

17-11

APPLICATION FOR BEER PERMIT
STATE OF TENNESSEE
CITY OF FRANKLIN

PURSUANT TO SECTION 8 CHAPTER 2 OF THE CODE OF THE CITY OF FRANKLIN, TENNESSEE, AND THE REQUIREMENTS OF 57-5-101 ET. SEQ. OF THE TENNESSEE CODE ANNOTATED, I HEREBY MAKE APPLICATION FOR:

 X ON PREMISES PERMIT
 OFF PREMISES PERMIT
 ON AND OFF PREMISES PERMIT
 MANUFACTURER'S OR DISTRIBUTOR'S PERMIT
 SPECIAL EVENTS PERMIT HOURS OF EVENT

DATE PERMIT NEEDED

PERMITS SHALL BE ISSUED TO THE OWNER OF THE BUSINESS,
WHETHER A PERSON, FIRM, CORPORATION, JOINT-STOCK COMPANY,
SYNDICATE, OR ASSOCIATION.

1. Applicant (Owner) Crestline Hotels & Resorts, LLC

Person Firm Corp LLC X Joint-stock co. Syndicate Association

2. List all persons, firm, joint-stock companies, syndicates, or associations
having at least a 5% ownership interest in the business (attach additional sheet, if
needed). Please give name and address.

Barcelo Crestline Corporation, 65.1% Member, 3950 University Dr., Fairfax, VA 22030

BCE- BCC, LLC, 34.9% Member, 3950 University Dr., Fairfax, VA 22030

3. If the applicant is a corporation, are they authorized to do business in the State of
Tennessee? Yes

4. Under what trade name will this business operate?

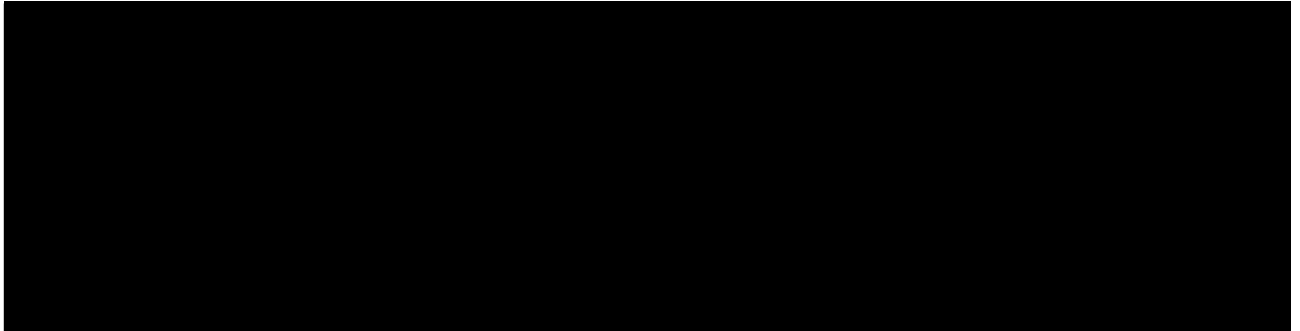
Hyatt Place Nashville/Franklin/Cool Springs

5. Location of the business by street address.

650 Bakers Bridge Ave., Franklin, Tennessee 37067

Phone number of the business (615) 771-8900

6. Please give the following information on the person who will be managing the business. This person is an owner _____ or a managing agent X.



7. Specify the identity, address and daytime contact phone number of the person to receive annual privilege tax notices and any other communication from the City.

Name Danny Johnson Title VP, Tax

Mailing Address 3950 University Dr., Ste. 301

City, State, Zip Fairfax, VA 22030

Daytime contact phone number (571) 529-6129

8. Will the permit be used to operate two or more restaurants or other businesses under the same permit as permitted by T.C.A. Section 57-5-103(a)(4) within the same building? Yes _____ No X.

If so, specify number _____. List the names of the restaurants or other businesses and describe their location (use additional sheet if necessary)

N/A

9. Do you own the premises on which you will operate? No
If no, please give the name and address of the property owner.

HIT Portfolio I Owner, LLC (formerly named ARC Hospitality Portfolio I Owner, LLC)

3950 University Dr., Ste. 301, Fairfax, VA 22030

10. Has any person having at least 5% ownership interest, managers or employees of the business been convicted of any violation of beer or alcoholic beverage laws or any crime (other than minor traffic violations) within last ten (10) years? No If so, give particulars of each charge, court and date convicted.

N/A

11. Has this owner or the owners organization had a beer permit revoked, suspended, or denied in the State of Tennessee? Yes ___ No X If so, please give date, place and cause of said revocation.

N/A

12. Give the name and address of the former beer permittee at this establishment.

Same as applicant; ownership change only

13. Give applicant's history of involvement in the beer business, if any.

Applicant manages hotels that serve beer and alcohol across the country.

14. Give applicant's employment record for the past 10 years.

N/A

15. What is the exact nature of the business in which you are applying for a beer permit? (Restaurant, tavern, motel, etc.)

Hotel

16. Will a full course menu be served? Yes

17. Will separate and sanitary facilities be maintained for men and for women? Yes

18. Will dancing be allowed on your premises? No
If yes, do you acknowledge that section 9-102 of the Franklin Municipal Code prohibits the operation of establishments allowing dancing between 1:30 AM and 8:00 AM? _____

19. Does your company have a training policy for employees regarding the sale of beer to minors? Yes X No _____

If yes, explain the procedure in detail or you may provide a separate attachment.

See attached.

If no, do you plan to implement a training policy in the future? N/A

20. Please read the following and upon signature of this application, you do understand and agree to comply if you are granted a permit.

- (a) You will not sell beer or similar beverages except at the place or places for which the beer board has issued your permit.
- (b) You will not sell beer or any like beverage except in accordance with the terms of said permit.
- (c) If this application is made for permit to sell and not for consumption on the premises, you will not sell for consumption on the premises and not allow consumption on the premises.
- (d) You will rigidly enforce the law against sales to minors.
- (e) You will prohibit gambling at your establishment and understand that the conduct of such activities on the premises will result in revocation of your permit.
- (f) You will secure a certificate or statement from the health department or health officer that the premises covered by the application meet the requirements of the ordinances of the City of Franklin and the laws of the State of Tennessee.
- (g) You will not attempt to transfer this permit to anyone else.
- (h) You will display this permit in a prominent place in your establishment.
- (i) You will not sell or distribute beer between the hours of 3:00 AM and 6:00 AM (8:00 AM for on premises consumption) during the week and between the hours of 3:00 AM Sunday and 12:00 Noon Sunday (10:00 AM for on premises consumption).
- (j) You will prohibit the congregation at your establishment of those who reasonably appear to be intoxicated, lawless, rowdy, or prostitutes.
- (k) You will not allow any liquor with alcoholic content of greater than five percent (5%) to be consumed on the premises.
- (l) You will not allow any sale or delivery of beer for consumption on the premises outside of the building, it being the intention to prohibit the sale of beer by what is commonly known as "curb service" or "curb sales" of beer.
- (m) You will comply with all requirements of section 2-201 through 2-229 of the municipal code of the City of Franklin.

A non-refundable \$250 fee must accompany this application and the application shall be submitted at least fifteen (15) days prior to the Beer Board meeting at which it is to be considered. If the application is approved you are required to provide documentation of sales tax registration to the city within ten days of approval. Any applicant making false statement in this application shall forfeit his permit and shall not be eligible to receive any permit for a period of ten years.

A privilege tax of \$100 is imposed on the business of selling, distributing, storing or manufacturing beer in this state effective January 1, 1994 and each successive January 1. Any holder of a beer permit issued after January 1, 1994 shall pay a pro rata portion of this annual tax when the permit is issued.

I hereby make application to the City of Franklin Beer Board for a beer permit.

The signing of this application acknowledges that I am aware of the laws prohibiting the sale of beer to minors.

I hereby certify that no person having at least a 5% ownership interest, nor any person to be employed in the distribution or sale of beer in my establishment has been convicted of any violation of the beer or alcoholic beverage laws or any crime involving moral turpitude within the past 10 years.

I am also aware that I shall not be issued a permit or my permit shall be revoked if my business location causes traffic congestion or interferes with schools, churches, or other public places of public gathering, or otherwise interferes with public health, safety and morals.

CRESTLINE HOTELS & RESORTS, LLC

By: _____

Signature of Applicant/Owner (or Authorized Corporate Officer)
James A. Carroll, President

On behalf of: Crestline Hotels & Resorts, LLC
Name of Business Entity

Sworn to and subscribed before me this 23rd day of March, 2017

Notary Public

My Commission Expires: 11/30/2017



Julie O. Johnson
Commonwealth of Virginia
Notary Public
Commission No. 7235784
My Commission Expires 11/30/2017

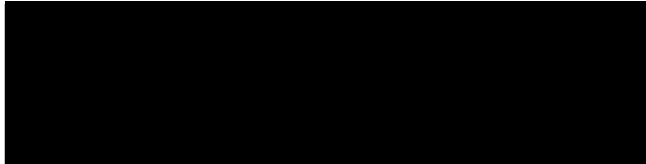
Official Use Only

Application Fee \$ 250.00 Date Paid 4-3-17
Privilege Tax \$ 67.00 Date Paid 4-3-17
Board Meeting Date 5, 9, 17

Attachment to Franklin Beer Application for
Crestline Hotels & Resorts, LLC

Question #2. The following sets forth the owners and officers of Crestline Hotels & Resorts, LLC:

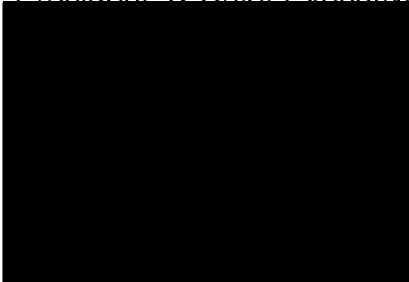
Barcelo Crestline Corporation
65.1% Member/Owner



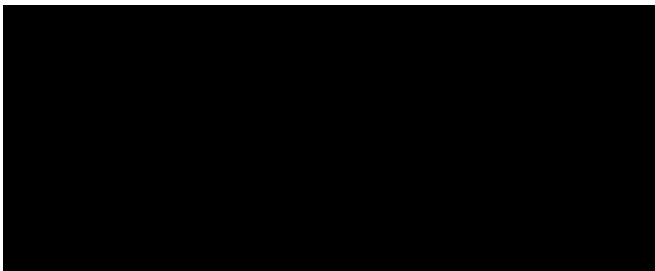
BCE-BCC, LLC
34.9% Member/Owner



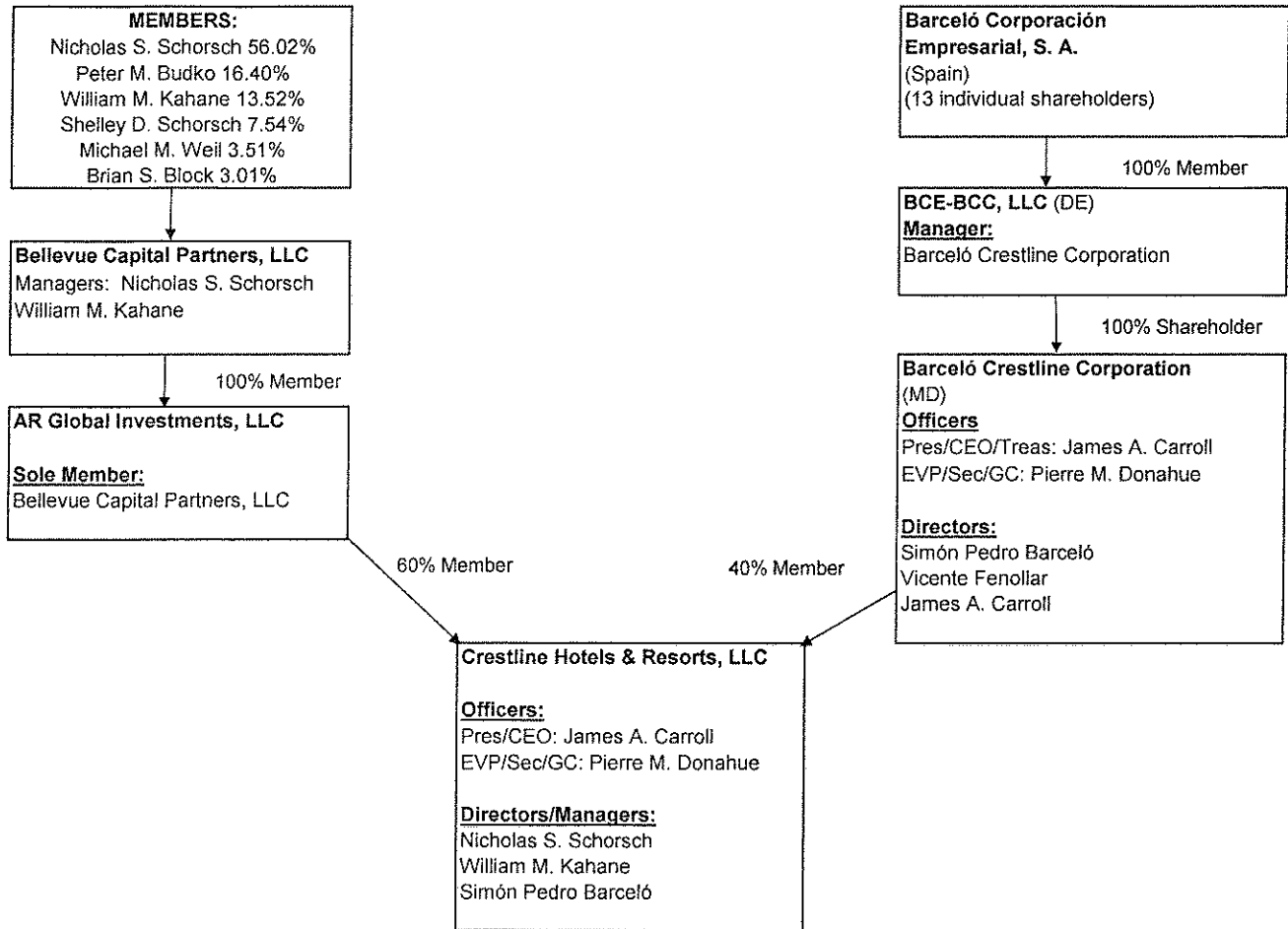
James Alexander Carroll
President & Chief Executive Officer



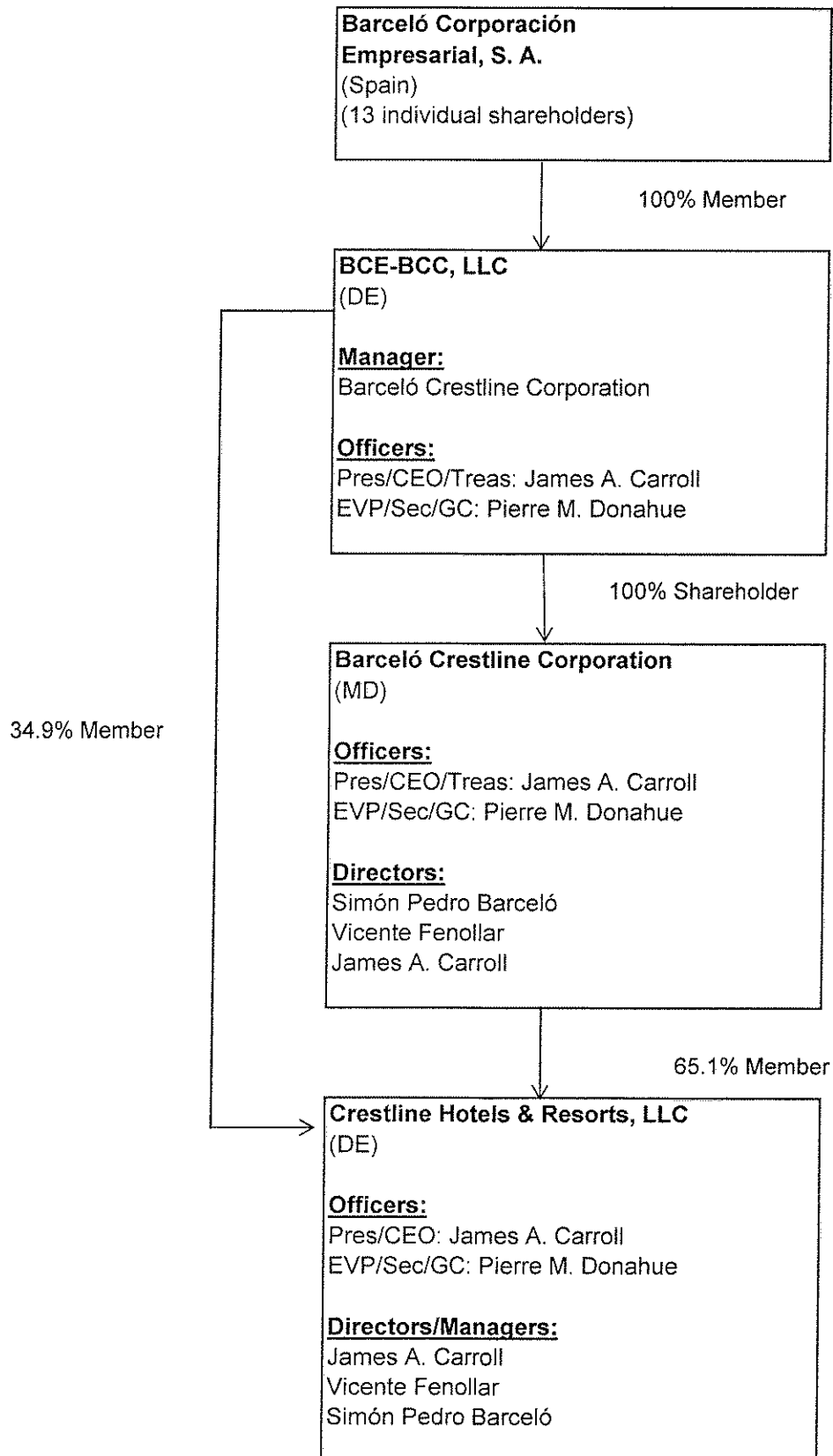
Pierre Martin Donahue
Executive Vice President & Secretary



Crestline Hotels & Resorts, LLC Owner Chart - BEFORE



Crestline Hotels & Resorts, LLC Owner Chart - AFTER



POLICE DEPARTMENT

Deborah Y. Faulkner, EdD
Chief of Police



Dr. Ken Moore
Mayor

Eric S. Stuckey
City Administrator

April 3, 2017

TO: Chief Deborah Y. Faulkner *DF*
FROM: *Mary E. Casteel*
Mary E. Casteel, Communications Support Coordinator

SUBJECT: Beer Board Background Checks

A check of Franklin Police Department records was completed on Gina Brooks, Managing Agent for Crestline Hotels & Resorts LLC and found to be clear.

A check was completed through LexisNexis/Accurint and revealed the following:

- Bankruptcy – Tennessee Middle Court, Nashville TN – 11/30/06 – Discharged: 4/5/07
- Civil Judgment – Rice County District Court MN – 2/16/06 – Creditor: Travelers Express Co.
- Civil Judgment – Davidson County General Session – 9/1/05 – Creditor: E Marlar Stanley

Requested by: Christy McCandless

City of Franklin

P O Box 705
Franklin, TN 37065
(615) 791-3225

DATE: 3-31-17

TO: POLICE CHIEF

FROM: CHRISTY MCCANDLESS, ACCOUNT MGMT SUPERVISOR

RE: RECORDS CHECK FOR APPLICATION FOR BEER PERMIT

BEER BOARD MEETING DATE 5-9-17

- ☒ Applicant is requesting a temporary permit. Please return ASAP.
- ☐ Please return by _____ to provide information for Beer Board meeting agenda.

Name of Business Hyatt Place / Franklin / Cook Springs

Location of Business 150 Bakers Bridge Ave

Name of applicant Crestline Hotels & Resorts LLC

Managing Agent

Drivers License

Date of Birth

- ☐ Recommend. Based on information available to date, the applicant has no record requiring denial of the permit under the provisions of Title 8 of the Franklin Municipal Code.
- ☐ Not recommending. Based on information available to date, the Police Dept. is not recommending approval of a permit.

CENTRAL RECORDS DIVISION
FRANKLIN POLICE DEPT

By _____

Date _____

Approved _____
Signature

City of Franklin

P O Box 705
Franklin, TN 37065
(615) 791-3225

DATE: 3-31-17

TO: CODES DEPT
FIRE DEPT

FROM: CHRISTY MCCANDLESS, ACCOUNT MGMT SUPERVISOR

RE: BUILDING INSPECTIONS FOR APPLICATION FOR BEER PERMIT

- ☒ ON PREMISES PERMIT
☐ OFF PREMISES PERMIT
☐ ON AND OFF PREMISES PERMIT
☐ MANUFACTURER'S OR DISTRIBUTOR'S PERMIT
☐ SPECIAL EVENTS PERMIT

☒ Applicant is requesting a temporary permit. Please return ASAP.

☐ Please return by _____ to provide information for Beer Board meeting agenda.

Beer Board Meeting Date 5-9-17

Name of Business Hyatt Place (Change in Ownership)

Location of Business 650 Bakers Bridge Ave.

CODES DEPT

[Signature]
Building Inspector

4/10/17
Date

FIRE DEPT

Fire Inspector

Date

City of Franklin

P O Box 705
Franklin, TN 37065
(615) 791-3225

DATE: 3-31-17

TO: CODES DEPT
FIRE DEPT

FROM: CHRISTY MCCANDLESS, ACCOUNT MGMT SUPERVISOR

RE: BUILDING INSPECTIONS FOR APPLICATION FOR BEER PERMIT

- ☒ ON PREMISES PERMIT
- ☐ OFF PREMISES PERMIT
- ☐ ON AND OFF PREMISES PERMIT
- ☐ MANUFACTURER'S OR DISTRIBUTOR'S PERMIT
- ☐ SPECIAL EVENTS PERMIT

☒ Applicant is requesting a temporary permit. Please return ASAP.

☐ Please return by _____ to provide information for Beer Board meeting agenda.

Beer Board Meeting Date 4-11-17

Name of Business Hyatt Place Nashville, Franklin / Cool Springs
Location of Business 650 Brickers Bridge Ave

CODES DEPT


Building Inspector

Date

FIRE DEPT

Wagner Mowry
Fire Inspector

4-10-17
Date



TIPS[®]

On Premise

Participant Manual

Serve Responsibly.

TIPS for On Premise

The TIPS (Training for Intervention Procedures) program was developed by the Health Education Foundation of Washington, DC, under the direction of Morris E. Chafetz, M.D., with the assistance of:

Alan Bellack, Ph.D.
Howard T. Blane, Ph.D.
Marion C. Donovan
Lynne M. Constantine
Marc E. Chafetz, J.D.
Andrea Barkan, M. Ed.
Adam Chafetz
Nancy J. Lark, M.A.

The TIPS for On Premise program is designed to empower participants to follow acceptable standards of practice for serving alcohol.

Certification Information

Upon successful completion of the program, you will become TIPS certified. You will receive a certification card stating that you have been trained in these acceptable standards of practice. Generally, your certification is good for three years, but the certification period may vary across jurisdictions due to regulations. Contact Health Communications, Inc. if you have any questions about the duration of your certification.

It is important that your certification information remains current. You can ensure that your information is up-to-date through our website. Visit us at www.gettips.com to:

- Update the name and/or address on your certification card.
- Order a replacement card.
- Request another training class upon expiration.
- Explore our product offerings.

Health Communications, Inc. (HCI) hereby disclaims any and all responsibility or liability for any policies or practices of any establishment or individual who serves alcohol subsequent to such establishment or individual's having been trained by HCI. HCI's TIPS program is intended solely as educational material. There is no guarantee that TIPS training can prevent intoxication and/or its consequences. Any liability that may accrue to establishments or individuals who become TIPS-certified cannot and will not be a liability that can or will accrue to HCI. HCI neither assumes nor authorizes any person or entity to assume or accept any liability or responsibility in connection with the TIPS program. If any liability accrues to HCI as a result of any actions by a TIPS-certified trainer or participant, HCI will be indemnified by such individual.

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All TIPS trainers acknowledge that they are required to use TIPS materials in the approved manner. Each trainer agrees neither to participate in the development of any program similar to TIPS nor to use for similar purposes a program other than TIPS for a two-year period.

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HCI, 1400 Key Blvd., Suite 700, Arlington, VA 22209 www.gettips.com

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Agenda

| | |
|-------------------------------------|-------------------|
| Program Introduction | 25 minutes |
| Section I - Information | 75 minutes |
| Part A - Alcohol and Its Effects | |
| Part B - Effective Server Responses | |
| Section II - Skills Training | 55 minutes |
| Part 1 - Evaluating Cues | |
| Section II - Skills Training | 55 minutes |
| Part 2 - Evaluating Responses | |
| Section III - Practice | 60 minutes |
| Wrap-Up | 30 minutes |

Introducing TIPS for On Premise

Today's TIPS for On Premise program has been designed specifically for servers of alcohol. The ideas presented in the program are the result of considerable research with servers, and take into account what servers deal with everyday, including the demands of the job, server/guest relations, and server/management relations.

As a server of alcohol, you fulfill a special social function in society. **About 70% of adults in the U.S. drink alcohol.** Social drinking is a prevailing custom in our society and generates its own special considerations that the server is called upon to handle.

As a server, you perform a variety of functions in addition to serving food and alcohol. You must:

- reflect your establishment's "image" to the public
- relate to guests' different personalities
- provide consistently good service
- maintain a polite and friendly manner
- listen to guests' opinions and troubles
- establish rapport with guests.



Key Ideas

Remember, your people skills help to make you successful at your job.

To successfully perform these functions and more, you must rely on what we call **people skills**. Everyone has them, and uses them in ordinary situations everyday. Some of the ways you use your people skills in serving situations might include:

- knowing and interacting with regular customers
- helping a guest choose a particular drink
- explaining differences in tastes or types of products
- approaching a guest in a friendly manner saying "Great to see you" or "May I help you?"

By using your people skills, you can act to promote responsible drinking behavior, rather than react to the behavior of an intoxicated guest. Today's program is designed to help you build on your people skills. TIPS for On Premise will help you:

- sharpen the skills you already have
- lend a new expertise to your own professionalism
- achieve increased competence and confidence.

You are a crucial part of the success of today's program. Anything you can add to the discussion will make the experience better for all. Feel free throughout the day to ask questions and offer your own comments.

Understanding the TIPS Program Format

The TIPS program includes video presentations, participant manuals and interactive discussion. These components work together to create a relaxed, informative atmosphere in which you can learn and practice new skills.

The TIPS manual is yours to keep. Make notes in it, answer the questions, fill out the rating charts, and jot down important questions. The manual will become your own instruction booklet and reference manual, a handy reminder anytime you need a refresher.

The Goal of TIPS for On Premise

The TIPS program goal is to empower participants to follow acceptable standards of practice for serving alcohol beverages.

“With your management’s cooperation and your own people skills, you can:

- help create and sustain a relaxed and comfortable atmosphere for guests
- exercise a degree of control within the environment of social drinking
- influence aspects of drinking behavior to encourage responsible drinking
- confidently intervene in and resolve troublesome situations
- incorporate skills and expertise in a positive, meaningful, and **profitable** way.

Today’s program will help fine tune your people skills and provide additional skills or new ways of using them. Let the TIPS program work for you!

The Goal

Notes

Alcohol and Its Effects

Following is the script for the video portion of the Information section. We have included the script so that you can follow along and mark anything you have questions about. After the video presentation, be sure to ask your trainer for clarification of any questions you may have.

1. You have an important job. Your guests count on you, as a server of alcohol, to help them enjoy themselves and have a good time.
2. Your managers rely on you to make money for the establishment. Your community depends on you to prevent alcohol-related incidents.
3. Some people may think these priorities conflict, but they don't have to. You can meet the needs of your guests, managers, and community by using the knowledge and skills you will learn in this program.
4. What tools do you need to assess your guests? How can you help them enjoy themselves while in your establishment and keep them from becoming intoxicated?
5. How can you provide great customer service and what techniques can you use to deal quickly with problems that do come up?
6. These are just some of the questions we'll address during this program. TIPS is designed to help you build on the **people skills** you already have. You'll add knowledge and skills geared specifically toward preventing alcohol-related problems and taking care of your guests.
7. Building on those skills, you will learn how to spot the four **behavioral cues** that can tell you if a guest is approaching intoxication or is already intoxicated.
8. You will learn about six **intoxication rate factors** that affect how quickly a person may be affected by alcohol.
9. You will also learn about **Blood Alcohol Content**, or **BAC**, and, finally, how **tolerance** may make it harder to assess your guests.
10. But being able to spot behavioral cues and intoxication rate factors is not enough to handle problem situations.
11. That's why we will also give you guidelines for dealing with almost any problem that comes up while you're serving guests or tending bar.
12. Many people drink alcohol when unwinding with dinner, listening to music, or just enjoying their time with friends and family. Most people use alcohol responsibly, but some don't. Their drinking gets out of control, and so do they.
13. You have to be able to size up your guests. This will help you decide whether or not to serve them. One way to size people up is by the **behavioral cues** they display.
14. Four basic cues can tell you when a person is, or is becoming, intoxicated.
15. When people drink even small amounts, they tend to lose their **inhibitions**. At first, they become more relaxed and talkative. They may even display mood swings.
16. As they drink more, they shed more of their inhibitions and begin to show the second cue, impaired **judgment**. When their judgment becomes impaired, guests' behavior becomes socially unacceptable.
17. People with impaired judgment may begin dancing or singing, or they may become overly friendly with you or with others around them.
18. Because their judgment is impaired, they tend to overrate themselves. Impaired judgment can also cause intoxicated people to think that they are okay to drive, when they are not.
19. The third cue, **slowed reactions**, means that the thinking process has been affected.
20. People with slowed reactions may lose their train of thought. They may forget that they've ordered another drink, or where they put their car keys.
21. People experiencing slowed reactions may have glassy, unfocused eyes or slurred speech. They may light a second cigarette in addition to the one already burning.
22. You can see the final behavioral cue, **loss of coordination**, when people stagger, stumble, or spill drinks. Guests might have trouble handling their knives or forks. They may also fumble with change.
23. Drinking alcohol has progressive effects. The more a person drinks, the more cues you are likely to see.
24. **Intoxication rate factors** affect how quickly a person becomes intoxicated and displays behavioral cues.
25. There are six intoxication rate factors. The first is a person's **size**. Larger people may be able to drink more without being as affected as smaller people.
26. However, if the larger person's size is due mostly to body fat, the reverse can be true since body fat does not absorb alcohol.
27. The second intoxication rate factor is **gender**. Women are typically smaller, with a higher percentage of body fat, and tend to become intoxicated faster than men.
28. The third factor is the **rate of consumption**. The faster a person drinks the alcohol, the more quickly he or she will become intoxicated.
29. The fourth intoxication rate factor is the **strength of the drink**. A straight-up drink will be absorbed most quickly. A drink diluted with water will be absorbed more slowly. Remember, however, that any carbonated mixer may increase the absorption rate.

30. It is also important to understand that each of these drinks has about the same amount of pure alcohol: 12 ounces of beer, 5 ounces of wine, and 1-oz. of 100 proof liquor.

31. But, remember, we are talking about measured drinks here. The figures are not accurate if the drinks aren't measured. Glass sizes differ, and so does the amount of alcohol in various mixed drinks.

32. Any kind of alcohol beverage can cause intoxication because they all contain pure alcohol. Don't fall prey to the myth that people drinking beer and wine are less likely to become intoxicated than those drinking hard liquor.

33. The fifth factor is **drug use**. There is no way to predict how a drug will react with alcohol. Both prescription and non-prescription drugs, when taken with alcohol, can have an unpredictable effect.

34. The last intoxication rate factor is **food intake**. Food in the stomach delays the absorption of alcohol into the bloodstream. A person with a full stomach will not become intoxicated as quickly as will a person drinking on an empty stomach.

35. Alcohol differs from other food and beverages because your body does not have to digest it before absorbing it. It can be absorbed directly into the bloodstream.

36. So, how do we measure someone's intoxication level? Behavioral cues are your best way to assess visible intoxication, which can be grounds for arrest regardless of the amount of alcohol actually consumed.

37. Most laws rely on what is called **Blood Alcohol Content**, or **BAC**, to determine intoxication. BAC is a measurement of the amount of alcohol in a person's blood.

38. Every jurisdiction has a legal BAC limit, at or above which it is illegal to operate a motor vehicle.

39. BAC levels can be accurately measured only by blood testing or by breathalyzer.

40. As a server of alcohol, you are not expected to know a person's BAC level, but you will want to note some key points about Blood Alcohol Content.

41. The more alcohol a person consumes the more behavioral cues you are likely to see and the higher the BAC level will be.

42. A person's BAC level can be different each time he or she drinks, even when the number of drinks is the same.

43. Intoxication rate factors affect how quickly the BAC level rises. Time is the only thing that can lower a person's BAC level.

44. By relying on behavioral cues, intoxication rate factors and your understanding of BAC, you should be able to assess each guest you serve.

45. Of course, **tolerance** can make assessing your guests a little harder.

46. People who frequently drink alcohol tend to have a high tolerance, allowing them to hide the behavioral cues that might otherwise indicate that they are intoxicated. You will want to pay special attention whenever you notice a heavy smell of alcohol on a guest's breath.

47. Tolerance has no effect on a person's BAC level or the level of intoxication. Just because a person isn't showing the typical cues does not mean the person is not impaired.

48. At the other end of the spectrum, people who drink infrequently tend to have a low tolerance and may show signs of intoxication after consuming only a small amount of alcohol.

49. So far, we have talked about the cues that indicate when a person has had too much to drink, and about the intoxication rate factors that affect how quickly a person becomes intoxicated.

50. We have also touched on Blood Alcohol Content and the idea that tolerance can make it harder to accurately assess your guests' levels of intoxication.

51. That knowledge is helpful, of course, but you also need to understand the legal responsibilities that go along with serving alcohol.

52. And you will need guidelines for steps you can take when an incident does occur. We will explore these ideas in a moment. But for now, it's time for a discussion of the information we have covered so far.

Information Review

Remember, as a server of alcohol, you have a responsibility to avoid serving alcohol to people who are already intoxicated or underage. Your experience, coupled with your people skills, will help you better identify whether you need to refuse to serve or even intervene to prevent an intoxicated guest from driving.



Key Ideas

Behavioral Cues can help you determine if a guest is approaching intoxication or is already intoxicated.

Behavioral Cues

The changes in people's behavior after a few drinks are called behavioral cues. Usually, the more alcohol in the bloodstream, the more obvious the cues. Watch for cues in four areas.

- | | |
|---------------------|--|
| Inhibitions | Becoming talkative, displaying loud behavior or mood swings, or exhibiting a notable change in behavior can all indicate <i>lowered inhibitions</i> . |
| Judgment | Behaving inappropriately, using foul language, telling off-color jokes, annoying others, becoming overly friendly, or increasing the rate of drinking are signs of <i>impaired judgment</i> . |
| Reactions | Glassy, unfocused eyes, talking and moving very slowly, forgetting things, lighting more than one cigarette, losing one's train of thought, and slurred speech result from <i>slowed reactions</i> . |
| Coordination | Stumbling or swaying, dropping belongings, and having trouble picking up keys, change, or other items can indicate a <i>loss of coordination</i> . |



Key Ideas

Intoxication Rate Factors affect how quickly a person becomes intoxicated.

Intoxication Rate Factors

These factors help you assess how quickly a person will become intoxicated and can give you an idea of how rapidly that person's BAC will rise.

- | | |
|----------------------------|--|
| Size | Smaller people are typically affected more quickly by alcohol than larger people. However, larger people with a high percentage of body fat can become intoxicated faster. |
| Gender | Women are generally smaller, have more body fat, and tend to reach higher BACs more quickly than men. |
| Rate of Consumption | Gulping drinks and ordering frequently will increase the amount of alcohol taken into the system. |
| Strength of Drink | Drinks of different types (e.g., straight, carbonated, or juice mixer) have varied effects based on their content. |
| Drug Use | Legal or illegal drugs can speed up the effects of alcohol and have an unpredictable outcome. |
| Food Intake | A full stomach before or during drinking slows the absorption of alcohol into the bloodstream. |



Key Ideas

Alcohol is a **depressant** and may interact unpredictably with any other drug.

Potential Alcohol/Drug Reactions

Use of any drug, legal or illegal, may cause adverse reactions when mixed with alcohol:

- | | |
|-----------------------|---|
| Aspirin | Causes damage to the stomach lining and possibly internal bleeding. |
| Antibiotics | There are too many variations to be specific; consult your doctor. |
| Antihistamines | Depress the Central Nervous System (CNS) and can cause drowsiness. |
| Narcotics | Depress the CNS and respiratory functions. May cause loss of consciousness. |

Information

Blood Alcohol Content (BAC)

Blood Alcohol Content is the legal measurement of the amount of alcohol in a person's blood. Here are some key points to remember:

- The more alcohol a person consumes the higher the BAC level will be.
- A guest's BAC level can be different each time he or she drinks.
- Intoxication rate factors affect how quickly the BAC level rises.
- The higher the BAC level, the more behavioral cues you are likely to see.
- Time is the only thing that can lower a person's BAC level.

A 150-pound male guest drinking for one hour on an empty stomach would likely have the following BAC levels:

| | | | | | |
|----------|---|---------|-----------|---|---------|
| 2 drinks | = | .05 BAC | 8 drinks | = | .20 BAC |
| 4 drinks | = | .10 BAC | 12 drinks | = | .30 BAC |

Most areas have set a legal limit of .08 for Driving While Intoxicated. Some areas also have penalties for driving under the influence at lower BAC levels. As a server, you are not expected to know a guest's BAC level. However, you do need to be concerned with watching for signs of visible intoxication in your guests.

Tolerance

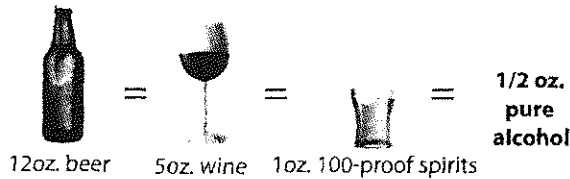
People who drink frequently tend to have a high tolerance. This means they may be able to **hide the behavioral cues** that would otherwise tell you they are intoxicated. Having a high tolerance has **no impact** on a person's BAC level.

This works in both directions. People who do not frequently drink alcohol may have low tolerance. Even with low BAC levels, such people may show signs of intoxication after consuming even a small amount of alcohol.

Additional Alcohol Information

Alcohol vs. Pure Alcohol

All alcohol beverages (beer, wine, liquor, etc.) contain pure alcohol, which is what causes intoxication. Each of the following drinks contains about half an ounce of pure alcohol:



You can determine the percentage of pure alcohol in liquor based on the proof. The percentage of pure alcohol in liquor is 1/2 the proof. For example, 100-proof liquor contains 50% pure alcohol and 80-proof liquor contains 40% pure alcohol.

Key Ideas

Use the BAC example as a guideline. Remember that the Intoxication Rate Factors can skew the results for each person.

Information

Key Ideas

The liver eliminates approximately 3/4 of an ounce of **pure** alcohol per hour.

Effective Server Responses

53. The guidelines you will see in this part of the program are practical, straightforward tips both for preventing intoxication and for handling guests who have had one too many.

54. You can use these guidelines to develop your own techniques that are specific to your work situation and company policy.

55. You can often prevent problems just by sizing up your guests to make sure they are old enough to drink.

56. You know you cannot serve underage guests. So if there is any doubt about someone's age, ask for identification and check it carefully. If you are unsure about one ID, ask for others. But remember that underage guests may have several forms of false identification. If you still have doubts, call your supervisor or security.

57. Another situation to watch for is someone ordering multiple drinks. A person ordering multiple drinks may be buying for people who are underage.

58. Keep an eye on how much each person is drinking. If you pick up early on danger signs, you can take some steps to slow down the drinking.

59. To some extent, you can control how much people drink by always measuring the alcohol you serve. Never mix strong drinks. You do your guests no favors by over-pouring because strong drinks may catch people off guard.

60. Over-pouring can also cause headaches for yourself since you are the person likely to have to deal with any guest who has had too much to drink.

61. If you want to slow down someone's drinking, one way to do so is to offer refills only on request. Let people nurse their empty glasses; the waiting will allow time for the body to process at least some of the alcohol the guest has already consumed.

62. Another way to slow down drinking is to suggest coffee or a soft drink to someone who has had one too many – on the house, if that's in line with company policy.

63. Non-alcohol beverages will not make a person sober, but they will buy time.

64. If you have someone who's really intoxicated, drinking coffee may not buy the guest all the time he needs, but it will buy you time to figure out how to deal with the situation.

65. Food can buy time, too. Remember that alcohol is absorbed more slowly if guests eat while they are drinking. The liver eliminates approximately 3/4 of an ounce of pure alcohol per hour, so the more time between drinks, the better.

66. Despite all your precautions, people do sometimes drink too much. That's when you have to cut someone off.

67. Once you have made the decision not to serve someone more alcohol, stick to it.

68. It's not always easy, but never hesitate to say "no" if you have to. If you pick up on cues that a guest is intoxicated, be friendly and firm. Say "Sorry, but I can't serve you any more alcohol. It's against the law."

69. Let them know why they should slow down, and that you're concerned about their safety.

70. If the guest persists, repeat yourself: "I'm really sorry, Sir (or Ma'am), but I just can't serve you another drink. Would you like some coffee instead?"

71. Don't say, "I'm not giving you any more because you're intoxicated!" It'll only antagonize the person. If you're polite but firm, most people will get the message. If they don't, call the manager.

72. If the guest tries to persuade you to change your mind, remember that the law requires you to make a reasonable effort to see that guests don't drink too much.

73. In fact, it's a good idea to document any alcohol-related incident – such as when someone becomes angry because you've refused service. Keep a log book handy to jot down the date, the time, and what you did to keep the guest from drinking any more alcohol.

74. If you don't make a reasonable effort to prevent an intoxicated guest from drinking, you could be held legally responsible if that person has an accident. It's called Dram Shop Liability in some areas, but the principle applies in other areas under common or general negligence laws. If you are found liable, you could lose your job, cost the management its liquor license, and maybe even be sued.

75. It's just not worth it. So if you have doubts about serving alcohol, don't serve.

76. You will find that your people skills will come in handy when you have to deal with a guest who has had too much to drink. Most people, no matter how intoxicated they are, will respond to a polite but friendly request, a little eye contact, and a smile. This personal tactic will often defuse anger or deflect an argument.

77. The tone you set at a bar or restaurant determines the kind of drinking that goes on. If you make it a practice to serve anyone, anytime, in any condition, you will have to deal with unruly guests in addition to potential consequences related to breaking the law.

78. But if, instead, you promote a sociable atmosphere and responsible drinking, you will stay on the right side of the law, you will have an easier time while on the job, and your guests will enjoy a safer and more pleasant time in your establishment.

Legal Information



Key Ideas

You must make a reasonable effort to prevent underage drinking and intoxication.

Reasonable Efforts

The law requires that you, as a server of alcohol, make a reasonable effort to prevent intoxication in guests, prevent alcohol sales to minors, and intervene if a guest does become visibly intoxicated. This can include calling the police if necessary. Some examples of reasonable efforts include:

- offering food
- providing alternate transportation
- cutting-off a guest
- checking IDs
- becoming trained in responsible alcohol service
- calling the police
- measuring drinks
- serving complimentary water or soda
- enlisting help from the guest's friends.

Understanding Liability

Whether you are a server, manager, or owner of a licensed establishment, you could be held legally responsible for illegal sales to an underage or already intoxicated guest. Two primary types of law apply to licensed establishments - Common Negligence and Dram Shop Liability. If you have any questions about liability issues specific to your area, you should contact an attorney.

Common Negligence

Based on prior court cases, these laws set a minimum standard for the actions a reasonable person should take to prevent problems. Negligence laws can cover a broad range of situations and are relied on in many cases where alcohol is alleged to be a factor in an incident.

Dram Shop Liability

Dram Shop Acts make servers of alcohol beverages responsible for sales to persons under the legal drinking age or those who are visibly intoxicated. For the purpose of these laws, "sale" refers not only to the sale of bottled liquor, but also to the serving of individual drinks at an establishment. These laws are designed to make servers of alcohol beverages liable for any harm caused to a third-party by a person to whom they have sold alcohol.

ID Checking Process

As a server of alcohol you must make certain that all your guests are of legal age. Check for valid ID from anyone who looks to be under 30 years old. Determining if an ID is valid can be one of the toughest yet most important responsibilities you face. When checking IDs you must be aware of the acceptable forms of ID in your area. Contact your local liquor authority for requirements specific to your area.



Key Ideas

In most areas, legal forms of identification must have both a photo and a date of birth.

Commonly Acceptable Forms of ID

1. Valid photo driver's license
2. Valid photo state-issued ID card
3. U.S. active-duty military ID
4. Valid Passport
5. Alien registration card.

Unacceptable Forms of ID

1. Counterfeit IDs
2. Student IDs
3. Altered IDs
4. Borrowed or Stolen IDs
5. Expired IDs
6. Order-by-mail IDs.

Steps to Follow to Check IDs

Step 1: **Ask the guest to remove the ID from his/her wallet.** You may want to compare the ID to the ID Guidebook, which shows all valid IDs from every state and province in the U.S. and Canada.

Step 2: **Determine whether or not the ID is valid:**

- a. Check the birth date.
- b. Check the expiration date.
- c. Examine the lamination. (Is it torn, frayed or damaged?)
- d. Look at the composition of the ID. (Does it correspond with the ID book?)
- e. Compare the guest's signature with the one on the ID.
- f. Compare the photograph to the person in front of you.
- g. Shine a flashlight to the back of the ID to spot any cuts or abrasions.

Step 3: **Communicate with the person by asking questions, such as:**

- a. What is your astrological sign?
- b. When did you graduate from high school?

You do not need to know the answers. You are simply looking for **hesitation** in the person's response that might suggest this is not the person's valid ID.

Step 4: **If you have any reservations, ask the guest for a second form of ID or tell him/her that you will have to get the ID approved.** (See Underage Warning Signs.)

Step 5: **Know where the alcohol is going.** If you suspect that a guest is purchasing for an underage person, you cannot make the sale.

Step 6: **If you still have doubts -- don't make the sale!**



Key Ideas

The only way to be sure your guest is of age is to check ID! Many illegal sales occur because servers either do not check at all or do not check carefully.

Underage Warning Signs

A few signs may alert you to a potentially underage person. A guest may:

- hand money to someone else who is obviously of age
- hide one's face or look away while you are studying the ID
- seem nervous and move around frequently
- state that he is a regular or a friend of an employee
- be in the restroom when the group orders for him/her
- pick up an empty glass and ask for "another one"
- order an unusual drink, such as a shot of rum
- come to the bar to order drinks for a table full of people
- get upset when asked for ID.

Jurisdiction-Specific Information

This exercise highlights specific information related to your jurisdiction's liquor laws. Your trainer will help you complete the statements or provide an information sheet you can use to find the answers yourself.

Information

1. The minimum legal age to consume alcohol in my area is _____.
2. The minimum legal age to pour or serve alcohol in my area is _____.
3. In my area, the legal Blood Alcohol Content limit for intoxication while driving is _____.
4. My jurisdiction (does/does not) _____ have Dram Shop Liability Laws.
5. Three acceptable forms of identification in my area are:
 - _____
 - _____
 - _____
6. My jurisdiction (does/does not) _____ have a recommended age for carding. If it does, that age is _____.
7. In my area, an underage person (can/cannot) _____ be given alcohol purchased for him/her by a parent or legal guardian in a licensed establishment.
8. My jurisdiction (does/does not) _____ regulate server training. If it does, here are some important points about those regulations:

9. Some common penalties for violation of the liquor laws in my jurisdiction include the following: _____

10. Some common policies regarding the confiscation of IDs in my jurisdiction are: _____

11. If I have more questions about liquor laws in my area, I can call the Alcohol Beverage Commission or Liquor Control Board at _____

Note: Jurisdiction or area can be a country, state, province, city, or county.

Documentation



Key Ideas

Good documentation can be the best way to prove you acted responsibly.

Accurate records are important in demonstrating that reasonable efforts have been made to avoid serving intoxicated or underage guests. Establishments should document all alcohol-related incidents in a daily log book.

The Incident Report Form can be a valuable line of defense for establishments facing civil or criminal liability lawsuits. Use a bound Incident Report Log Book to record all reasonable efforts made to prevent illegal alcohol sales.

INCIDENT REPORT FORM

001

Information

Date: _____ Time of Day: _____
 Manager: _____ Primary Staff Person: _____
 Other Staff Involved: _____
 Name/Description of Patron: _____

☐ ID Confiscated

☐ Transportation Offered

☐ Non-Alcohol Beverage Served

☐ Police Contacted

Intervention Strategies Used: _____

Witnesses: _____

Comments: _____

Form Completed By: _____

Signature: _____ Date: _____

January _____

01/01

☐ No Incident ☐ See IRF No.: _____

Signature: _____

01/09

☐ No Incident ☐ See IRF No.: _____

Signature: _____

Establishments may create their own bound Daily Log/Incident Report Log Books for use in documenting incidents. Incident Report Log Books are also available for purchase from TIPS by calling 800-438-8477.

Note: Management may wish to consult with an attorney prior to implementing any documentation policies.

Review Questions

This review is designed to let you know how well you have understood the material presented in the Information section. Complete the statements below. Review any questions with your trainer.

1. Your skills in observing how people act, hearing what they say, judging their needs, and responding appropriately are your _____.
2. Behavioral _____ provide information that shows you how much your guests are being affected by alcohol.
3. Alcohol helps us relax because it slows down the body systems and acts as a _____.
4. Alcohol affects behavior progressively in four basic areas: Inhibitions, Judgment, Reactions, and Coordination. Complete the following statements with one of these areas:
 - a) Lowered _____ are noticeable as guests become especially talkative and relaxed.
 - b) A gap between how people think they are behaving and how they actually behave indicates impaired _____. People may become overly friendly, annoy others, or overrate themselves.
 - c) Slowed _____ can be observed physically, when speech becomes slurred and routine motions become difficult, or mentally, when there is a loss of concentration.
 - d) Losing one's balance, swaying, and spilling drinks are cues that indicate loss of _____.
5. Alcohol, unlike other foods, is absorbed rapidly into the _____ circulating throughout the body and affecting the brain.
6. A measurement of the level of alcohol in the bloodstream is called _____.
7. The strength of the drink, the rate of drinking, whether food is eaten or medication is taken, and the gender, height, and weight of the person are all _____.
8. In most areas legal identification must have both a _____ and the _____ to be considered valid.
9. People who drink frequently may have developed a high _____, which allow them to hide the Behavioral Cues they would otherwise exhibit.
10. Serving non-alcohol beverages, snacks, and food to an overindulged drinker will not counteract the alcohol, but this strategy does _____.
11. To effectively refuse service, servers should do these three things:
 - 1) _____
 - 2) _____
 - 3) _____
12. In many areas, if a drinker becomes intoxicated and goes on to incur damages, the server/seller, manager, and owner can be held responsible under _____.
13. To protect yourself against liability, the law requires that you make _____ to prevent a guest from becoming legally intoxicated.

Skills Training, Part I - Evaluating Cues

Evaluating Behavioral Cues

In this section, we will review video clips, allowing you to assess a guest's level of intoxication using all the information you have learned so far. Remember to watch for the behavioral cues and intoxication rate factors to help you determine the level of intoxication.

Behavioral Cues

- Lowered Inhibitions
- Impaired Judgment
- Slowed Reactions
- Loss of Coordination.

Intoxication Rate Factors

- Size
- Gender
- Rate of Consumption
- Strength of Drink
- Drug Use
- Food Intake.

Remember that different people will show different sets of behavioral cues. Also, it is important to distinguish between personality traits and signs of impairment -- particularly since you have only a short time to interact with your guests.

Rating Chart

Use the rating chart to evaluate the video scenes on the following page.

- | | |
|----------------|--|
| Level 1 | No Problem/Drinking Responsibly. This person is enjoying alcohol responsibly. |
| Level 2 | Potential or Borderline Intoxication. This person is not definitely intoxicated but needs to be watched. Level 2 also applies when you think the guest is underage or buying for someone underage. |
| Level 3 | Definitely Intoxicated. This person is demonstrating many cues and intoxication rate factors. |

Rating Chart

Level 1 No Problem/Drinking Responsibly

Level 2 Potential or Borderline Intoxication

(Includes guests you believe may be underage or buying for underage people.)

Level 3 Definitely Intoxicated

Now, rate the **Guest**.

| Scene / Situation | | Rating | Reasons / Cues | |
|-------------------|--|--------|---|---|
| I-A | Two couples receive a round of drinks. | 1 | No Problem <ul style="list-style-type: none"> • First round • Ordering appetizers | <ul style="list-style-type: none"> • Clear speech • Good coordination |
| I-B | Two women seated at a table. | 2 | Risk - Potential Intoxication <ul style="list-style-type: none"> • Overly friendly • Rapid drinking | <ul style="list-style-type: none"> • Slightly slurred speech |
| I-C | Two friends at a bar. | 3 | Intoxicated <ul style="list-style-type: none"> • Competitive drinking • Extremely slurred speech | |
| I-1 | Man orders at a bar. | | | |
| I-2 | Two male guests place an order with the bartender. | | | |
| I-3 | Two women enjoy margaritas before dinner. | | | |
| I-4 | Couple have cocktails at their table. | | | |
| I-5 | Female guest requests a replacement drink. | | | |

| Scene / Situation | Rating | Reasons / Cues |
|--|--------|----------------|
| I-6 Two male guests watch a sporting event. | | |
| I-7 Two couples are out for an evening. | | |
| I-8 Male guest places an order at last call. | | |
| I-9 Male guest talks to a female server. | | |

Self-Test

This self-test is designed to highlight how well you have understood the material presented in this section. Rate the following three scenes the same way you did the preceding ones. Check your answers on the following page.

Level 1 No Problem/Drinking Responsibly

Level 2 Potential or Borderline Intoxication

(Includes guests you believe may be underage or buying for underage people.)

Level 3 Definitely Intoxicated

Now, rate the **Guest**.

| Situation | Rating | Reasons / Cues |
|---|--------|----------------|
| I-10 Group of male guests celebrate a business deal. | | |
| I-11 Two female guests have a disagreement. | | |
| I-12 Two couples discuss whether or not to order another round. | | |

Self-Test Answers

| Situation | Rating | Reasons / Cues |
|---|--------|--|
| I-10 Group of male guests celebrate a business deal. | 3 | Intoxicated <ul style="list-style-type: none"> • Lowered inhibitions • Impaired judgment (offers to buy beers for the house) • Slurred speech • Slumped posture |
| I-11 Two female guests have a disagreement. | 2 | Risk - Potential Intoxication <ul style="list-style-type: none"> • Lowered inhibitions • Impaired judgment (over-reacts and uses inappropriate language) • Good reactions • Excellent coordination |
| I-12 Two couples discuss whether or not to order another round. | 3 | Intoxicated <ul style="list-style-type: none"> • Lowered inhibitions • Impaired judgment (pushes friends into drinking more) • Loss of coordination • Note reactions of others at the table |

Skills Training, Part 2 - Evaluating Responses

The way you respond to a guest who is on the way to over-drinking is the key to whether he or she accepts your intervention. The following six guidelines give you specific strategies for intervening effectively.

Intervention Guidelines

Guideline 1: Decide on an appropriate response based on your guest's behavioral cues.

Reason: You can control a situation by how you speak to people. If you speak in an even tone, you can maintain control and avoid escalating the guest's behavior.

Examples: "Please try to keep your voice down. Thanks."
"I'm sorry, but if I have to remind you again about loud talking, I'll have to call the manager."

Guideline 2: Make clear statements. Speak directly to the point.

Reason: Your guest needs to understand what you are saying, and what you are suggesting to remedy the problem.

Example: "I'm sorry. I cannot sell you any alcohol. Would you like to purchase something else?"

Guideline 3: Use "I" statements.

Reason: You can avoid making the guest feel defensive by using "I" statements. Not only does this help you maintain control of the situation, but it also shifts the focus off of the guest's behavior and on to what you can and cannot do.

Example: "I can't sell you this alcohol because I'm concerned about your safety."

Guideline 4: Do not judge or threaten your guests.

Reason: Judgmental statements are perceived as "put-downs" and promote defensiveness and anger.

Examples: "How about trying some of our flavored coffee?"

(This is not judgmental.)

"You're not buying any more alcohol. You're already drunk."

(This is judgmental and offensive. It could provoke an argument from the guest.)

Key Ideas

The Intervention Guidelines offer strategies for preventing unsafe drinking and for dealing with situations involving intoxicated people.

Guideline 5: Give the guest a reason for your actions.

Reason: People do not like to be treated in an arbitrary or condescending way. Help them understand that you are following rules or laws not just singling them out.

Examples: "I'm sorry, but I could lose my job if I serve you this bottle."
 "Legally I am not allowed to serve you any alcohol at this time."
 "The liquor department has recently been conducting compliance checks. I have to follow proper procedures for checking IDs."

Guideline 6: Provide good customer service and use indirect strategies when appropriate.

Reason: You want to be able to serve alcohol, while ensuring that all sales are legal and safe for your guests. Providing good customer service can help you prevent problems, but you need to maintain control. Often direct strategies are best, but sometimes indirect strategies can be more effective at controlling situations than direct confrontations.

Examples: These direct strategies are often effective:

- Chat with the guests to make fair assessments of their intoxication levels.
- Offer the guest food, if possible.
- Suggest purchasing something other than alcohol.
- Suggest alternate transportation reminding them that they don't want to risk driving while impaired.

These indirect strategies can also help you maintain control:

- Enlist the help of the guest's friend.
- Tell the guest your manager needs to approve the ID.
- Know your management's policy for drink limits.
- Check with your co-workers when changing shifts to see if there are any ongoing problem situations.
- Beware of guests ordering multiple drinks.
- If in doubt, don't serve.

Rating Chart

- | | |
|----------------|---|
| Level 1 | Ineffective Response (Server fails to make reasonable effort, or backs down, escalates, or over-reacts to a situation.) |
| | a. Backing down occurs when a server correctly cuts off a guest, but then allows the guest to talk the server into serving another drink. |
| | b. Escalation occurs when a server makes the situation worse by yelling or creating a potentially violent scene. |
| | c. Over-reaction involves a server cutting off a person who is using alcohol responsibly. |
| Level 2 | Moderately Effective Response (Server could have done more.) |
| Level 3 | Most Effective Response (Server makes good use of intervention strategies.) |

Now, rate the **Server**.

| Scene / Situation | Rating | Reasons / Cues |
|--|--------|--|
| II-A Male guest orders another drink and refuses non-alcohol beverage. | 1 | Ineffective <ul style="list-style-type: none"> • Is rude initially when refusing service • Backs down • Makes situation worse by over-pouring |
| II-B Female guest requests another drink from the bartender. | 2 | Moderately Effective <ul style="list-style-type: none"> • Refuses service • Bartender's response could have back-fired |
| II-C Female guest drinks at a bar with a friend. | 3 | Most Effective <ul style="list-style-type: none"> • Slows down rate of drinking • Connects with guests |
| II-1 Male guest at a bar orders a drink. | | |
| II-2 Female guest orders a refill. | | |
| II-3 Man talks to another guest at the next table. | | |
| II-4 Male guest orders drink from a server. | | |
| II-5 Female guest sits alone at a bar. | | |
| II-6 Woman orders a rum and coke. | | |

| Scene / Situation | Rating | Reasons / Cues |
|---|--------|----------------|
| II-7 Two male friends order from a bartender. | | |
| II-8 Couple at the bar get ready to leave. | | |
| II-9 Bartender interacts with a male guest. | | |
| II-10 Bartender responds to a guest's inappropriate behavior. | | |

Self-Test

- Level 1 Ineffective response – Fails to make reasonable effort, or backs down, escalates, or over-reacts.
- Level 2 Moderately Effective
- Level 3 Most Effective

Now, rate the **Server**.

| Situation | Rating | Reasons / Cues |
|---|--------|----------------|
| II-11 Two guests offer to buy the bartender a drink. | | |
| II-12 Hostess greets an intoxicated couple at a restaurant. | | |
| II-13 Female guest orders drinks for herself and a friend. | | |

Notes

Self-Test Answers

| Scene / Situation | Rating | Reasons / Cues |
|---|--------|---|
| II-11 Two guests offer to buy the bartender a drink. | 3 | <p>Most Effective</p> <ul style="list-style-type: none"> • Friendly • Non-judgmental • Relates well to guests |
| II-12 Hostess greets an intoxicated couple at a restaurant. | 3 | <p>Most Effective</p> <ul style="list-style-type: none"> • Denies service • Seeks help from manager • Gets guests a safe ride home |
| II-13 Female guest orders drinks for herself and a friend. | 1 | <p>Ineffective</p> <ul style="list-style-type: none"> • Does not verify where drink is going • Backs down from asking for ID |

Practice

This section is the most important part of today's TIPS session. During Practice, you will be able to take the skills, information, and strategies we have discussed and apply them to some real situations. You will also have an opportunity to see how other people apply these skills and techniques so that you can share ideas and build new strategies.



Key Ideas

Remember, how you say something is as important as what you say.

Special Considerations

- Each person will play the roll of server at least once during practice.
- There is more than one correct way of dealing with problem situations. Suggest alternative strategies.
- After each scene, give positive feedback; avoid negative criticism. How you say something is as important as what you say.

How To Practice

The object of practice is to rehearse effective techniques of intervention. These practice scenes are based on the techniques shown in the skills training video and discussed during the session.

The **guest's role** is to give the server an opportunity to respond to a typical serving situation.

The **server's role** is to select an appropriate response to the guest's behavior, and to act it out as though in an actual situation.

The **audience's role** is to make note of the interventions used by the server and to comment on the effectiveness of the strategies used, following the Intervention Guidelines.

Steps to Follow

1. Observe the trainer as he or she demonstrates effective responses during the practice scene.
2. Choose a familiar situation. (Select from your own experience or from the list of sample situations on the following page.)
3. The trainer will select one group member to play the intervening server and one or two group members to play the guest(s). Everyone else is part of the audience.
4. Keep the practice situation as brief as possible -- two or three exchanges between the server and the guest are enough.
5. In your role as the guest, demonstrate the behavioral cues appropriate to the level of intoxication you wish to portray.
6. After the rehearsal, the audience should provide feedback on the effectiveness of the intervention. Discuss the strategies that worked and share ideas for improvement. Keep the feedback positive.
7. If appropriate, repeat the situation by incorporating constructive suggestions for the server.

Sample Situations

If you have trouble coming up with a situation, choose one from the following list.

General

1. You are sitting alone and drinking pretty fast (consuming a drink every 10 to 15 minutes); your behavior is very intense and exaggerated.
2. You are obviously intoxicated, but demand more drinks.
3. The server is getting ready to close; you are already intoxicated and ask for another drink.
4. You are a regular who is too intoxicated to drive but is about to leave.
5. You threaten not to leave a tip if you aren't served another drink.
6. You are sitting alone and appear depressed and sad.
7. You deny that you are intoxicated and berate the server in front of his manager for not "minding his own business."
8. You use the server's show of concern about possible intoxication to tell her your troubles.
9. Three women, obviously intoxicated, come into the bar and demand service.
10. Two underage people try to fool a server with obviously phony ID cards. They plead with him to give them a "break" and serve them.
11. Two male guests get into a loud argument. A server tries to intervene, but is ignored, and the two men become angrier and more hostile.
12. A server expresses concern for your intoxication level and the fact that you are about to drive a car. You tell her not to worry about it since you have been drinking and driving for years.
13. A female server expresses concern for you (male guest) as you are on the way to becoming intoxicated. You think she is "coming on" to you sexually and you get overly friendly, ignoring her concern about your drinking.
14. You are intoxicated. A server tries to intervene and cut off service. You tell him that alcohol doesn't affect you the way it affects other people.
15. You are obviously intoxicated and demand to play with the dart board. The darts are steel-tipped and could be dangerous.
16. You are sitting quietly at the bar drinking and popping a pill (contents unknown) every half hour or so. You appear to be drinking at a reasonable rate, but begin to act strangely.
17. You claim that the server gave you the wrong change and you become angry with him.
18. You're on your third drink and you say something that proves you are underage. (Example: "I go to [a local high school].")
19. You are intoxicated and from out of town. After running a tab, you tell the server that you don't have enough money to cover the bill.
20. A group of intoxicated guests try to order another round at a bar. When their request is denied, they pull out their own bottles and start drinking.
21. A European couple visiting an establishment are enjoying a bottle of wine and sharing some with their children who are obviously underage.
22. A man walks into an establishment looking perfectly sober and orders a martini. After a couple of sips, he puts his head down on the bar and passes out.
23. An underage person goes into a bar and tries to order a drink.
24. A server comes up to a table where you and your friends are smoking marijuana.
25. You are intoxicated and claim to have left some money on the bar and now it is gone.
26. A woman, nine-months pregnant, goes into a restaurant and orders a drink.

27. You enter a bar and look fine. You order a Martini, and, after serving you, the server turns to help another guest. You then complain that the drink isn't strong enough.
28. You pull out illegal drugs and start taking them at the bar.
29. You slip something into your date's drink while she isn't looking. The server sees you do it.
30. You are about to serve a beer to a guest at the bar when he has an epileptic seizure. After it ends, he still wants the beer.

Hotel

1. The front desk is notified of a noise disturbance on the 8th floor. An employee goes up to investigate and finds two women heavily drinking their own liquor.
2. At a wedding reception, an underage person attempts to get champagne from the bar.
3. An important officer of the hotel management company is intoxicated at a company party and demands more drinks.
4. A room service waiter delivers a bottle of liquor to a room and sees some very young looking people having a party.
5. An intoxicated guest who has been cut off in the lounge tells the bartender that he will go to his room and order room service.
6. An intoxicated guest leaves a banquet and asks a front desk clerk where he can go to dance and drink.
7. The host of a very expensive banquet is intoxicated and asks the valet to get his car.
8. Guests at a hotel wish to bring their two teens into the lounge for drinks.
9. A waiter knocks on the door and the person inside asks who it is. The waiter responds, "I have your drinks, sir." Unable to open the door, the guest fumbles at the lock and curses.
10. A maid finds a guest passed out in his room -- the minibar is almost empty.
11. A guest checks into a hotel, stumbles, drops his keys and pen. He then asks the clerk for directions to the closest bar.
12. Security escorts one or more intoxicated people up to their room. As they enter, one of the guests says, "Break open the mini-bar!"
13. A guest gets a drink from a banquet bar, then goes back and gives it to someone who appears to be underage.

Wrap-Up

Throughout today's program, we have discussed strategies for helping your guests enjoy themselves at your establishment while keeping them on the safe side of drinking. You and the other participants have enhanced the program by sharing your experience and expertise.

You can begin using all the new strategies and knowledge you have learned today on your next shift. Your management will be impressed with the new level of professionalism you bring to your job after having completed this training.

Now is a good time to ask any questions you may still have or want to revisit. Or, you may want to quickly review the key points from today's session. To summarize, we have covered:

- the effects of alcohol and how to detect visible intoxication in your guests
- the legal responsibilities you have as a server of alcohol
- strategies for preventing alcohol-related situations from developing into problems
- techniques for intervening successfully with an intoxicated guest.

This program was designed to build your confidence in providing outstanding guest service while making sure service is legal and your guests are safe. Using the information in this program, your own experience, and the ideas shared by the other participants today, you can make a real difference in preventing illegal alcohol sales and related problems.

After your session, you may find that you have a situation you want to discuss, or you may have questions about your test results or certification card. Complete the following information so you will be able to contact your trainer whenever necessary.

Trainer/Co-Trainer Contact Information

Name(s): _____ Trainer Number(s): _____

Phone Number(s): _____

Email(s): _____

Completing the TIPS for On Premise Program

The final part of this program is completing a certification test to demonstrate that you have learned and understand the material presented in the course.

Please remove and complete the Session Evaluation Form on page 29 before taking the test. Then remove the TIPS for On Premise Certification Test on page 31.

It is very important to provide complete and accurate information on the test form. The information you provide there determines what appears on your certification card and allows your certification record to be retrieved through our web-based system, Certification Manager. Be sure to follow the instructions printed on the back of the test.

If you have any questions while taking the test, feel free to ask your trainer(s) for assistance.

Thank you for your participation today, and good luck!

Key Ideas

You can apply the skills you have learned to increase your effectiveness on the job.

TIPS - Session Evaluation - On Premise Program

How would you rate your trainer(s) in the following areas?

1. Industry Knowledge
2. Program Knowledge
3. Facilitation/Presentation Skills
4. Punctuality and Preparedness
5. Enthusiasm/Energy

| EXCELLENT | VERY GOOD | GOOD | FAIR | POOR |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

6. How does TIPS compare with other alcohol server training you have had? ☐ TIPS is more effective.
☐ TIPS is about the same.
☐ TIPS is less effective.
☐ I have not had any other alcohol server training.

7. In what area of your job will TIPS training be most beneficial? (Select only one answer.)

- ☐ Dealing with alcohol-related incidents
- ☐ Customer service
- ☐ Peer relations
- ☐ Management relations
- ☐ TIPS training will not benefit me in my job.

8. Do you think TIPS training will increase your confidence in dealing with intoxicated guests? ☐ Yes ☐ No

9. Was the personal interaction with the trainer and other session participants a crucial ingredient in the effectiveness of today's training? ☐ Yes ☐ No

10. Are you interested in becoming a TIPS trainer? ☐ Yes ☐ No

11. How much did the class cost? ☐ \$ 0 - \$25 ☐ \$76 - more
☐ \$26 - \$50 ☐ Don't know
☐ \$51 - \$75

12. At your organization, the biggest alcohol-related concern is:
☐ Underage drinking
☐ Intoxicated walk-ins
☐ Over-serving
☐ Unruly behavior by patrons

13. Is personal liability related to alcohol sales/service a major concern in your work environment? ☐ Yes ☐ No

14. Indicate any type of training (other than on-the-job) that your organization provides to prepare you for serving alcohol. (Select only one answer.)
☐ CD-ROM ☐ Other
☐ Internet-based ☐ None
☐ Self-taught

15. What kind of alcohol is sold at your establishment?
☐ Beer, mainly
☐ Wine, mainly
☐ Spirits, mainly
☐ Beer and wine only
☐ My establishment sells beer, wine and spirits.

16. What is your job position?

- ☐ Owner ☐ Wait Staff ☐ Security
- ☐ Manager ☐ Human Resources ☐ Valet
- ☐ Bar Staff ☐ Front Desk ☐ Other

17. What is your primary language? (Select only one answer.)

- ☐ English ☐ French ☐ Spanish
- ☐ Arabic ☐ Korean ☐ Thai
- ☐ Chinese ☐ Portuguese ☐ Vietnamese
- ☐ Farsi ☐ Russian ☐ Other

18. What caused you to attend today's session?
☐ I attended based on my personal interest.
☐ I was required to attend by my establishment and/or state or municipality.

19. Do you believe that alcohol server training should be required by law for establishments that serve alcohol?
☐ Yes, should be required by law
☐ No, should not be required by law

PLEASE DO NOT WRITE IN THIS AREA

4025680

CAUTION

DE Mark Redford ENC-1575045-14-054221

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Wrap-Up

TIPS for On Premise Certification Test

Use instructions on back for completing form.

Marking Instructions

- Use No. 2 pencil, blue or black ink.
- Erase cleanly any marks you wish to change.
- Do not make any stray marks on this form.

Right ☒ Wrong ☐

Do not photocopy, fold, staple, hole-punch or damage this scan form or it may not be processed.

| First Name | M.I. | Last Name | Gender | Male | Female |
|------------|------|-----------|--------|------|--------|
| | | | | | |

| Employer/Organization Name |
|----------------------------|
| |

| Address |
|---------|
| |

| City | State | Zip/Postal Code | Country |
|------|-------|-----------------|---------|
| | | | |

| Email Address |
|---------------|
| |

| AREA CODE | Work Phone | AREA CODE | Home Phone | Social Security # | Birth Date |
|-----------|------------|-----------|------------|-------------------|------------|
| | | | | | |

Please fill-in answer circles completely. There is only one correct answer.

| ANSWERS | 1 A B C D E | 11 A B C D E | 21 A B C D E | 31 A B C D E | 41 A B C D E |
|---------|--------------|--------------|--------------|--------------|--------------|
| | 2 A B C D E | 12 A B C D E | 22 A B C D E | 32 A B C D E | 42 A B C D E |
| | 3 A B C D E | 13 A B C D E | 23 A B C D E | 33 A B C D E | 43 A B C D E |
| | 4 A B C D E | 14 A B C D E | 24 A B C D E | 34 A B C D E | 44 A B C D E |
| | 5 A B C D E | 15 A B C D E | 25 A B C D E | 35 A B C D E | 45 A B C D E |
| | 6 A B C D E | 16 A B C D E | 26 A B C D E | 36 A B C D E | 46 A B C D E |
| | 7 A B C D E | 17 A B C D E | 27 A B C D E | 37 A B C D E | 47 A B C D E |
| | 8 A B C D E | 18 A B C D E | 28 A B C D E | 38 A B C D E | 48 A B C D E |
| | 9 A B C D E | 19 A B C D E | 29 A B C D E | 39 A B C D E | 49 A B C D E |
| | 10 A B C D E | 20 A B C D E | 30 A B C D E | 40 A B C D E | 50 A B C D E |

| OFFICE USE ONLY |
|-----------------|
| Year |
| Certification # |

| Test ID |
|---------|
| |

| Language Code |
|--|
| |
| Training Method |
| <input type="radio"/> In-Class Trainer <input type="radio"/> Satellite Network <input type="radio"/> Self-Taught |

| Date of Test |
|----------------|
| |
| Trainer Name |
| |
| Trainer Number |
| |

By signing this form participants release Health Communications, Inc. and its employees from all liability for and damages resulting from illegal trainer conduct, trainer performance and deviations from the approved curriculum.

| Signature: |
|------------|
| |

SCANTRON

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PLEASE DO NOT WRITE IN THIS AREA

4025680

To be processed, forms must be originals and not folded, stapled, hole-punched or damaged.
Keep copies only for your records.

Instructions for Completing the TIPS Certification Test

First Name, M.I. and Last Name: Write in your first name, middle initial and last name. Be sure to provide your name as you want it to appear on letters, certification documents, or reports related to your certification.

Gender: Darken the appropriate circle to indicate your gender.

Employer/Organization Name: Write in the full name of the establishment or organization where you are currently employed.

Address: Write in the full address of the establishment where you work. Include the street, suite or box number (if applicable), city, state abbreviation, and extended zip or postal code. If you work outside the USA, supply the name of the country where your establishment is located using the abbreviated **country code**.

Email: Provide a valid email address if you wish to be notified directly of your test results. In the absence of an email address for you, we will send your results only to your trainer.

Work and Home Phone Numbers: Write in the numbers and darken the circles to indicate the main phone number and area code of the organization where you work, and your home phone number and area code.

Social Security #: Write in the numbers and darken the circles to indicate your Social Security Number. Be sure to darken one and only one circle for each column.

Birth Date: Write in the numbers and darken the circles to indicate your birth date, using a Month/Day/Year format. Be sure to darken one and only one circle for each column. Use 2-digits for both the month and day, and 4 digits for the year.

Test Answers: Mark your answers to the test questions in the area labeled Test Answers. Your test may have fewer than 50 questions. Use only the answer spaces that correspond to the questions on your test, and mark only one circle for each question.

Office Use Only: The information in this box helps identify the test you are taking. Please do not make any marks in this section.

Test ID: Write in and darken the circles to indicate the Test ID of the test you are taking. This ID is pre-printed on the upper right corner of the Test Questions. If there is no Test ID on your Test Questions, leave this field blank.

Language Code: Using the following codes, write in the numeral and darken the circle to indicate the language of the test you are taking.

| | | | |
|-------------|--------------|-------------|------------|
| 0 - English | 2 - Korean | 4 - Chinese | 6 - Arabic |
| 1 - Spanish | 3 - Japanese | 5 - French | |

Training Method: Darken the circle that describes how you took this program. Not all methods are available for all programs.

Date of Test: Write in today's date (Month/Day/Year format).

Trainer Name and Number: If the material for this exam was taught by a trainer, write in the name and number of the trainer in the space provided.

Signature: Sign your name in the space provided at the bottom of the form to indicate that the information you supplied on this form is complete and accurate to the best of your knowledge.

Required State Information

A number of states in the USA require that we collect additional information for individuals trained in the sale or service of alcohol. Your trainer or supervisor can tell you if your state regulates alcohol server training. If so, you must supply the following identifying information.

ID Number: _____ **Type of ID:** _____
Provide your Driver's License number or other state-approved ID number. Be sure to indicate the type of ID (for example, Driver's License, Military ID, etc.).

Issuing Agency: _____ **Issuing State:** _____
Provide the name of the federal or state agency that issued the ID and the state where the ID was issued.

Height: _____ **Weight:** _____
Write in your approximate height, expressed in feet and inches, and your approximate weight, expressed in pounds.

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