Breaks down communication. Men are not so harshly blunt.	X		
Rather than using inflammatory message which offends and causes posters to be removed, use more proactive message. Make message more conversational (male perspective). Tucson. Don't tell people what to do – not a good approach. Use positive spin. Phoenix.	X		X
Women like the "in your face" kind of message. Men and women disagree about the type of message. "As a woman, I am very conscious of rape." Men should see rape as women see rape.	X		
Broader issue than rape. Rape is only one bullet point under (sexual violence).	X		
Aggressive posters won't be that effective because guys are aggressive.	X		
Focus on safety. Safety message draws attention.	X		
Issue: how to diversify messages for each group/region.	X		

Table 3.5. (continued)

Effective Media			
<b>Media Visuals</b>			
Something that catches their (patrons') eye -- more informational. (Define) what classifies as sexual assault.	X		
Get local artists in the community involved.			X
Don't think you need visual -- referring to rape.			X
If made tastefully, could keep them (posters) out for longer time -- 12 months. Maybe design something that can be inserted into or onto a poster so that posters can be displayed for longer periods of time.	X		
Make it a classy logo. Tasteful -- positive, proactive, safe.	X		
<b>APPS</b>			
Would like focus on preventative. Not wait to get to accelerated level. Things need to be prevented before it gets aggressive. Flagstaff. Potential misuse of apps. Tucson.	X	X	
Fascinated by the idea of a predator alert, even for internal bar staff (use). Also can be used for security up and down the strip. Consistent, repetitive behaviors would get on the "predators" list. May have liability issues.			X
Some participants like "circle of friends" app. Flagstaff. Problem with "circle of friends" concept. "One (friend) could be the one next to me (causing the problem)." Tucson.	X	X	
Some possible wording for an app -- "We have your back in these areas . . ."			X
People might use it. Flagstaff. Texting bartender is problematic. Better to text manager (low level intervention). This is a strategy that patrons could use. Maybe be effective in certain instances. However, could be abused -- crank text problems. Tucson.	X	X	
Like the idea of using YELP to promote zero tolerance/certified bars. Flagstaff. Yelp is a good idea. Tucson. Look up reviews on bars -- good idea. Phoenix.	X	X	X
Like SAFE Pub Crawl app idea.	X		
Create statewide app -- ABC app that every (participating) bar has. Have ADHS link everyone together as one.		X	
<b>Program Name</b>			
Use a positive name. S.A.F.E. (Sexual Assault-Free Establishment) from Boston's BARS Program. Participants really liked the SAFE name.	X		
Create small logo with a slogan.	X	X	
Would add logo to website.	X		

## COMMUNITY COALITION FOCUS GROUP DATA

### 1. Potential Barriers/Issues

Community members from the three regions shared the same issues and concerns about forming a new coalition – duplication of current community efforts, time constraints, apathy, and choosing the “right” individuals/establishments to join. “Unsavory clubs/unsavory behaviors are not at the table.” “Problem establishments are not here to discuss sexual aggression.”

Bar owners from Flagstaff and Tucson expressed frustration on how to appropriately respond to incidents of sexual aggression in their establishment. “When do we intervene?”

Table 3.6. Potential barriers/issues

Potential Barriers/Issues			
Location	Flagstaff	Tucson	Central Phoenix
Participants' Feedback	Community Members	Community Members	Community Members
<p><b>Is it feasible to have a local bystander community-based coalition?</b> We already have a strong coalition in the community with other needs; this just adds another layer. For the last two years, the Coordinated Community Response Team (CCRT) has met regularly on a bi-monthly basis. There are also smaller groups from the CCRT that meet based on protocols, issues, and related tasks. Flagstaff. <b>Would you want a bar bystander coalition in the Tucson community that includes patrons, bar owners, law enforcement, county prosecutors, city council, etc.?</b> Already have a sexual assault coalition consisting of several subcommittees of various coalitions, e.g., alcohol coalition (unique partnership between UoA and bars). There is a sexual assault coalition with SACASA with three to four bars in the Congress and 4th Avenue regions -- as been difficult to get it "off the ground." Tucson.</p>	X	X	
<p>If expanding (bystander intervention) to include alcohol/sexual assault in bars, this task would fall under prevention.</p>	X		
<p>Apathy or people are too busy. What is the scope of the problem of sexual aggression in alcohol-serving establishments?</p>			X
<p>Social-norming; self-policing. How can you affect change?</p>			X
<p>Weak or no house policies (concerning sexual aggression/violence prevention).</p>			X
<p>Bar cultures: different environments. Some are more community places where only beer and wine are served -- probably less problem with sexual aggression than places where hard liquor is served. Traditional clubs and theme bars where only alcohol is served are different from concert/movies halls that sell drinks and restaurants where food is also served.</p>			X

Table 3.6. (continued)

Potential Barriers/Issues			
Location	Flagstaff	Tucson	Central Phoenix
Participants' Feedback	Community Members	Community Members	Community Members
Bar owners: "What am I supposed to do? I see all sorts of things. I don't think I have any backup from the 'higher ups'." (Bar owners don't know what to do with situations involving sexual assault, feel that they don't have the knowledge and/or local governmental support.) Flagstaff. "When do we intervene? How do we approach women in a way where there is no sense of blame?" Tucson.	X	X	
Being in the bar business, bars are grouped with dirtier (activities) e.g. outlet for drugs, sexual violence. Bar owners feel like they are the culprit of the problem. "I do my best to get people home safely." Flagstaff. Unsavory clubs/unsavory behaviors are not at the table (to discuss sexual aggression in their establishments). Need to focus on clubs and bars that attract UoA students, feel that they have the biggest issue and need to be involved. They have been hesitant in participating in similar programs in the past. Tucson. Problem establishments are not here to discuss sexual aggression. "For everyone to be at this table, it (the community) coalition idea) has to be self-serving." Have the right people (involved). Phoenix.	X	X	X
Keeping lines of communication open and/or getting them open.	X		
There already are merchant groups who meet regularly that can be brought into the (bar bystander) project. These groups include 4th Avenue merchant group and a downtown merchant group. Very fragmented (pockets) -- not one cohesive group.		X	
Currently just have liquor training for signs of potential problems. It doesn't encompass sexual predators (sexual aggression). It could. In America, drinking is about promiscuity. How do you go from suspicion to action? What are the signs?		X	
Local/regional "coalition" may take more organization and media push (to go forward).		X	

## 2. Potential Benefits

"Protecting patrons; safe bars; it's all about safety." Community members including bar owners and managers from Flagstaff and Tucson shared the same core benefits of creating a community coalition that would work to reduce of sexual aggression in alcohol-serving establishments. Promoting community involvement was another benefit identified by focus group participants in Phoenix and Flagstaff. "It is the community's job to help you (bar owners and managers)."

Table 3.7. Potential benefits

Potential Benefits			
Location	Flagstaff	Tucson	Central Phoenix
Participants' Feedback	Community Members	Community Members	Community Members
This (sexual violence prevention) brings a new topic to the (current) coalition.	X		
Share resources to decrease sexual assault in the community.	X		
Have very solid and enforced house policies on sexual aggression, (both prevention and intervention).			X
Education and empowerment -- the power to affect people around them (key benefit).			X
If (bar) management assist in defining outcomes, people will show up. (Define what outcomes you want.)	X		
"You are in a dangerous business. Much credit to you for opening up on this topic." Flagstaff. Excited to see establishments responding positively. Phoenix.	X		X
Get bar staff more involved -- NAU Police Department. Get more training. Have someone on staff be aware and can intervene.	X		
"It is the community's job to help you." Flagstaff. Promote community involvement. Phoenix.	X		X
Caring for customers is a core theme (for bar owners/managers and community members). Flagstaff. "Protecting patrons, safe bars, it's all about safety." Tucson.	X	X	
Have training focus on how to provide <u>superior customer service</u> : how to interact appropriately with customers. What skills sets are needed? "Fold-in (sexual aggression prevention) through the idea of customer service. Will lose impact if sexual violence prevention is set apart rather than integrating it into overall training, e.g. folding it into how to deal with difficult people."			X
Great time to focus on creating a community (bar bystander) coalition. UoA is moving downtown -- satellite programs -- good time to get them involved as well as surrounding alcohol establishments. In 2002, UoA had date rape/sexual assault prevention training as part of freshman orientation. Elimination of funds cut the program. The student handbook has a little information. There is online training which is not enough.		X	
Mandatory sexual violence prevention training could reduce bar liability costs. (Would need to research with insurance industry.)	X		X
Perpetrators are going to any club. It's a public health crisis. A lot of sexual assaults are not reported. Stats are a lot higher than what is reported.		X	

### 3. Sexual Assault Prevention Training for Bar Staff and Owners

Community members in Flagstaff, Tucson, and Phoenix supported the requirement for alcohol-serving establishments to have written policies mandating all staff to have sexual violence prevention training. They also recommended some kind of state certification designation for establishments that not only had trained staff, but also had zero sexual aggression policies. As an incentive, members of three focus groups recommended some kind of fee reduction for liquor licenses for establishments that were “certified”. Although license fees are set by the state, participants suggested that perhaps county processing fees could be reduced.

Community members in the three regions wanted easy access and multiple training sites. In Tucson and Flagstaff, participants recommended a standard prevention program throughout the state. Focus group attendees from the three areas were opposed to online training because it “loses the interactive component.”

Table 3.8. Sexual assault prevention training for bar staff and owners

Sexual Assault Prevention Training for Bar Staff and Owners			
Location	Flagstaff	Tucson	Central Phoenix
Participants' Feedback	Community Members	Community Members	Community Members
Bar owners were open to have staff attend training sessions and create a mandate for training. Written policy mandating sexual violence prevention training is not a problem for privately-owned bars. A written policy is more difficult with corporate owners. Flagstaff. It seems we could have a broader bar safety training/policy -- maybe legislate it. Tucson. Only owners and managers are required to have Basic (Title IV) training. The training is voluntary for wait staff. Have written policies requiring staff training in SVP. Would support having a policy to require training of all staff. Phoenix.	X	X	X
Create and display (in your establishment) a list on employees who have completed the SVP training.			X
Ultimately have a system in place (certification) and have people educated in that (sexual aggression prevention), so you don't have to think too much -- automatic response.			X
California has a better reputation for mentoring and self certification -- Certification Board -- self-certification board. Worth exploring idea.			X
Charge \$10.00 per person to go to training and maybe get a reduction in the cost of the liquor license. (Liquor license fees are set by the State. However, the local county board of supervisors sets recording/processing fees. Perhaps these fees could be reduced.) Flagstaff. How much could the County do via public health? County willing to discuss reduction of processing fee if bars are certified as SVP-certified establishments or raising liquor licensing processing fees for establishments that are not SVP certified . At some point, SVP certification at both the county and state level would need to be institutionalized. "I don't think that you will find a lot of pushback on this." Tucson. Awesome if could get discount of county fees for mandating training/certification of staff and owners. Phoenix.	X	X	X

Table 3.8. (continued)

Sexual Assault Prevention Training for Bar Staff and Owners			
Location	Flagstaff	Tucson	Central Phoenix
Participants' Feedback	Community Members	Community Members	Community Members
Not a bad thing to pitch in dollars for training. So far training is free. Can work on providing sustainability to training by fees, webinars, and online training. Flagstaff. Consider making it free. (It is free.) Phoenix.	X		X
Opposed to online training. Lose control with online training. More useful to have person there to answer questions. Online loses interactive component.	X	X	X
County Board of Supervisors, District 5 interested in receiving training. (County employee also a volunteer for women's soccer wanted to know how to handle drunk individuals, how to be safe.)		X	
Want mandatory training for all employees - every bar has to do this. Bars care about their patrons and want to do the right thing. "We make money when customers have a good time and come back tomorrow." Flagstaff. Each bar should be required to get certified (zero tolerance of sexual violence). Have certification as part of mandatory employees training. Tucson. Surprised that alcohol and sexual violence prevention are not already in Basic (Liquor Board) training. Should be mandatory that we take that class. Phoenix.	X	X	X
Include sexual violence prevention training as part of state liquor training. Create a standardized training with the Liquor Board. SVP training may be something that can be incorporated into Title IV Basic training.		X	X
Outcomes dictate the content. Develop curriculum, based on outcomes. Instructors need to have command of content/highly qualified.			X
Need to include information about alcohol: physical and mental effects and laws/consequences of over-serving. Over-serving will almost 100% of the time precede sexual assault. Trainers should also have extensive knowledge of the effects of alcohol and the laws concerning the over-serving of alcohol.			X
Possible incentives? Reward bars/owners when employees are trained to handle tough situations. "Happy to promote your establishment if the establishment's employees have had certified training."	X		
Would be nice to have certification so that employees can show they have received SVP training on their resumes. The bar can show that it is part of the local community coalition. Flagstaff. Certify the training at the state level. Bar employees who have completed the certified SVP training can put on their resumes. Tucson. Support idea! Phoenix.	X	X	X
Bar owners want to get training going (implemented quickly).	X		

Table 3.8. (continued)

Sexual Assault Prevention Training for Bar Staff and Owners			
Location	Flagstaff	Tucson	Central Phoenix
Participants' Feedback	Community Members	Community Members	Community Members
Have training fun, interactive, and interesting. Short. 5 hours too long/excessive. Many staff members have transportation issues. One to 1 1/2 hours. Two hours maximum. Can be longer if training comes to establishments.			X
Issues with finding time for training. Finding time to get all staff trained is difficult.	X		
Maybe two hour training, twice a year. Employees go to the trainings during the months offered.			X
Don't have rigid time allocations. In Title IV, time mandates are in the Rule -- 60 minutes on this, 30 minutes on that. Don't get locked into this.			X
Need easy access and multiple training sites. Flagstaff. Bring training to establishments (maybe pockets of high density regions/communities). Tucson. Would have 100% participation if training came to establishments. Phoenix.	X	X	X
Want concise training. Flagstaff. There needs to be a standard prevention program throughout the state with one agency going in and giving the same training statewide. Tucson.	X	X	
Have training that teaches what to do in a situation: both what the establishment can do and what the individual can do (making the best decisions when alcohol is concerned.) Need to teach skills on how to intervene without physical contact -- how to de-escalate the situation. Make it easy to handle issues.			X
The police department strongly supports certification for bars which have had their employees SVP trained.	X		
Have trainings on Sundays (no earlier than 10 a.m.) and at revolving sites. (Need to make it as easy as possible.)	X		
Owners are willing to host training sessions at revolving sites. Staff would be responsible for getting to training sessions. Flagstaff. Employees need to be responsible for taking training. Phoenix.	X		X
Logistically difficult to block out 3 to 4 hours of staff time. A compromise would be to have several shorter sessions.	X		
If going to have on-going training, perhaps have online training tests for participants to take after attending training sessions.	X		
Make training part of new employees on-the-job training. They would receive introductory training until new employees receive formal SVP training.	X		

Table 3.8. (continued)

Sexual Assault Prevention Training for Bar Staff and Owners			
Location	Flagstaff	Tucson	Central Phoenix
Participants' Feedback	Community Members	Community Members	Community Members
Maybe develop a card that bars can distribute to their patrons about staff receiving SVP training.	X		
How do you reach patrons after they leave the bar? Have to empower people to make the best decisions when they leave the bar -- empowerment, marketing, training!			X
Have base SVP training for employees and more/different content for managers/owners -- two different levels: major problems/incidents for owners and managers; minor, more routine incidents for staff.	X		
Have a point person who attends classes and can relay information back to other employees. Have another level of management attend to keep aware of issues and areas of problems. Flagstaff. Bar owners could send staff. If larger staff, send some, then train own staff within their establishments (train-the trainer model). Phoenix	X		X
Have process to provide/receive feedback as trainings are occurring -- evolving dialogue from trainings.			X

#### 4. Potential Prevention Strategies

Community members from Phoenix offered several ideas, such as putting purses behind the bar especially in establishments that have dancing so that female customers can “check in” with staff when retrieving their purses or prohibiting selling certain drinks.

Table 3.9. Potential prevention strategies

Potential Prevention Strategies			
Location	Flagstaff	Tucson	Central Phoenix
Participants' Feedback	Community Members	Community Members	Community Members
Put purses behind the bar (dancing venue). Women then go to the bar to retrieve their purses have an opportunity to share issues and concerns with bar staff.			X
Put car keys into one purse -- most responsible individual (part of a buddy system). This provides an opportunity for friends to check on friends (intoxication and safety).			X
Have a bar policy that prohibits the sale of certain drinks e.g. Red Bull vodka.			X
For new hires, need to create (zero sexual aggression tolerance) culture in the beginning. You have the freedom to create the atmosphere you want, but the responsibility is to follow the law.			X
If the establishment does not have house policy (of sexual aggression prevention/intervention) needs to have someone oversee what's going on in the establishment.			X

## 5. Potential Purpose

The resounding purpose shared by community members in the three focus group regions was to “create safe places for patrons.” Members from Flagstaff and Tucson shared different strategies to strengthen a unified community purpose to reduce sexual violence in local alcohol-serving establishments. In Tucson, members wanted to meet with local state legislators to encourage mandated sexual violence training to be added to the state liquor training program. Flagstaff participants wanted to create partnerships with the local police department.

Table 3.10. Potential purpose

Potential Purpose			
Location	Flagstaff	Tucson	Central Phoenix
Participants' Feedback	Community Members	Community Members	Community Members
Create partnership with Flagstaff PD. If had more direct line to police (juggling a mutually beneficial relationship is a fine line).	X		
Leaders and bar owners want to create safe places for patrons.	X	X	X
Want formal organization to discuss issues.	X		
Process needs to be developed to keep coalition partners engaged.	X		
Support for banding together. First focus may be to meet with local state legislators to encourage/explore adding mandated sexual violence prevention training to the state liquor training.		X	

## 6. Potential Roles and Responsibilities

Focus group participants in the three regions wanted to extend the bar bystanders training to include presentations by key local and regional agencies. In Flagstaff and Phoenix, community members wanted to have prosecutors participate in the training and provide outreach to their communities. In addition, Flagstaff participants wanted to work closely with their local police departments and county sheriff’s department. The Tucson Police Department indicated interest in being members of the Tucson community coalition.

Table 3.11. Potential roles and responsibilities

Potential Roles and Responsibilities			
Location	Flagstaff	Tucson	Central Phoenix
Participants' Feedback	Community Members	Community Members	Community Members
Have prosecutor participate in trainings (explain laws and the prosecution process) and share knowledge. Flagstaff. Maricopa County Prosecutors Office can provide community outreach and education though its Speakers Bureau. Phoenix.	X		X
City of Flagstaff could assist with training, too.	X		
Arizona Department of Liquor can serve in two roles: supportive role -- attend and listen. The second role is to provide information: share what the laws are and how to recognize when a problem is starting to occur; provide definitions of "acts of violence"; facilitate reporting dialogue without putting establishment in jeopardy.			X
Work closely with police department which would also be involved in the trainings.	X		
Maybe have police do simple "walk through" at bars. Random, every so often. "It would really be great to have this." "Having police walk through has been really amazing."	X		
The county sheriff department would be included in providing training and offering collaborative support to participating alcohol establishments outside the city limits.	X		
Tucson police interested in being part of coalition. Pima County representative from District 5 interested in participating. They oversee public health programs.		X	
Don't know what the role of the bar would be. (Role(s) could be collaboratively explored and developed by coalition members.)	X		

## 7. Media

Community coalition focus group members continued to reiterate the importance of having a statewide campaign that promotes the concept of safe alcohol-serving establishments – establishments that have zero tolerance for sexual aggression and have staff who are equipped to address sexual aggression. “I love that we are a SAFE place.” Participants in Tucson explored the idea of using smartphones to photograph and share information with surrounding bars on individuals who have been removed from premises. Phoenix focus group members suggested the use of APPS to notify both patrons and bar staff of patrons who have been ejected.

Table 3.12. Media

Media			
Location	Flagstaff	Tucson	Central Phoenix
Participants' Feedback	Community Members	Community Members	Community Members
There should be an initiative that goes to the state. Statewide desire -- start to get traction from the press. Tucson. Create a campaign that is empowering, not too preachy. "I love that we are a SAFE place." SAFE means staff knows what sexual aggression is and how to handle it. Phoenix.		X	X
The message is to take steps to be safe. Any reminder to anyone helps e.g. reminders, signs, posters.			X
Create media campaign with people like yourself. (Use attractive, main-stream people.)			X
Put signs/messages in the bathrooms -- telephone number of the bar and something that says, "Your bar manager tonight is .... Ask for .... "			X
<b>APPS</b>			
Sky Bar, a participating Nightlife Safety program establishment, has started taking pictures with smartphones of problem patrons and sending the information to surrounding bars. A couple of other bars off 4th Avenue talked about posting text/pictures of unruly perpetrators. The concept is that participating bars would share door/point person contact information with each other. There were liability concerns from focus group members about taking pictures. It was suggested posting a sign "You are being recorded/photographed" would protect the establishment from liability. Tucson. Use apps to help patrons and bar staff -- photos of individuals removed from local bars in the vicinity. Phoenix.		X	X
It seems like a natural momentum for the Tucson streetcar corridor. Maybe the Regional Transport Authority would provide financial support to (the text system) of (participating) downtown and 4th Avenue corridor alcohol establishments.		X	
<b>Would there be an advantage to having communication with other bars, e.g., smartphones? Photos of perpetrators could be shared with other clubs, bar owners, managers.</b> Important that door staff be involved in social networking. We don't have a database of door staff to share information. Management, interested parties could have all the phone numbers for texting back and forth. Alerts could be posted on phones.		X	

## 8. Citizen Volunteer Groups

Flagstaff community members explored the idea of using volunteers as a "second pair of eyes" for monitoring sexual aggression in alcohol-serving establishments. Participants expressed divergent perspectives with bar owners sharing liability concerns and wanting their employees to control situations. However, Phoenix focus group

members shared the example of where women soccer sporting events use volunteers. "We want to make sure people come back. If we let people know training is available and that (our volunteers) have been trained, this would provide great comfort/safety to people/women coming to our events."

Table 3.13. Citizen volunteer groups

Citizen Volunteer Groups			
Location	Flagstaff	Tucson	Central Phoenix
Participants' Feedback	Community Members	Community Members	Community Members
Put together a trained citizen volunteer group to serve as a "second pair of eyes."	X		
Bar owners not supportive of idea -- more of a liability for the establishment. Don't like outsiders telling patrons what to do. Don't know about having a "drunk ambassador." Could actually increase confrontation. Patrons are told to let bar staff know if there is a problem.	X		
Would like control to be with their employees.	X		
Training volunteers for sports events (example was women's soccer events). "We want to make sure people come back. If we let people know training is available and that (our volunteers) have been trained, this would provide great comfort/safety to people/women coming to our events."		X	
Suggestion to have volunteers be active outside bar areas where assault more likely to occur. They could give out water, asking if people need help. (This issue could be a topic of discussion at future community coalition meetings.)	X		
Perhaps have more police at closing time (casual police presence).	X		

## 9. Bar Staff Testimony

Since Flagstaff's community focus group included representatives from the County Attorney's Office and the City Attorney's Office, participants discussed specific challenges with prosecuting individuals who commit sexually aggressive acts. The key point of discussions was to establish cooperative relationships between the County and City Attorneys' Offices and owners and managers of local alcohol-serving establishments.

Table 3.14. Bar staff testimony

Bar Staff Testimony			
Location	Flagstaff	Tucson	Central Phoenix
Participants' Feedback	Community Members	Community Members	Community Members
Issue with bar staff testifying in court on sexual violence claims. How can we work together?	X		
Because initial victim notification is voluntary, most staff members think it's a waste of their time to testify. Believe arresting the perpetrator is enough. Bar owners/managers suggest removing "voluntary" language and make testifying mandatory.	X		
Would like open dialogue with bar staff. Can get bar fight court case done in one half hour (with cooperation).	X		
Hard for employees to get to court, but management could build a relationship and go to court. Barrier: getting lines of communication open.	X		
Create a point of contact for each bar establishment.	X		

## 10. Development of Plans and Next Steps

Because the purpose of the Community Coalition focus groups was to explore the possibility of creating local coalitions to address sexual aggression in alcohol-serving establishments, only focus group participants could decide whether to proceed or not to proceed with forming a new group. Any further steps to form a coalition lay with the local communities. The Flagstaff community, due in part to the efforts from the staff at Northland Family Help Center, had already fostered a collaborative infrastructure. Adding specific efforts to reduce sexual aggression in bars was a natural extension to their current efforts. The "coalition thing is great!" Tucson participants wanted to work with the mayor (city officials) to help get businesses (more bars) together, discuss the bar bystander project, and participate in a community-based effort.

Table 3.15. Development of plans and next steps

Development of Plans and Next Steps			
Location	Flagstaff	Tucson	Central Phoenix
Participants' Feedback	Community Members	Community Members	Community Members
"Coalition thing is great!"	X		
Myra, Macy, Sonia, and Carol explore development of a plan with meeting schedule. (Participants very supportive.)	X		
Recommend that everyone meets again to discuss further.	X	X	
Think about who is the hardest to get hold of and why?	X		
Iron out some issues.	X		
"If I can have employees more informed because of this, that's good. I'm happy."	X		
Who to invite if another focus group? Reformed predator/offender, valets, Denny employees.			X
Participants want to move forward. Want to work with the mayor (city officials) to help get businesses together, want to get back together with more bars and discuss the bar bystander project and participate in a community-based effort. Why not start by contacting Steve Farley? Parking and safety are the big issues downtown that can be overcome with this project.		X	
Set up next meeting and invite local state legislators. Select a point person to organize and coordinate coalition development and meetings.		X	

The 2012 focus group data from community members and bar owners, managers, staff members, and patrons provided essential information in the further development of Arizona's bar bystander program. Owners, managers, staff, and patrons helped to better define and prioritize media products and gave invaluable feedback on specific design concepts. Community members shared recommendations on how to strengthen the training program by including county and city attorneys and law enforcement. Using both the 2011 Delphi and focus group data and the 2012 focus group information, Carol Hensell, SVPE Program Manager, and the Aha team proceeded with the development of Arizona's bar bystander program.

## 4. TRAINING DESIGN AND DEVELOPMENT

### TRAINING DEVELOPMENT BACKGROUND

In the *Arizona Bar Bystander Project Report, October 2011*, the long-range objective was to create the Arizona Bar Bystander Program Model. The third strategy was to develop standardized content for state bar bystander training. From the report:

#### **Strategy Three: State Bar Bystander Training Curriculum**

Standardized content. Delphi and focus group participants identified the same content. However, the level of importance of the content differed between the two groups.

Delphi One survey respondents were asked to identify core content for bar bystander training for bar staff and for bar patrons. Delphi Two participants were asked to prioritize the content topics identified in Delphi One and to rank from one to nine in order of importance.

Focus group participants were asked to identify important information and skills that bar owners and staff should know and what kind of information and skills bar patrons should know. At the end of each focus group, participants completed a brief bar bystander training content survey.

Although focus group participants were not asked to prioritize the content that they recommended, focus group findings ... combined with the survey results indicate prioritization by the level of support received.

Table 4.1 lists the Delphi Two ranking of the core bar bystander training components created through Delphi One data.

Table 4.1. Delphi two ranking of core training areas for bar staff

CORE TRAINING AREA	BAR RANKING
Alcohol/drug-facilitated rape	1
Bar policies	3
Bar's role	1
Definitions and scope	4
Gender socialization and renorming	9
Intervention skills	5
Observation techniques	6
Resources/tools for patrons	8
State and local laws	7

In addition to the nine broad content areas identified, detailed instructional content is embedded in both the focus group and Delphi One findings. This information should be used in the curriculum development process.

Standardized number and length of training sessions. Participants were not asked to determine the optimal length or number of training sessions. BASIC 4 training is four hours. Boston Area Rape Crisis Center's "Making Your Bars Sexual Assault-Free Establishments (SAFE)" training for bar staff is two hours and appears to be taught in one session. Northland's Bars Against Rape and Sexism (BARS) training is three hours and is split into three one-hour sessions. If the strategy is used to combine bar bystander training with the BASIC 4 training, Sexual Violence Prevention and Education Program (SVPEP) staff will need to determine the appropriate length of time for the new content and the monetary implications for extending the BASIC 4 training session. It does appear that there is instructional delivery flexibility with state approved BASIC 4 training contractors. The number of hours required appears to be state mandated.

Standardized Instructional materials, activities, and delivery methodologies. Current programs nationally provide several training materials that Arizona could either adopt or adapt. For example, BARCC's SAFE training program in the Boston area has developed resources for bar owners and staff training. Materials include a PowerPoint® presentation, scenarios with a facilitation guide, tips for bar owners and for staff, and a bibliography. These materials are free and can be downloaded.

The National Sexual Violence Resource Center's (NSVRC) publication *Engaging Bystanders in Sexual Violence Prevention* written by Joan Tabachnick and copyrighted by NSVRC in 2008 and 2009 is online. Included in this publication are trainer instructions and activities for educational use. In Arizona, Northland Family Help Center and Southern Arizona Center Against Sexual Assault have developed bar bystander training for their local programs. Detailed information gained from this research effort including focus group and Delphi feedback provides additional detailed information for developing bar staff training. Between the national, state, local resources, the state can design an effective standardized bar bystander training for bar owners and staff.

## **CURRICULUM DEVELOPMENT**

The Aha team and subcontractors worked closely with the Arizona Department of Health Services, Bureau of Women's and Children's Health, Sexual Violence Prevention and Education Program (ADHS/SVPEP) in the development of the Arizona's bar

bystander training. In addition, a University of Arizona student intern who reported to Carol Hensell, SVPE Program Manager, worked with the team on the curriculum development phase of training program.

Before the development phase commenced, the total length of time for the training and number of training sessions and the length of time for each session needed to be determined. The SVPE Program Manager, based on her experience with the Centers for Disease Control and Prevention (CDC) and with successful SVPEP training programs, decided that the training should be five hours. During the 2011 focus groups, participants were asked about the number of hours that a bar bystander training should be. Opinions were diverse and no general consensus was reached. However, during these focus groups, the SVPE Program Manager indicated the possible length as five hours and gave strong rationale in support of this amount of time.

With the overall five-hour training time established, the team considered creating five one-hour modules, based on Northland's three one-hour sessions and CDC's premise that multiple training sessions have more lasting impact than a single session. However, the number of sessions, logistical challenges for securing both training venues and voluntary staff participation, participant attrition, and the approximate loss of total training time by 50 minutes (10 minutes each session for sign-in, instructions, and review of previous sessions) convinced the team to explore other training configurations. After further deliberation and re-review of focus group and Delphi data, the team decided to have two 2.5-hour sessions. The two 2.5-hour sessions was a compromise between five one-hour sessions and one five-hour session.

The curricular development process began with an analysis of the Northland Family Help Center's Bars Against Rape and Sexism curriculum. This curriculum provided the preliminary developmental framework for the bar bystander training. Building upon this skeletal outline, the major content categories presented in Table 4.1 were imbedded into the framework. Once a more comprehensive outline was established, detailed curricular content was added. Information and content recommendations from both focus group and Delphi participants further augmented the content development. All final curricular content was authenticated through reliable references.

One of the outcomes of the 2012 community focus groups was that Lee Hill, the Communications and Special Projects Director of the Arizona Department of Liquor Licenses and Control (ADLLC), attended the Phoenix group. At the focus group, she strongly supported the idea of bar bystander training to make alcohol-serving establishments safe from sexual assaults. Ms. Hill volunteered to provide training materials and expressed a strong desire for the Department of Liquor Licenses and Control to work collaboratively with ADHS/SVPEP. Her willingness to collaborate modified the curriculum by augmenting and energizing sections of the training on liquor laws, alcohol consumption, and "house rules."

The curriculum development team then examined various instructional delivery strategies. Both focus group and Delphi participants recommended highly interactive methods to keep trainees actively engaged. PowerPoint® presentations were selected

as the primary delivery method. Within the presentations, three videos were embedded. All content presentations were supported by interactive group discussions and activities. The team was fortunate to find a YouTube video entitled *The Bystander Effect*. In addition, a body language video was scripted by the student intern, edited by the team, and produced by Bolchalk Frey Marketing (BFM), Aha's media subcontractor. BFM also found a video from New Zealand, titled, *Who Are You?* Permission was obtained to modify the video slightly to meet Arizona's training purposes.

To assist bar bystander trainers, a comprehensive training manual and participant handouts were developed. The majority of handouts were used initially as participant activities, but were later converted into participant resources. Two exceptions were a facilities' assessment checklist and an action plan template. These two handouts were used to facilitate training activities. Once the draft training program was completed, it was pilot-tested.

### **PILOT TEST IN FLAGSTAFF**

In the *Arizona Bar Bystander Project Report, October 2011*, a short-range objective was to expand local bar bystander projects. Strategy Three was to use Northland's BARS Project as a Test Site in the Development of Arizona's Bar Bystander Program. In September and October 2012, Arizona's bar bystander training was piloted in Flagstaff. Carol Hensell was the lead trainer and Lee Hill presented the curriculum on Arizona liquor laws and alcohol consumption. Staff members from Collin's Irish Pub and Eatery, San Felipe's Cantina, and Flagstaff Brewing Company attended the pilot training. Participants' feedback during and after each session generated excellent discussions and recommendations for possible training modifications. The three videos received enthusiastic support and bar owners/staff liked the collaborative involvement of the Arizona Department of Liquor Licenses and Control.

### **FINAL REVISIONS**

At the end of the second session, Carol Hensell and the Aha! team debriefed with attendees and recorded additional participant feedback. After the training, the team met and reviewed feedback and shared observations and recommendations. The team determined that some portions of the training should be reworked. The content required minor revision. However, the instructional delivery methodology and participant activities needed to be modified to facilitate more small and large group discussions. The PowerPoint® slides provided excellent curricular structure and participant analysis of the embedded videos generated relevant, substantive discussions.

The curriculum development team also realized a team from ADHS/SVPEP and the Arizona Department of Liquor Licenses and Control would not be able to provide future bar bystander trainings throughout the state. In order to capture the rich expertise that Carol Hensell, SVPE Program Manager, and Lee Hill, Communications and Special

Projects Director, ADLLC, provided to the training, videotaping was recommended. Working with Bolchalk Frey Marketing, an introductory video, featuring Hensell and Hill, was created. The two final videos were inserted into the first PowerPoint® presentation so that those attending future trainings would have the opportunity to see and hear these two dynamic individuals share their insights, commitment, and enthusiasm.

Once all revisions were made to the bar bystander training program, a hard copy of the training manual was produced. In addition to instructional content and directions for both sessions, participants' handouts and tools, and a flash drive with the two PowerPoint® presentations, the manual also included background on how the curriculum was developed, an overview of the instructional content, delivery methodology, trainer skills requirements, training location preferences, number of recommended participants, participant selection criteria, and detailed training preparation information. The training manual was also formatted for electronic transmission and use.

## 5. PROGRAM DEVELOPMENT

### UPDATE OF STATUS OF ARIZONA BAR BYSTANDER PROGRAM MODEL LONG-RANGE OBJECTIVE: CREATE ARIZONA BAR BYSTANDER PROGRAM MODEL

In the October 2011 report, a chapter was devoted to the Arizona Bar Bystander Program Model. Several components for the state's bar bystander program that received strong support from focus group attendees were discussed. The ideas were developed into actionable strategies. This chapter will discuss the status of the long-range objective strategies promulgated in the October 2011 report, how they were implemented or, if not implemented, the reasons they were not executed.

#### **Strategy One: Formation of Local Bar Bystander Coalitions/Cooperatives**

From the October 2011 report:

The coalition is the central component of the bar bystander program because it provides organizational structure to the effort. Any local, community-based bar bystander project would need to create a coalition of bar owners, employees, and patrons. The coalition would be responsible for making decisions about the local program including expansion of membership to include additional interested community members. By broadening membership, this coalition could be used to consolidate other sexual violence prevention/awareness efforts into one entity. The development and administrative support would need to come through the local Sexual Violence Prevention and Education Program (SVPEP) contractor initially with hopes that as the coalition matured, other organizational resources could assist and augment the local SVPEP contractor.

Focus group participants recommended sexual violence prevention seminars and outreach to local colleges, high schools, churches, gyms, etc. They wanted sexual violence prevention education for elementary, middle, high school students, and parents. Individuals suggested having mandatory sexual violence prevention education in orientation classes for state colleges and universities. All of these ideas can be more effectively promoted through a strong bar bystander coalition. The development of patron resources and media campaigns can also be facilitated through the coalition as well as discussions about bar staff and patron roles in the prevention of sexual aggression in alcohol-serving establishments.

The thinking in 2011 was to explore the development and use of local bar bystander coalitions. It was envisioned that coalitions would include bar owners, employees, patrons, and interested community members. The vision was that the coalition could consolidate other local/regional sexual violence prevention and awareness efforts into a single entity. The local SVPEP contractor could initially develop and nurture this

coalition. Many ideas emerged from the 2011 focus group participants about the role of such coalitions.

To get a sense of what each region wanted, in 2012, separate focus groups for members of each community were held in Flagstaff, Tucson, and Tempe. Community members who participated in the focus groups throughout the state included county attorneys and a deputy county attorney, a legislative liaison and a community affairs assistant from a county attorney's office, a city attorney and an assistant city attorney, a member of a sheriff's office, a city police chief and staff members from different police departments, including university police departments. Also participating were a victim services executive director, a violence prevention specialist, a program coordinator from the center against sexual assault, a supervisor and clerk from a county board of supervisors and another county supervisor's office, the deputy director of an agency serving lesbian, gay, bisexual, transsexual, and questioning youth, and several SVPEP contractors.

One of the most significant outcomes of the 2012 community coalition focus groups was the attendance of the Communications and Special Projects Director of the Arizona Department of Liquor Licensing and Control at the Phoenix group. This individual, Lee Hill, was so enthusiastic about the Arizona statewide bar bystander project that she volunteered to help in any way possible. She reviewed the draft pilot training curriculum and augmented several areas of the training, including reviewing the state liquor laws section and clearly defining who are the predators and what do they want when they enter bars. She participated in the pilot training in Flagstaff and was video recorded as part of the introduction in the final training materials. Please refer to Chapter 3: Focus Group Findings 2012 for additional Community Coalition focus group information.

### **Strategy Two: Mandated State-Certified Bar Bystander Training for All Bar Staff: Owners and Employees**

From the October 2011 report:

All "liquor license owners, agents, partners, stockholders, officers and managers actively involved in the day-to-day operations of the business must attend a state-approved MANAGEMENT Title 4 training course or provide proof of attendance of a course within the past five years."  
(Arizona Department of Liquor Licenses and Control: Training)

Current Arizona liquor law does not require that all employees of a licensed establishment have BASIC Title 4 training; however, some licensed businesses may have such a requirement for employment. Therefore, it is currently at the discretion of each establishment to require or provide training. BASIC 4 training curriculum is consistent across Arizona.

The BASIC Title 4 training is four hours and successful completion provides an official Arizona Department of Liquor Licenses and Control

(ADLLC) five-year certification. It is recommended for bartenders, bar backs, servers, and managers. Managers are required to take the state-mandated MANAGEMENT Title 4 training.

Individuals (bartenders particularly) who attend school or training for serving of alcoholic beverages receive some training in how to recognize someone has had too much to drink, how to check IDs properly, and other aspects of responsible serving. An informal check with focus group participants who were bartenders and servers found that several of the staff members had never received any kind of formal training such as the BASIC 4. The lack of any formal training validates Delphi and focus group participants' recommendation for bar bystander training for all staff.

Although there was mixed response by bar owners, half of the owners (three of six) recommended mandatory state sexual violence prevention/bar bystander training for their staff. Bar employees and patrons strongly supported mandatory training for bar employees. This training would include owners, managers, bartenders, servers, and security.

The ADLLC approved BASIC 4 online course objectives from the Arizona Safety Institute of America includes the following learning objectives:

- Lesson 1 - Introduction to Alcohol Service
- Lesson 2 - How Alcohol Affects the Body
- Lesson 3 - Preventing Intoxication/Intervention Techniques
- Lesson 4 - Cutting Someone off/Intervention Techniques
- Lesson 5 - Preventing Disturbances
- Lesson 6 - Protecting Yourself/Establishment from Liability
- Lesson 7 - Arizona Regulations
- Learn2Serve - Real World Practice

Using the approved BASIC 4 course objectives as a framework, bar bystander training content could be inserted into BASIC 4 state-approved training required for liquor licensure and certification. The current BASIC 4 training provides some instruction on **how alcohol affects the body; preventing intoxication/intervention techniques; cutting someone off/intervention techniques; preventing disturbances**. These topics could be expanded to include bar bystander training objectives and content.

Beyond what was envisioned when the 2011 report was written, an informal alliance has been formed between the Arizona Department of Health Services, Bureau of Women's and Children's Services, Sexual Violence Prevention and Education Program and the Arizona Department of Liquor Licenses and Control. Because of the ADLLC's interest and participation in the bar bystander training, options will be explored in 2013 to

determine if bar bystander training can be integrated into the existing BASIC 4, if BASIC 4 trainers could become bar bystander trainers, and more.

### **Strategy Three: State Bar Bystander Training Curriculum**

Chapter 4, *Training Design and Development*, presented the implementation of Strategy Three: State Bar Bystander Training Curriculum.

### **Strategy Four: State Bar Bystander Program Certification**

From the October 2011 report:

Certification of the state's Bar Bystander Program would show the state's commitment and authority in reducing sexual violence in alcohol-serving establishments. Establishments that earned this certification would be recognized for their commitment in creating environments where sexual aggression is not tolerated and where their owners, managers, and staff are trained to proactively deal with any incidents of sexual harassment. As an incentive to acquire certification, bar owners suggested that perhaps the state bar bystander certification could provide liability protection.

While this Arizona Bar Bystander Program Model includes mandatory training for all bar owners and employees, completion of the training would not solely fulfill the certification requirements.

Certification requirements would also include adoption of specific "zero tolerance" for sexual aggression policies and procedures. These policies could range from establishing standards of behavior for owners, employees, and patrons, to management support of staff who observe sexually aggressive behaviors by either fellow staff members or patrons. The Northland Bars Against Rape and Sexism (BARS) program also has a facility assessment as part of their local certification program. SVPEP staff should explore additional certification requirements, the length of time the certification lasts, and renewal criteria.

As the SVPE Program Manager and the Aha team developed the draft curriculum for the statewide bar bystander training, this group concurrently explored the potential development of a statewide coalition, alliance, or campaign. The concept of "certification" was researched and found to be not viable. Neither the Centers for Disease Control and Prevention (CDC) nor the State had the authority to "certify" a state bar bystander program or to assume legal responsibility that bar certification might entail. Thus the pursuit of a state coalition/alliance was considered a better option. Throughout the exploration of creating a coalition/alliance, the team discussed the purpose and benefits of forming a state-sponsored group, the possible eligibility requirements for membership, such as the percentage of owners and staff who would

be required to complete the bar bystander training, and the role the State would have in monitoring and enforcing membership requirements.

Led by focus group discussions and some Delphi respondents' feedback, the program development team realized that any statewide program, alliance, coalition, or campaign should require members to adopt specific policies and procedures of "zero tolerance" for sexual aggression in their establishments. This group also supported facility assessments as membership criteria. To fulfill this requirement, facility assessment was incorporated into the bar bystander training. Discussions on membership criteria evolved over several months and final determination was made in October 2012. The actual alliance was created in July.

The final membership criteria requires 80% of owners and staff to complete five hours of bar bystander training; the adoption of written policy(ies) of zero tolerance for sexual aggression; display of posters and window clings in ASBA establishments; and active participation in local sexual violence prevention activities and efforts. Once an alcohol-serving establishment meets membership criteria, the establishment becomes a member of the alliance or coalition and receives a decal. The decal, which is a window cling, is placed inside of a glass door or window pane identifying the establishment as having zero tolerance for sexual aggression. Alliance membership is valid for one year and can be renewed. Continuing membership requirements are in development. Along with the decal, several Arizona bar bystander program products identify member establishments. See Strategy Five: State Bar Bystander Program Identification below.

### **Strategy Five: State Bar Bystander Program Identification**

From the October 2011 report:

Once the state certification criteria are established, a state certification logo/symbol/window cling needs to be developed. Once a state program logo is created and displayed, bar patrons will be able to easily identify "zero tolerance" alcohol-serving establishments. The use of the logo has tremendous media application potential and can serve as a strong incentive for alcohol-serving establishments to become certified.

The Phoenix metropolitan area has one state university and several colleges. Working with any of these higher education institutions, SVPEP staff members could use the artistic talents of local graphic art students to design the Arizona Bar Bystander Program logo. Once the logo is designed, SVPEP personnel and/or planning committee and/or media subcommittee can explore the already-obtained Delphi and focus group participants' detailed media application ideas for the logo.

Although state certification was not feasible, a statewide coalition or alliance of alcohol-serving establishments was achievable. How did the statewide bar bystander program become an alliance? How did it get its name, logo, window cling design, and other program-identified posters and media?

Once the momentum started toward creating a state alliance, enthusiastic pressure from former focus group participants wanted a name for the new coalition, a logo design, posters, and other collateral program products quickly. Rather than attempting to harness the state university and local colleges in the Phoenix area to help design the logo, the SVPEP Program Manager and the Aha team enlisted the services of Bolchalk Frey Marketing (BFM) to help with the name, logo, and media-related materials.

One of the outgrowths of the regional focus groups was the creation of an informal focus group network (FG Network) to respond via e-mail to ideas for the Arizona bar bystander program development. Participants from the focus groups agreed to help the State and consultants finalize the statewide name, tag line, logo, and various program products, including posters. The Aha team coordinated the process.

A small working team of ADHS/SVPEP staff, two SVPEP contractors, and the Aha! team with its subcontractor, BFM, used information collected from the focus groups to develop the new program's name, tag line, and logo. The BFM team took the lead. In June 2012, BFM provided a list of possible names to call Arizona's bar bystander program, identified key words, listed possible brand/slogans, and generated a list of possible acronyms (e.g., SAFE for Sexual Assault Free Establishment, SAE for Safety Awareness for Everyone; BAR for Bars Against Rape), and tag lines for consideration. Their work was extremely helpful because the small program development team was able to determine essential information that needed to be included. Three ideas became clear:

- "Arizona" must be part of the name because the project is statewide.
- In the tag line, reference must be made to preventing/reducing sexual assault.
- No acronyms (words formed from the initial letters of other words) will be used.

Once the team set the criteria, the informal network was tapped for input.

In July 2012, patrons, community members, and bar personnel from the Flagstaff, Phoenix, and Tucson focus groups were surveyed to provide direction:

1. Should the program be called an alliance, coalition, or campaign?
2. Should it be named Arizona Bar Bystander (Alliance/Campaign/Coalition), Arizona Safe Bars (Alliance/Campaign/Coalition), or Arizona Safer Bars (Alliance/Campaign/Coalition)?
3. Should the tag line action word be striving or working?
4. Should the tag line be (striving/working) to reduce sexual assault, (striving/working) to prevent sexual assault, or (striving/working) to keep our patrons safe from sexual assault?

A dozen individuals responded: five patrons, four community members, and three bars owners/managers. Six respondents chose Arizona Safer Bars, five chose Arizona Safe Bars, and one individual chose Arizona Bar Bystander. Seven respondents voted for the word "alliance." With a majority vote, the statewide entity became **Arizona Safer Bars Alliance**.

Seven individuals from the informal network selected “to prevent sexual assault.” The informal network was evenly split on whether the tag line should use “working” or “striving.” The BFM team drafted sample logos for the informal network to review, two mock-ups with “working” and two with “striving.” In late August, the informal network and SVPEP contractors in Flagstaff and Phoenix voted on the logo design and tag line. By a vote of 9 to 5, “working” was preferred to “striving,” thus the final tag line became **“working to prevent sexual assault.”**

In September, the official Arizona Safer Bars Alliance logo and tag line was adopted. Although the State did not intend to use an acronym for the new alliance, soon the Arizona Safer Bars Alliance was referred to as ASBA.

During the development of the training program, the development team generated several product ideas to reward and recognize training participants for their completion of the five-hour training. These ideas included a certificate of completion and wallet cards. Once the ASBA logo was finalized, these ideas became a reality. See *Figure 5.2. Certificate of Completion of ASBA Training* and *Figure 5.3. Front and back of ASBA training wallet card.*



*Figure 5.1.* Arizona Safer Bars Alliance logo.



Figure 5.2. Certificate of Completion of ASBA Training

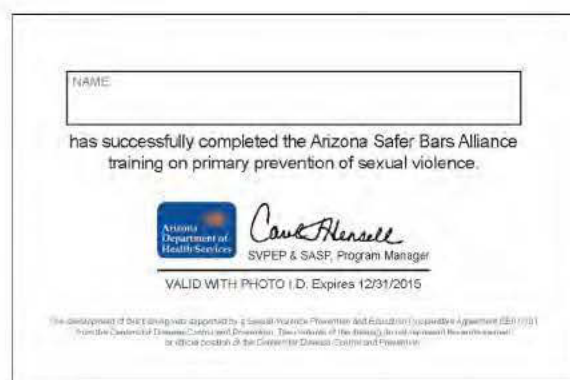


Figure 5.3. Front and back of ASBA training wallet card

The wallet card is plastic-coated with a strip for the name/signature of the person who has been trained. The cards are good until 12/31/15, and as ASBA gains membership, bar staff who have this card and move or change jobs will have a credential that goes with them, a plus for their resumes.

## **Strategy Six: Standardized Bar Bystander Training for Bar Patrons**

From the October 2011 report:

Arizona is the first state to explore specific bar bystander training for bar patrons. Both the Sexual Assault Recovery and Prevention Center in San Luis Obispo County, California and the Boston Area Rape Crisis Center (BARCC) Sexual Assault Free Establishment (SAFE) program provide bar bystander training. The San Luis Obispo County training is for county bars and restaurants. The BARCC SAFE program provides training for bar owners and staff. Arizona currently has two bar bystander training programs for bar owners and staff only. None of the other bystander programs examined in this report specifically addressed bar bystander training for bar patrons. Bar patrons and bar owners and staff from all seven focus groups overwhelmingly recommended bar bystander training for patrons.

The *Arizona Bar Bystander Project Report, October 2011* strongly endorsed the development of bar bystander training for patrons. However, after further exploration and discussion, the team of Carol Hensell, SVPE Program Manager, and Aha decided to narrow the training focus to include only owners and staff members of alcohol-serving establishments. By concentrating on owners and staff, a training program could more easily be developed and effectively implemented and monitored. To effectively implement an effective training program for patrons required some kind of viable organizational structure beyond their patronage of alcohol-serving establishments. The current challenges were difficult to overcome. Although implementing patron training was problematic, development of resources for patrons was strongly endorsed and pursued.

## **Strategy Seven: State Bar Bystander Program Resources**

From the October 2011 report:

The purpose of creating a state bar bystander program is to have a standardized model that local bar bystander programs can adopt and adapt without the extensive development costs now required by SVPEP contractors. State generated resources for bars and patrons is another efficient function in which the state can cost-effectively assist local programs.

Funding for both state and local collateral materials development is essential to the bar bystander program. Focus group and Delphi One participants shared extensive creative ideas for the development of posters, signage, napkins, coasters, wristbands (SillyBands), hand stamps, T-shirts, birthday safety cards for patrons, an Arizona Bar Bystander APP, a text message media system. All of these products strengthen the effectiveness of the program by continually reinforcing the message of “zero tolerance.” Coalitions, training, and bar policies are effective strategies within the program design and need the visual support

of these various resources to convey bar bystander messages to patrons and to the community.

State's role in providing collateral program materials. Federal SVPEP funding needs to be authorized for resource development. With federal approval, the state's SVPEP could develop/acquire state collateral materials, such as posters. Standardized state-sponsored posters would not be tied only to local bar bystander program support, but also used as media support of the state's bar bystander program statewide.

BARCC is working with students from the Massachusetts College of Art and Design to create new SAFE posters. By having college students work on the poster project, BARCC uses the target audience to produce the messages, so the messages should resound with fellow students. Several posters have been selected. Once final student releases are obtained, these posters will be available for Arizona to use.

If Arizona chooses to create its own posters, this strategy would be very effective since Arizona has three state universities and multiple colleges. Like the BARCC, using college art students expands the bar bystander program influence and produces authentic and potent graphics and messages relevant to the largest population who patronize alcohol-serving establishments.

Two additional intriguing ideas that would be more appropriately produced at the state level are the creation of an Arizona bar bystander application and a bar bystander text messaging system. Focus group members envisioned the APP in a more localized context, focusing on providing locations for "bar bystander certified (SAFE ZONE) establishments. This naturally could be expanded to include all "certified" establishments statewide. Users could narrow the search to their local community.

The text messaging idea is also innovative. Focus group participants shared that some text-messaging format would be an excellent intervention strategy for patrons. Discussions centered on an internal system where a patron could text and the bar owner or manager would receive the text and provide assistance. Other feedback suggested the text go the local police department. Again, state-level development seems more feasible. For local application, perhaps alcohol-serving businesses could attain use of the text system as part of their bar bystander certification.

Local bar bystander program roles in providing program materials. Along with the State generated/authorized program materials, local bar bystander programs should be encouraged and financially supported to create their own community-specific resources. Specific slogans, signage,

coasters, napkins, etc. could effectively reflect the local community's diversity and provide collaborative community participation that the local bar bystander coalition could facilitate.

**Development of posters.** As reported earlier, the ADHS/SVPEP was fortunate to retain the services of a media consulting firm through subcontract with Aha. Therefore, professionals designed statewide collateral program materials with initial input from focus group participants and further input from these same participants through e-mail correspondence. On October 19, 2012, the Aha team contacted the FG Network to get input on poster designs. The following e-mail was sent:

Dear Arizona Safer Bars Alliance (ASBA) Team,  
Thank you for helping us make this new program RIGHT for your alcohol-serving establishments and/or your communities. You participated in at least one of our focus groups about Bar Bystander Programs to prevent sexual assault/violence, and many of you helped us pick the ASBA logo and tag line.

We now need your input in determining which ASBA posters should be displayed in ASBA member bars, and what sizes of the poster you think would work best.

Please vote for TWO posters:

Pick one from Options 1, 2, and 3: \_\_\_\_\_

Pick one from Options 4, 5, and 6: \_\_\_\_\_

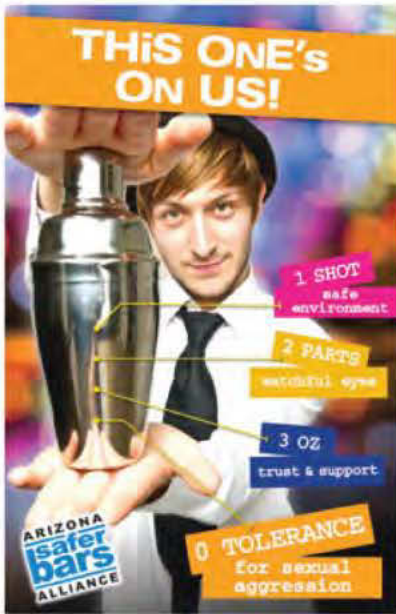
Please tell us the poster sizes you would like to see in alcohol-serving establishments:

Do you like BIG size, 18" x 24" ASBA posters? \_\_\_\_\_

Do you like SMALL size, 11" x 17" ASBA posters? \_\_\_\_\_

BOTH? \_\_\_\_\_

See *Figure 5.4*. Poster options 1-6.



OPTION 1



OPTION 2



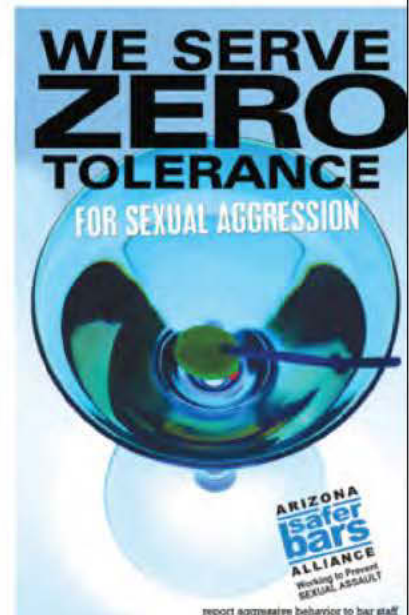
OPTION 3



OPTION 4



OPTION 5



OPTION 6

Figure 5.4. Poster options 1-6.

Responses came from representatives (owners/managers) from four bars and a bartender; members of the community, including Flagstaff Police Department, Northern Arizona University Police Department, Arizona Department of Liquor Licenses and Control, Victim Advocate, and an Assistant City Attorney; and three patrons. From Options 1, 2, and 3, option 3 received the most support, and became one of the ASBA posters; of Options 4, 5, and 6, option 6 received the most votes, followed closely by option 5. So, options 5 and 6 also became ASBA posters.

From this voting process, three ASBA posters were selected for reproduction.

When asked what size poster should be printed, 18x24 or 11x17, both size options received votes. However, the smaller size received more votes. Both sizes were reproduced with more of the smaller size.

As the ADHS/SVPE Program Manager and the Aha team discussed posters, the team realized that many of the intended audience would be young adults who are more likely to drink beer than martinis. After consultation with BFM, their creative team developed a companion poster to Option 6. A final beer mug poster was selected, becoming the fourth poster in the ASBA collection.

Focus group participants had liked the Boston Area Rape Crisis Center poster designed by Ellery Curran, but had recommended design modifications. Participants wanted to simplify the design and have fewer taps.



Figure 5.5. BARCC poster.

BFM was challenged to find suitable taps and simplify the poster. Poster redesigns didn't work. Finally, the program development team contacted Boston Area Rape Crisis Center and Ellery Curran to obtain permission and the artwork so that the poster could be modified for Arizona. The poster below became ASBA's fifth and last poster.



Figure 5.6. ASBA's fifth poster design.

The final five posters have a main theme of ZERO TOLERANCE of sexual aggression, the critical aspect of the ASBA program. In four of the posters are the words ZERO TOLERANCE. In three of the four, ZERO TOLERANCE is the main focus. A sub-theme in three of the posters is "Report sexually aggressive behavior to the bar staff."

The second theme developed by BFM and instantly popular with the FG Network, Aha team, and SVPEP staff and contractors, was Be Playful, Be Funny, Be Charming, BEHAVE, which reinforces zero tolerance of sexual aggression. This design and messaging was liked so much that it became the basis for the design of the ASBA training tee-shirts.

The third theme is hinted at in three of the posters with the words, “Report sexually aggressive behavior to bar staff.” However, it is the makeover of the BARCC poster that fully captures the importance of patrons being able to get help from the bar staff. “We also have these on tap. Need help? We’re here for you.” And, on the taps are TRUST, HELP, and SAFETY. The small line states: “Together, we can prevent sexual aggression.”

**The final five ASBA posters.** These are the final posters. Alcohol-serving establishments will receive them once they become ASBA members.



Figure 5.7. Zero tolerance ASBA poster with martini mixer.

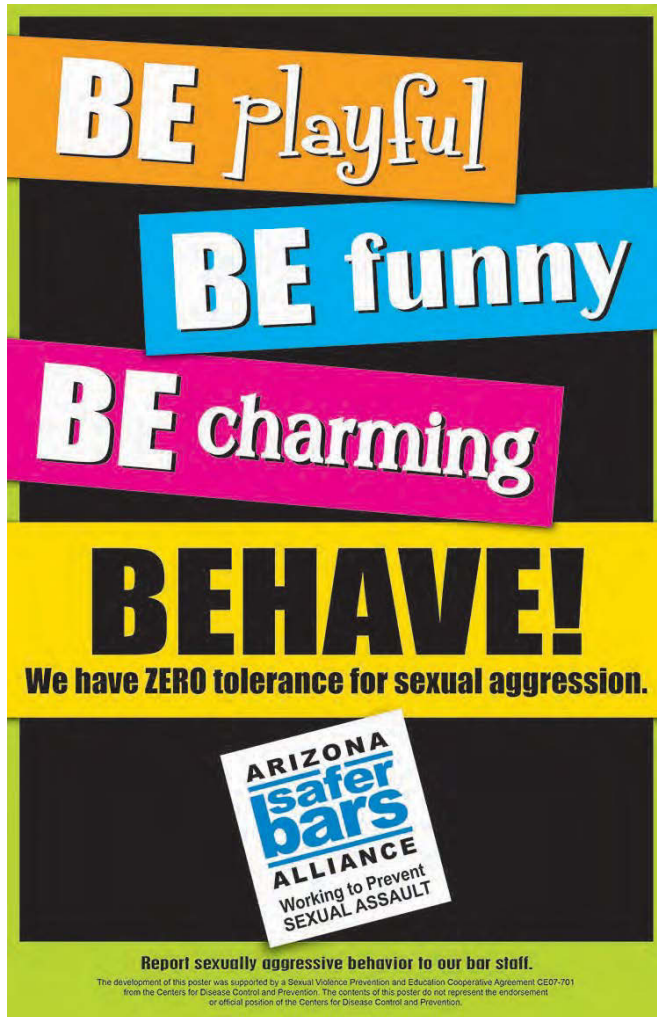


Figure 5.8. BEHAVE! ASBA poster.

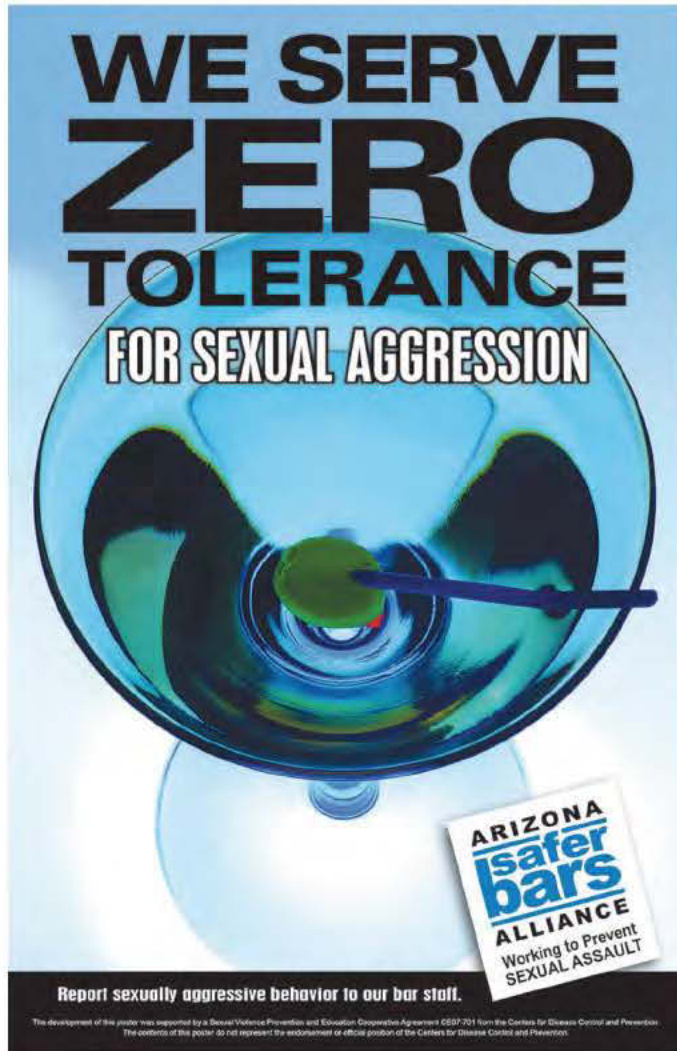


Figure 5.9. Zero tolerance ASBA poster with martini.

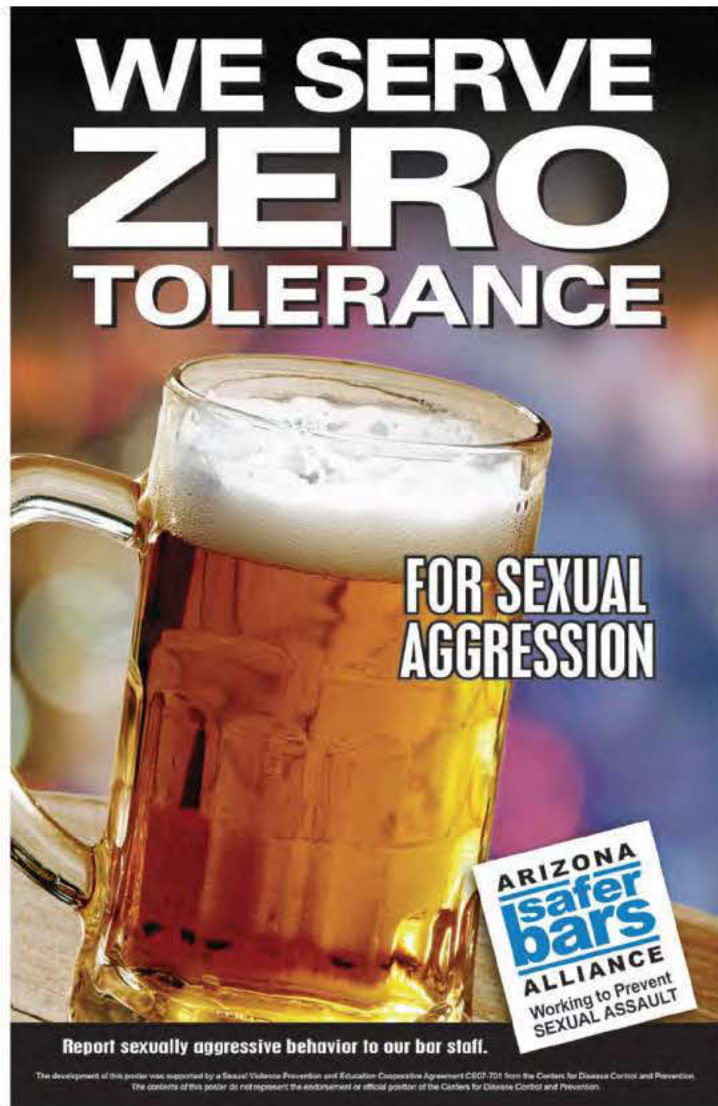


Figure 5.10. Zero tolerance ASBA poster with beer mug.



Figure 5.11. “On tap” ASBA poster, modified from BARCC poster.

**Development of ASBA flyers to go on the back of bathroom stalls.** Both Delphi respondents and focus group participants wanted patron resources, and some stated that flyers for the back of bathroom stalls in alcohol-serving establishments could help patrons who were being harassed if they stated how to get immediate assistance. In the pilot training, one of the bar staff/owners who was trained also endorsed this concept and drew a picture of a security person with arms crossed who could help. From his idea and sketch, new 8”x10” flyers were developed and printed. The message was simple: a security man, arms crossed, with the words, “NEED HELP? Report sexually aggressive behavior to our staff.”



Figures 5.12. and 5.13. Need help? posters.

**Development of ASBA flyers for campuses and communities.** An SVPEP contractor anticipated ASBA's success and looked forward to publicizing ASBA on college campuses and in the community. As a result, an 8"x10" flyer was designed to post on campus kiosks and classroom bulletin boards, in dorms, and throughout the community. The idea is to create patron awareness and bar awareness of the Arizona Safer Bars Alliance. The message: Look for This Logo at Participating Establishments.



Figure 5.14. ASBA promotional flyer.

**Development of training incentive tee shirts.** After input from the small resource development team and discussion with the media experts, the shirt design below was selected for distribution to ASBA training participants when they receive their ASBA wallet cards and training certificates.



*Figure 5.15. ASBA training tee shirt, front and back design.*

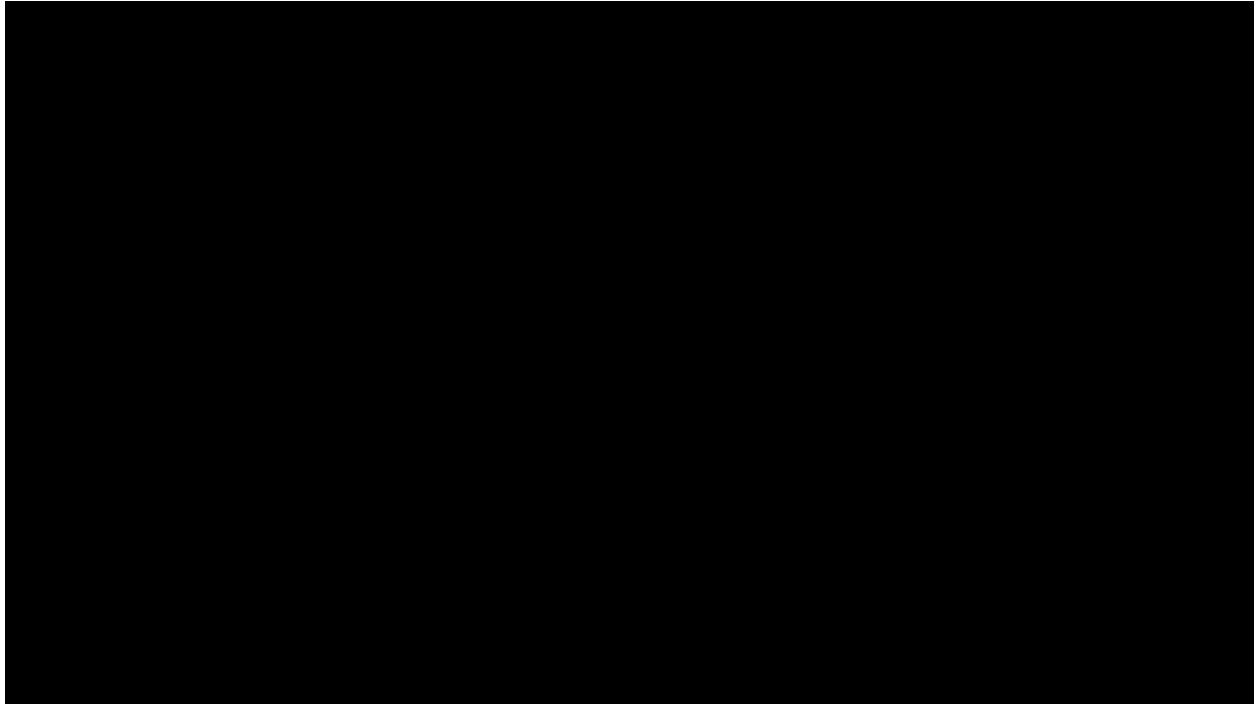
**Development of an ASBA APP and a text messaging system.** In 2012, these ideas were not fully developed. There was some discussion of complications tied to both an APP and a text messaging system. Development of these tools could be considered in 2013.

**Local bar bystander program roles in providing program materials.** As the final poster designs were being selected, the SVPEP contractor in Flagstaff requested permission to use one of the poster designs for local bar bystander tee shirts. Permission to use Option 4 (zilch, nada, zero tolerance for sexual aggression) was granted by ADHS/SVPEP.

## ASBA MEDIA DEVELOPMENT

In 2012, Bolchalk Frey Marketing created three television ads for use as PSAs. All three PSAs have the theme: “No matter what you order, we serve zero tolerance for sexual aggression.” These are embedded in the electronic version of this report.

The first 30-second PSA also incorporates “Be playful, be funny, be charming, BEHAVE!”



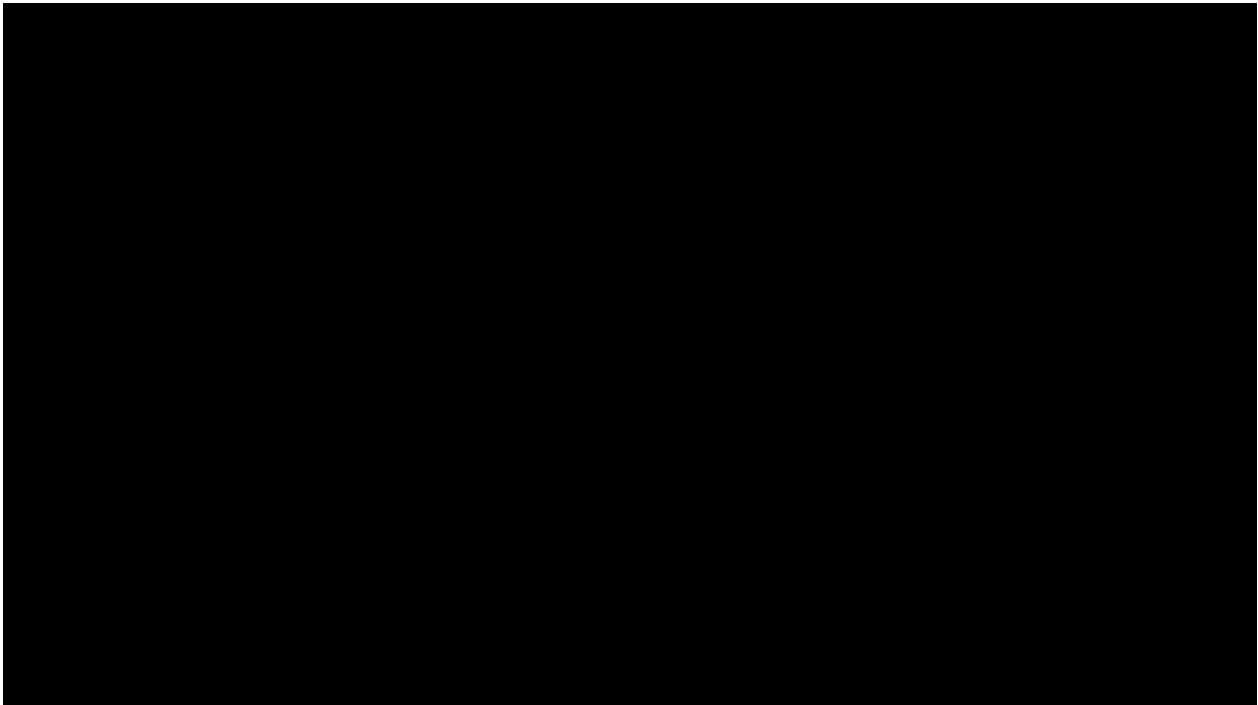
*Figure 5.16.* ASBA video 1: “BE playful, BE funny, BE charming, BEHAVE.”

A 15-second version of a zero tolerance video is embedded below.



*Figure 5.17. ASBA video 2: "... we serve zero tolerance for sexual aggression."*

The longer, 30-second version is embedded below.



*Figure 5.18.* ASBA video 3: "...we serve zero tolerance for sexual aggression."

Airing these PSAs is delayed until a media plan and related logistics are finalized. The timeline for completion is 2013.

## ASBA NEXT STEPS AND EXPANSION

### SUMMARY OF 2012

The tremendous achievements in creating the Arizona Safer Bars Alliance program in one year was the result of enthusiastic support and commitment from a broad spectrum of individuals, alcohol-serving businesses, and civic organizations. With guidance from bar owners, managers, employees, patrons, and members of the community, including police departments, the State Department of Liquor Licenses and Control, and sexual violence prevention experts, the Arizona Safer Bars Alliance, working to prevent sexual assault, was formed. A five-hour (two 2½-hour sessions) bar bystander training was developed based on the input of Delphi surveys and regional focus groups. Pilot testing was conducted in Flagstaff in September and October 2012 and final modifications were made to the curriculum. PowerPoint® presentations for the two sessions included videos on bystander effect, body language observation, and intervention opportunities.

Bolchalk Frey Marketing took the lead in developing collateral ASBA program materials, then refined draft materials with input from the Sexual Violence Prevention and Education (SVPE) Program Manager, the Aha team, two SVPEP contractors, bar owners and employees, and community members. By the end of 2012, five posters, available in two sizes, were produced. Flyers, training certificates, tee shirts, and wallet cards for those who successfully complete ASBA training were also produced. ASBA window clings were made for 2013, 2014, 2015, and 2016. Draft ASBA public service announcements for TV were created.

In addition, the SVPE Program Manager, the Aha team, and several SVPEP contractors brought together community members through regional focus groups to explore possible next steps in community coalition building regarding sexual violence prevention in alcohol-serving establishments. This chapter presents possible next steps to expand ASBA statewide. It also offers recommendations for promoting and sharing ASBA's model with other states.

### 2013 AND BEYOND

Within the next five years, Arizona needs to proactively implement strategies that will expand ASBA and increase membership in order to reduce sexual assault in Arizona's alcohol-serving establishments. The process of developing a five-year plan could involve community focus groups or Delphi surveys in 2013 or 2014. Once a plan has been developed, it can serve as a roadmap in guiding ASBA's expansion.

As interim steps before this longer-range plan is developed, several immediate 2013 objectives and strategies can be accomplished. These are presented below. The most pressing objective is to increase the ASBA membership. In order for alcohol-serving

establishments to become ASBA members, they must fulfill the requirements for membership: ASBA training for 80% of their staff who are in contact with the public; a house policy of zero tolerance for sexual aggression; display of posters and window clings in their establishments; and participation in a local/regional sexual violence prevention efforts and activities.

Several of the strategies presented below address specific aspects of ASBA membership so that more establishments can join the alliance: expanding ASBA free training availability; developing needed ASBA program materials, including designing brochures to attract bars and other alcohol-serving establishments to join ASBA and creating sexual violence prevention resources for patrons; developing and implementing effective ASBA media strategies including formulating a media plan; and assisting in the formation of local ASBA community coalitions.

## **OBJECTIVE 1: EXPANSION OF ARIZONA BAR BYSTANDER PROGRAM**

### **Strategy One: ASBA Membership Growth**

Critical to ASBA success is developing a healthy membership roster. The more ASBA members, the greater the coverage of well-trained bar staff and owners who are working to prevent sexual assault in their establishments, the more safer environments for patrons.

### **Strategy Two: Expanded ASBA Training Availability throughout Arizona**

In 2012, only the pilot training was conducted. Carol Hensell, SVPE Program Manager, and Lee Hill, Communications Director, Arizona Department of Liquor Licenses and Control, led the training, with technical support and training analysis provided by the Aha team of Suzy Seibert and Cindy Turner. Although the ADHS/SVPE Program Manager will give a limited number of additional trainings throughout the State in 2013, securing and training more trainers is imperative. Several possibilities for acquiring more ASBA instructors include: training existing SVPEP contractors and expanding their contracts so that they can arrange and deliver the ASBA training in their regions; training other state and/or community entities (such as local police departments) that may want to provide the free ASBA training in their communities; determining with the Arizona Department of Liquor Licenses and Control if BASIC 4 training could be expanded to include ASBA training, and if BASIC 4 trainers could be trained to become ASBA instructors as well.

In order to increase the pool of trainers, an ASBA train-the-trainer protocol needs to be developed and piloted. This train-the-trainer procedure would include the ADHS/SVPE Program Manager conducting the initial ASBA training with the potential ASBA teachers as participants; observing the new instructors delivering the training themselves; and debriefing with the new trainers after the second session. The debriefing would be

evaluative and offer constructive feedback to strengthen new ASBA teachers' skills and knowledge.

### **Strategy Three: Development of Needed Additional ASBA Program Materials**

Several ASBA program materials are still needed:

- a handbook for alcohol-serving establishments/bars to use to create bar policies that address patron safety and sexual violence prevention;
- brochures to entice bars and other alcohol-serving establishments to join ASBA;
- handouts/cards for patrons who enter ASBA establishments that explain what ASBA is and how ASBA works to prevent sexual aggression;
- handouts/cards with specific tips for patron safety.

### **Strategy Four: Implementation of Effective Media Strategies**

ADHS/SVPEP should continue to explore the development and implementation of effective media strategies for sexual violence prevention in alcohol-serving establishments. An ASBA five-year media plan should be created. The plan should have a timeline for airing the ASBA TV PSAs that were created in late 2012.

Media products that could be produced to enhance safety in bars and to promote ASBA include ASBA press releases that can be used statewide and ASBA smartphone APPS that could tie into YELP, Open Table, or an ASBA-customized Bar Time Lite: Party Responsibly.

An ASBA Internet website or web page on the Arizona rape prevention website can be developed. This could be a place that features the alcohol-serving establishments that are ASBA members, and could provide testimonials from bar staff and patrons related to ASBA experiences. As suggested in a 2011 focus group, the ASBA website/web page could feature an Arizona Safer Bars Pub Crawl that links ASBA establishments in the different geographical regions of the state.

As suggested in focus groups in 2012, an ASBA Facebook presence could be created. An ASBA Facebook *place* page could be created. National and local non-profits, such as National Sexual Violence Resource Center and the Sexual Violence Center in Minneapolis, MN, maintain Facebook *place* pages and feature information, news, events, videos, and more. Community and non-profit Facebook *pages* are maintained by entities such as Stop Sexual Violence, Sexual Violence Research Initiative, and Sexual violence task forces (such as Sexual Violence Task Force of Tampa Bay). In addition, an *open or closed group* could be created for ASBA. If a private group were created, membership to the group would be screened; it would be possible for ASBA members to be able to share ideas and concerns with each other without others seeing

their discussions. The group could have a group administrator who would monitor the site. There could be part of the site that is open for the public, where patrons could go to learn more about ASBA bars, etc. ASBA pages could be used to promote ASBA to the public, too. ASBA *event pages* could also be set up. These could be used to promote ASBA training or regional ASBA events or ASBA pub crawls or whatever is appropriate.

Development of these tools and products could be considered in 2013.

### **Strategy Five: Assistance to SVPEP Contractors in Forming Local ASBA Coalitions/Cooperatives**

Three regional community coalition focus groups were assembled in 2012. Participants from two of the three regions expressed interest in reconvening their focus group participants to further explore the formation of their local coalition. The primary purpose of the local coalition would be to reduce sexual aggression in alcohol-serving establishments. In order to facilitate the formation of these coalitions, Sexual Violence Prevention and Education contractors need to lead the process. Strategies for how to undertake this task need to be determined.

Working collaboratively with regional SVPEP contractors, each region could create its own action plan for garnering interest and support for the formation of a coalition. An obvious strategy could be to join current local sexual violence and prevention efforts and expand the local coalition to include reducing sexual assault in alcohol-serving establishments. The Flagstaff community currently has an effective coalition. Participants from this area expressed interest in possibly expanding the scope of their coalition to include sexual assault prevention in bars.

## **OBJECTIVE 2: PRESENTATION OF ASBA'S MODEL TO OTHER STATES**

### **Strategy One: ASBA Tool-kit Development**

ADHS and the Aha team realized that other states might want to replicate Arizona's efforts. In 2013, if a detailed step-by-step planning toolkit could be developed, it could serve as a developmental model for other states/territories to replicate or to modify. The toolkit could describe what Arizona did, provide basic steps to building a safer bars program or modifying Arizona's program, and discuss challenges and how they were overcome.

The toolkit might also include a discussion about outreach to state and community entities that might want to participate in train-the-trainers for sexual violence prevention in alcohol-serving establishments.

## **Strategy Two: ASBA Program Development Information at National and Regional Conferences, Webinars, and/or Other Venues**

In 2013 and beyond, the SVPE Program Manager should actively pursue opportunities to share ASBA's development and implementation process with other organizations and agencies in the sexual violence prevention field. Once an ASBA Toolkit is completed, this resource could be used as part of an outreach plan to other states.

Possibilities for sharing the ASBA experience include making presentations at national and regional conferences on sexual violence prevention, such as the National Sexual Assault Conference and/or CDC national meetings related to sexual violence prevention, setting up an ASBA Facebook page and/or web site, participating in Sexual Violence Awareness Month activities, perhaps on CDC's Veto Violence Facebook page, setting up an ASBA website or web page on <http://www.azrapeprevention.org>

### **ADDITIONAL ASBA INFORMATION**

ASBA program information or a copy of the ASBA printed training manual and flash drive or other ASBA materials can be obtained by contacting Carol Hensell, Sexual Violence Prevention and Education Program Manager, Arizona Department of Health Services, Bureau of Women's and Children's Services. Hensell manages the Arizona Safer Bars Alliance and may be reached by e-mail at [Carol.Hensell@azdhs.gov](mailto:Carol.Hensell@azdhs.gov) or by phone at 602-542-7343. Her Sexual Violence Prevention and Education website is: <http://www.azrapeprevention.org> In addition, [ASBAinformation@gmail.com](mailto:ASBAinformation@gmail.com) can be used to obtain ASBA information and materials.