

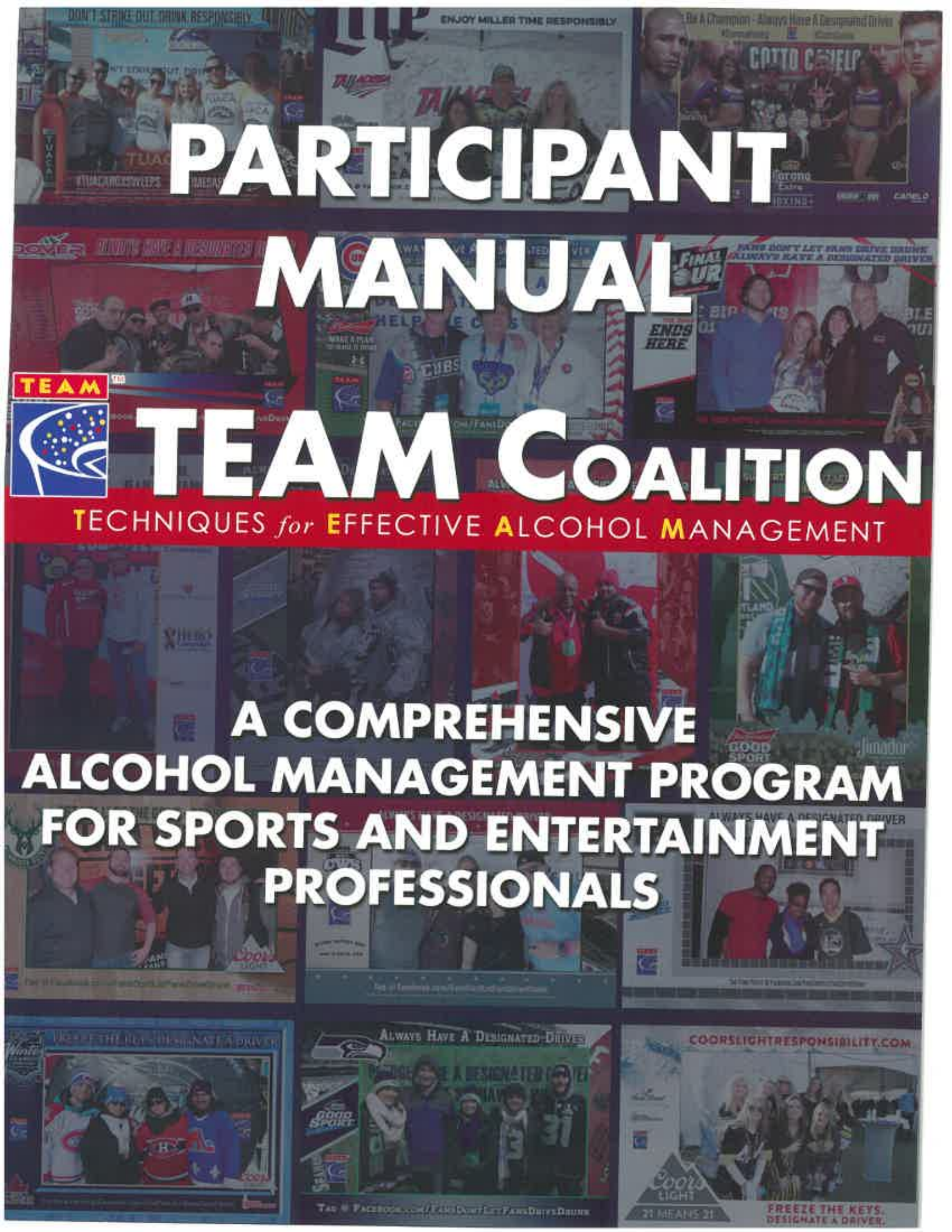
PARTICIPANT MANUAL



TEAM COALITION

TECHNIQUES for EFFECTIVE ALCOHOL MANAGEMENT

A COMPREHENSIVE ALCOHOL MANAGEMENT PROGRAM FOR SPORTS AND ENTERTAINMENT PROFESSIONALS



TEAM Coalition is an alliance of professional and collegiate sports, entertainment facilities, concessionaires, the beer industry, broadcasters, governmental traffic safety experts and others working together to promote responsible drinking and positive fan behavior at sports and entertainment facilities.

The mission of TEAM Coalition is to provide effective alcohol service training in public assembly facilities and promote responsible alcohol consumption that enhances the entertainment experience while reducing alcohol-related incidents both in facilities and on surrounding roadways.

Coalition members and supporters are:

Professional and Collegiate Sports

Major League Baseball
Major League Soccer
NASCAR
National Basketball Association
National Collegiate Athletic Association
National Football League
National Hockey League

Broadcasters

National Association of Broadcasters

Governmental Agencies

U.S. Department of Transportation, National
Highway Traffic Safety Administration

Entertainment Facilities

International Association of Venue Managers
Live Nation
Stadium Managers Association

Concessionaires

Americrown
Aramark
Delaware North Sportservice
Legends
Spectra

Beer Industry

Anheuser-Busch
Beer Institute
Constellation Brands
MillerCoors
National Beer Wholesalers Association

Distillers

Brown-Forman

Introduction

TEAM is the only alcohol management program specifically designed for sport and entertainment employees. It represents the best thinking about alcohol management and how it affects you, your co-workers, your guests, your community, and your ability to do your job safely, effectively, and efficiently. TEAM combines the wisdom and expertise of industry professionals from professional and collegiate sports, entertainment facilities, concessionaires, stadium service providers, the beer industry, broadcasters, governmental traffic safety experts, and others. These organizations have a history of being committed to responsible alcohol management. The TEAM program prepares alcohol servers and facility operations employees to manage the sale, service, and consumption of alcohol at public gatherings.

As facility operations and concessions employees, a lot is expected of you. As front-line employees, you're responsible for doing all you can to ensure your guests have an enjoyable, safe experience while at your facility; and that they arrive to and exit your facility safely. You are the eyes and ears of the facility and it is your professionalism throughout the course of the event that is critical to the success of the guests' experience.

A very important part of your job is to move your guests safely and efficiently through your parking lots, ticket counters, turnstiles, concession lines, seating sections, etc. as quickly as possible. After all, when a group of guests piles up, they become a crowd!

There are many actions your employer can take to help you meet these expectations.

- Design the facility and parking lot to offer the most efficient transport of people.
- Provide effective policies and procedures.
- Display signage to inform guests where to go, how to get there, and what is expected of them while in your facility or venue.
- Provide guest relations and alcohol management training to employees like you.

But no matter how well planned your facility is or how visible your signage, one thing that can really put a road block in your ability to do your jobs – manage your work areas and keep people moving – is the misuse of alcohol. That's where TEAM will help make a difference. It will help you navigate through the sale, service, and consumption of alcohol in a way that will minimize alcohol misuse, while doing your job – moving people through your section in an efficient and courteous manner.



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Basic Alcohol Information

Signs of Impairment

As people move through your facility you have many chances to observe them. While watching the guests cheer, buy souvenirs, walk down the concourse, or return to their cars, keep an eye out for the following signs of impairment. These are your first clues to use to determine if that guest is possibly impaired and needs assistance.

As people move through different stages of drinking, they tend to exhibit signs of impairment. These signs or behaviors do not have anything to do with a guest's personality or how quickly alcohol is being absorbed, but they can help you evaluate levels of impairment, which may be due to drinking alcohol.

Write in the four signs of impairment, and give a few examples of each.

Signs of Impairment	Examples
1.	
2.	
3.	
4.	



Yield!

1. What are the four signs of impairment?
2. How can the signs of impairment help you keep your guests safe and having fun?
3. Why is tolerance important and what does it mean?
4. What might high tolerance drinkers do to show they are impaired, even if they show no signs of impairment?

Tolerance

These signs of impairment usually appear progressively; the more alcohol a guest consumes, the more signs you will see. However, some guests may still be impaired by alcohol and not display any signs of impairment. This is usually because of a high **tolerance**.

Guests who drink heavily and/or frequently may develop a tolerance to alcohol. Tolerance is the ability to hide or mask signs of impairment. But tolerance does not mean that the guest is okay to keep drinking alcohol. Tolerance has no effect on intoxication. A guest with high tolerance can still be legally intoxicated even if an employee sees no visible signs of impairment. One way to identify someone who is impaired but has a high tolerance is when you notice a strong smell of alcohol on the guest.

Basic Alcohol Information

Key Moves

Regardless of what type of alcohol a guest is drinking (beer, wine or liquor), you still need to monitor their signs of impairment and absorption rate factors.

All types of alcohol – including champagne – can all cause impairment because they all contain pure alcohol.

Drink Equivalency Formula

_____ oz of beer (5% ABV)
=
_____ oz of wine (12% ABV)
=
_____ oz of liquor (80 proof)
=
_____ oz of pure alcohol



Alcohol And Other Drugs

When alcohol is combined with other drugs, the effects are unpredictable. Any type of drug, from over-the-counter to prescription to illegal, can have a negative interaction with alcohol.

Absorption Rate Factors

In addition to using the signs of impairment, you can also assess your guests by learning the factors that impact how alcohol is absorbed in the body. These absorption rate factors are the different characteristics about guests which determine how quickly alcohol enters the body and affects your guest. You can decide which of these factors apply to your guests to help you determine if they are possibly impaired.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

BAC

Absorption rate factors can influence how quickly a guest's Blood Alcohol Content (BAC) rises. BAC is the amount of alcohol in a person's body. Some factors may cause the BAC to rise quickly, and some may actually help slow it down.

Evaluate Every Time

Another important point to remember is that alcohol affects each person differently each time they drink it. Always evaluate each individual every time you see them. Don't assume that because a guest was okay at the last event he or she won't need assistance at this one.

Finally, remember that alcohol is a very unique substance. It is considered both a drug (a depressant) and a food. It is also the only substance we consume that does not have to be digested before being absorbed into the body.



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Skills Training

Assessing Your Guests

In helping your guests move throughout your venue during an event you've seen them get caught up in the excitement and enthusiasm of the game or concert. That excitement is part of what makes coming to your facility so enjoyable. But when that excitement is coupled with alcohol misuse, enjoyment can turn into problems quickly. That's why you need to build your skills at assessing levels of impairment in your guests as you see them throughout the facility.

As a review, the four signs of impairment were: **Judgment, Inhibitions, Reactions, and Coordination (the J-I-R-C signs)**. Other clues that tell you when people may be impaired include:

- Leaving their seats frequently
- Stacking empty beer cups and adding the new beer to the top of the stack
- Stock-piling beers under their seat
- Avoiding eye contact and speaking as little as possible when talking to a facility employee
- Offering more money than the price of the drinks to buy alcohol after the cut-off time or more drinks than permitted

Be sure to use these clues and the signs of impairment to help you assess the guests you see in the video.

Using the rating levels below, assign a level of impairment to each of the guests in the short video scenes your trainer shows you. You can write your ratings and notes about each scene in the chart on the following page.

Level 1 – Drinking Responsibly

These guests are using alcohol responsibly and not causing any problems. You would allow this person to continue to drink alcohol.

Level 2 – Potential or Borderline Impairment

These guests are not currently impaired, but you are concerned. If you allow them to continue drinking, they may become impaired soon. If they change their behavior right now, they would most likely not become a problem. You may or may not allow this person to continue to drink alcohol, but you would intervene in some way at this point.

Level 3 – Definitely Impaired

These guests are not using alcohol responsibly, and have already become impaired. You are concerned for their immediate safety, and would intervene accordingly. This rating also applies to any guests involved in underage alcohol consumption.

SIGNS OF IMPAIRMENT

- Judgment
- Inhibitions
- Reactions
- Coordination

RATINGS

- Level 1 – Drinking Responsibly
- Level 2 – Potential or Borderline Impairment
- Level 3 – Definitely Impaired

Vignette	Signs of Impairment	Rating	Reasons/Notes



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Legal Information

Understanding Liability

It is illegal for someone who is underage or showing warning signs of impairment to consume alcohol in public. Both the facility and the employees can be penalized for violating these laws.

As members of the same team, it is important that employees work together to prevent legal problems from arising. Possible consequences to facility employees due to the misuse of alcohol by guests can include fines, monetary judgments from civil suits, unemployment, and even a jail sentence. Two forms of liability pertain to facilities.

Common Negligence

Based on prior court cases, these laws set a minimum standard for the actions a reasonable person should take to prevent problems. These are not alcohol-specific laws, but are very broad and can be used to cover situations where harm resulted due to the misuse of alcohol. These laws not only apply to concessionaires, but would most likely pertain to non-alcohol serving employees like ushers, security personnel, ticket-takers, and parking attendants. Because of common negligence, even employees who did not pour or serve the alcohol can be held liable for alcohol-related incidents.

Dram Shop Liability

Employees who work for a liquor permit holder and serve alcohol may be subject to dram shop laws. These laws outline specific penalties for third party lawsuits when alcohol is involved. These laws are written specifically for alcohol serving and selling venues, though not every state has them. Both concession workers and vendors in the stands are affected by dram shop liability laws.

Reasonable Efforts

The law expects you to make **Reasonable Efforts** to prevent impairment, prevent alcohol sales to minors, and intervene if a guest does become impaired. These efforts might include:

It is in the best interest of every employee to prevent alcohol-related problems in order to protect the reputation of the facility and your job and making the guest experience safer. After all, if the facility loses its liquor license, people can lose their jobs.



Yield!

1. What are the absorption rate factors?
2. Why do you need to evaluate each person every time you see them?
3. Which facility employees can be held liable for alcohol-related problems?
4. What has to happen in order to trigger a Dram Shop Liability case?
5. What are some of the Reasonable Efforts already in place at your facility?

Legal Information

Key Moves

Sharing information about high-risk guests can make everyone's job easier. When completing documentation for an alcohol-related incident, be sure to only include factual statements, and not opinions, and to use the word "allegedly" when describing what happened to protect yourself and the venue legally.

Documentation

As a facility employee, you are very familiar with the need for documentation. You document who works what shift, the number of people who attend the game or concert, the amount of inventory you begin and end with, the statistics of the game, and when a child is lost and who claims them.

Information about alcohol-related incidents can be the most important form of documentation you complete. Documentation helps the staff and the facility by:

- Providing information about steps taken during an incident
- Protecting the facility and employees from untrue claims
- Enabling management to track trends and implement needed policy or training changes (which should also be documented)
- Facilitating the venue's ability to see progress in reducing alcohol-related incidents due to implementing responsible practices
- Demonstrating the employees' and facility's commitment to responsible alcohol service.

There are many key pieces of information to include in any incident report form you complete. Some examples include:

Be sure to familiarize yourself with your facility's incident report form. Know where they are kept, who needs to complete them, and where they are filed after the event.



Be sure to complete your facility's incident report form for any alcohol-related incidents you encounter. Documentation often determines the outcome of legal actions against establishments and employees.



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Legal Information

Venue Policies

No matter what your position within the facility, to be truly effective you need to know the alcohol policies for your venue. Consider the following situations:

- A guest attempts to bring a cooler of beer into the picnic area of the venue.
- A guest enters the facility with a backpack.
- A guest brings four beers back to his seat from two different concession stands.
- A guest passes an alcoholic drink to another guest who looks to be younger than the legal age to drink.

If you don't know the alcohol policies for your facility, you may not know how to correctly handle these and other situations. Preventing problems begins with understanding expectations.

Use the space below to highlight some of the more important policies about alcohol for your venue. Your trainer will provide you with additional information so you understand all the policies.

My Facility's Alcohol Policies



Yield!

1. Explain the procedures your venue has for documentation.
2. Why is it important to know your facility's policies regarding alcohol and guests?
3. What are your venue's policies for the sample situations described in the beginning of this section?

Skills Information

Key Moves

These intervention guidelines can help you interact with guests in a positive, constructive way no matter what the situation. When talking with guests, remember to:

- Relate to the guest by talking to them using a pleasant, positive attitude
- Pull the guest aside so as not to embarrass them in front of their friends (but remember never to touch a guest)
- Ask the sober friends to help keep the guest safe and to help keep the guest from drinking any more alcohol

Intervention Guidelines

The following strategies can help you create successful interactions with guests as they move through your venue. Whether you encounter guests at the beginning, middle, or end of the game or event, using these intervention guidelines can keep you and your guest happy. Provide examples for each guideline in the lines below.

Guideline 1 – Avoid escalating a situation by always responding to the guest using a calm but firm tone.

Guideline 2 – Make clear statements and speak directly to the point.

Guideline 3 – Use the first person “I” in your statements.

Guideline 4 – Be non-judgmental and unthreatening to your guests.

Guideline 5 – Provide a reason for your actions and cite your venue’s policies.

Guideline 6 – Minimize confrontations by using indirect strategies.



When informing a guest of a policy violation, always keep a calm, firm tone of voice. Escalating the situation by getting defensive or raising your voice can cause even more problems.



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Skills Information

Evaluating Responses

During the event, you will constantly need to use your assessment skills as you monitor guests traveling from concession stands to souvenir shops and back to their seats. The next step after assessment is responding to situations that arise.

Now that you've developed your assessment skills, it's time to work on building your response skills. In this section, you'll rate another series of short video scenes. Instead of focusing on the impairment level of the guest, however, you'll focus on how well the venue employee handled the situation.

Use the new rating levels below to determine how effective you thought the intervention was. Again, you can record your ratings and your reasons or notes for each scene in the chart on the next page.

Level 1 – Most Effective

This employee did everything they could to effectively handle the situation. They correctly assessed the guest, decided on a course of action, and achieved their desired results. You would feel comfortable using this intervention at your facility.

Level 2 – Moderately Effective

This employee did some of what you would need to do in this situation, but did not do everything necessary. They may have attempted an intervention, but did not achieve the desired results. You would feel comfortable using some of this intervention technique, but would make significant changes to get a different outcome.

Level 3 – Ineffective

This employee did not handle the situation well. They may have escalated the situation, backed down from the guest, or overreacted and created a problem where there wasn't one originally. You would not feel comfortable implementing this intervention strategy at your facility.

INTERVENTION GUIDELINES

1. **Avoid Escalation**
2. **Make Clear Statements**
3. **Use the First Person "I"**
4. **Be Non-judgmental**
5. **Provide Reasons**
6. **Use Indirect Strategies**

RATINGS

- **Level 1 – Most Effective**
- **Level 2 – Moderately Effective**
- **Level 3 – Ineffective**

Vignette	Intervention Guidelines	Rating	Reasons/Notes



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Skills Training

Practice Scenarios

Choose an alcohol-related situation from your experience or one of the suggested situations below. Follow the instructions provided by your trainer for this section. Remember to use the intervention guidelines and your venue's alcohol policies when deciding on an appropriate response to the situation.

Parking Attendants

1. Guests arrive in car with beer cans on the floor. Attendant notices strong smell of alcohol on the driver.
2. Attendant notices guests pulling cooler out of trunk.
3. Attendant sees guests with bottles in hand walking toward the front gate.

Ticket Sellers

1. Guest who is possibly impaired wants to purchase a ticket.
2. Group arrives to purchase tickets, and one member is visibly impaired.
3. A bus load of guests arrive to purchase tickets, and most of them are impaired.

Ticket Takers

1. A family arrives at gate and the mother appears to be impaired.
2. Group of 30-something men arrive at gate, one appears to be noticeably impaired.
3. A guest at the gate has an open bottle of soda as he enters the facility.

Ushers

1. Usher notices a group with 3 beers under each of their seats.
2. Guest complains about obnoxious guest in the section.
3. A guest passes a beer to an obviously underage companion.

Skills Training

Practice Scenarios, continued

Security

1. Officer notices apparently impaired father leaving with two kids.
2. Parking lot security officer notices father giving a beer to his underage son.
3. A guest is drinking a beer in the parking lot after an event.

Suite Attendants

1. Guest tries to get suite attendant to have a drink with him.
2. One of the entertainers or players is visibly impaired.
3. Attendant sees guest leaving the suite with a cocktail.

Guest Services

1. When a lost child is reunited with her parent, the parent is found to be showing signs of impairment.
2. At a "dry event," a guest seems impaired. No alcohol is found.
3. A guest complains that her clothes need cleaning due to another guest spilling beer on them.

Vendors In Stands

1. After the alcohol service cut-off time, a guest offers a bribe to persuade the server to sell him more beers.
2. Vendor is being called by a group of rowdy guests.
3. An apparently impaired guest sitting in the stands tells the beer vendor to come back frequently and keep the beer coming.

TEAM Training – Part 2

As a server or seller of alcohol, you have an even greater responsibility with regard to alcohol consumption at your venue. With the privilege of actually providing alcohol to the guests comes the responsibility of knowing to whom you legally can and cannot serve or sell alcohol.

The following pages will give you the additional information and training you need to legally and safely serve or sell alcohol at your facility. This additional material, combined with the training you have already completed, contains all the information you as a server or seller need to effectively do your job.

Remember, although all employees share in the responsibility to create a safe, enjoyable atmosphere at the venue, you play an additional role. You are in control of who does and does not receive another drink. This puts you in a key position to help your fellow staff maintain that responsible environment for everyone, both guests and employees.



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Seller/Server Information

Key Moves

The absorption rate factors have a significant impact on how quickly or slowly a guest's BAC level will rise. Your understanding of how BAC works combined with your assessment skills for noting Signs of Impairment puts you in a good position to effectively prevent alcohol misuse among your guests.

NOTE: The amount of pure alcohol in a drink (total alcohol) depends on the serving size and Alcohol By Volume for each type of alcohol. Total alcohol can vary for all types of alcohol.

Blood Alcohol Content

Blood Alcohol Content, or BAC, is a measurement of the amount of alcohol in the body. The more alcohol a person drinks, the higher the BAC climbs. BAC is affected by many different absorption rate factors, including who is drinking, how much, and for how long. However, because BAC is a quantitative ratio of alcohol to blood, it is not affected by tolerance or any other behavior.

Tools such as a breathalyzer or blood test are the only accurate ways to measure someone's BAC. However, used as a guideline and in conjunction with the signs of impairment and absorption rate factors, it can help you assess someone's level of impairment.

For example, a 200-pound man, who is 30 years old, drinking on an empty stomach would have approximately the following BAC levels after one hour:

2 drinks*	_____ BAC
4 drinks*	_____ BAC
8 drinks*	_____ BAC
12 drinks*	_____ BAC

*In this example, a drink is a very specific amount. It equals 1.5 ounces of 80 proof spirits, 5 ounces of wine (12% ABV), or 12 ounces of beer (5% ABV).

Each of these drinks contains 0.6 ounces of pure alcohol. If the drinks consumed do not match these measurements, then the BAC level would be different. This is because the liver processes pure alcohol out of the body at a rate of about one half ounce of pure alcohol in about an hour.

It is important to note that the type of alcohol is not important; all alcohol beverages contain pure alcohol, and that is what causes impairment. Whether guests consume beer, wine, or liquor, you need to take steps to help them consume responsibly and prevent them from becoming impaired.



You cannot speed up the rate at which the body eliminates alcohol. Time is the only thing that can make a guest sober. Drinking 64 ounces of water, two cans of an energy drink or a pot of coffee will NOT get the alcohol out of your blood stream more quickly.



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Seller/Server Information

Seller/Server Guidelines

ID Guidelines

Serving alcohol to underage people is illegal in every state. Use the three ID guidelines to help avoid problems. (See the next section for additional information on checking IDs.)

1. Ask for positive ID – don't guess.
2. Ask for more proof if you have any doubts.
3. Know where the alcohol is going.

Cut-Off Guidelines

Sometimes it becomes necessary to refuse a sale and inform a guest that he or she will not be given any more alcohol. Follow these cut-off guidelines to help diffuse the situation.

1. Say "I'm sorry. I'm not comfortable serving you alcohol. But I can offer you something else" and move on. Keep the line moving by offering the guest an alternative.
2. Give clear reasons, state the policy and don't judge the guest. Never say "You're drunk."
3. Call for backup if the guest makes trouble.

Safe-Drinking Guidelines

Keep your guests safe and having a good time while they're drinking by following the safe-drinking guidelines.

1. Buy time. At concession stands or portables, limit the number of drinks a guest can buy. In the stands, limit the number of times you walk by people who may be misusing alcohol.
2. Offer alternatives to alcohol. Suggest food and non-alcoholic beverages to impaired guests.
3. Use the personal touch. Make eye contact and some friendly conversation with every customer as often as you can.



Yield!

1. Why does the type of alcohol a person drinks (beer, wine, or liquor) not matter?
2. Why is it important to always know where the alcohol you sell is going?
3. What are you looking for when you ask guests for more proof when checking IDs?

Legal Information

Key Moves

Look for these underage warning signs to help you prevent illegal alcohol sales:

- A guest at the back of the line hands another guest money
- A guest looks away to hide her face while you check her ID
- A guest is moving from section to section a lot
- A guest states that he is a friend of another employee and doesn't need to show an ID
- A guest picks up an empty cup and heads for the concession stand
- A guest not wanting to remove the ID from his/her wallet

Checking IDs

Acceptable forms of ID

1. Valid driver's license
2. Valid state-issued ID card
3. Valid US military ID
4. Valid Passport

Steps to follow to check IDs

Step 1: Ask the guest to remove the ID from his or her wallet.

Step 2: Determine whether the ID is valid or fake.

- Check the issuing authority, birth date, photo, signature, and expiration date.
- Examine the lamination (is it torn, frayed, or damaged?).
- Look at the composition of the ID (does it have all the necessary information?).
- Compare the guest's signature with the one on the ID.
- Hold a flashlight to the back of the ID to spot any cuts or abrasions.

Step 3: Communicate with the guest by asking questions such as his or her:

- Street address
- High school graduation year
- Astrological sign
- Middle name

Step 4: If you have any reservations, ask the guest for a second form of ID.

Step 5: If you still have doubts, don't make the sale!



Checking IDs is the best way to prevent underage alcohol sales. Never feel pressured to skip an ID check just to keep the line moving.



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Legal Information

State-Specific Information

This exercise will give you specific information regarding your state's liquor laws. Your trainer will help you complete the statements or provide an information sheet you can use to find the answers on your own.

1. The minimum legal age to consume alcohol in my state is _____.
2. The minimum legal age to serve alcohol in my state is _____.
3. The legal Blood Alcohol Content limit for driving while intoxicated is _____.
4. My state has Dram Shop Liability laws.
TRUE / FALSE
5. My state has a recommended age for checking IDs.
TRUE / FALSE If TRUE, that age is _____.
6. In my state, minors can be served and/or have alcohol purchased for him/her by a parent or legal guardian in a licensed establishment.
TRUE / FALSE
7. My state regulates server training.
TRUE / FALSE If TRUE, here are some important points about those regulations:



Yield!

1. Why is checking IDs so important?
2. What are the key things to look at when checking an ID?
3. Which questions could you ask to try to identify an underage guest?
4. What age for checking IDs does your facility require?

8. Some common penalties for violations of the liquor laws in my state include the following:

9. Some common policies regarding the confiscation of IDs in my state are:

Skills Training

Key Moves

Back on the job is not the best place to try out these strategies for the first time. Take advantage of this practice session to be sure you know how to use the strategies you've learned today.

Practice Scenarios II

Choose an alcohol-related situation from your experience or one of the suggested situations below. Follow the instructions provided by your trainer for this section. Remember to use the intervention guidelines and your venue's alcohol policies when deciding on an appropriate response to the situation.

Concession Vendors

1. An apparently impaired guest refuses to step away from the stand. The manager is called and takes the guest aside.
2. A guest is slurring words and spilling drinks as he approaches the cashier.
3. An usher asks a vendor in the stands to slow down service to a section, pointing out several impaired guests in the section.
4. Immediately after alcohol service is cut-off and the vendor is getting ready to close, an apparently impaired guest asks for another drink.
5. The vendor is closing up and sees possibly impaired guests leaving the facility.
6. A guest is loud and boisterous in line, to the point of disturbing other guests.
7. A guest uses concern expressed by the vendor about her level of impairment to tell the vendor all her troubles.
8. Two underage guests present apparently fake IDs to the vendor and then beg him to serve them.
9. Two guests get into a loud argument in line. They ignore the vendor who attempts to intervene, and continue to become angrier.
10. A guest orders two beers, and the vendor suspects the second beer may be for an underage person.



There are many different effective ways to respond to a situation. Be sure to discuss different approaches for each situation to get a full list of options you can use on the job.

Notes



LIVE FREELY. DRINK RESPONSIBLY.



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