

Improving Dissemination of a Retail Workplace Violence Prevention Program

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FINAL REPORT

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LIST OF TERMS AND ABBREVIATIONS

CFB	Crime Free Business
WVPP	Workplace Violence Prevention Program

ABSTRACT

Title: Improving Dissemination of a Retail Workplace Violence Prevention Program

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Final Report Abstract:

Workers in the retail industry are at high risk for workplace homicide and nonfatal assault, and many of these events occur during a robbery. Evidence-based programs to reduce robbery and related crimes have shown great success in retail and service settings. However, many small business operators will either decline participation in these programs or not comply with program recommendations.

The objective of this translational research study was to identify methods of disseminating an evidence-based robbery and violence prevention program to small retail businesses to improve program implementation. The specific aims were to:

1. identify business operator preferences for the design, delivery and marketing of an evidence-based robbery and violence prevention program,
2. understand how business operators determine that they do not need to participate in a robbery and violence prevention program, and
3. examine the extent to which social support from existing social networks can play a role in influencing the behavior of business operators to participate in and implement an evidence-based robbery and violence prevention program.

The completed work builds on two NIOSH-funded projects, where six police departments disseminated an evidence-based program (called "Crime Free Business" [CFB]) to small, independently-owned retail establishments at high risk for robbery and robbery-related crimes.

Three populations of business operators, representing various phases of CFB implementation, were selected from the six police department jurisdictions. Business operators were interviewed to identify factors that could influence their use of CFB, including the identification of community influentials that may lend credibility and acceptability to the program, and therefore promote greater program uptake. Individuals identified as community influentials were then interviewed to identify how they may support outreach efforts.

Interviews with Business Operators (n=70) and Community Influentials (n=32) yielded information about engaging operators in workplace violence prevention programs (WVPPs) from two overarching perspectives. Business Operator perspective: the immediate consumer of the WVPP. Community Influentials' perspective: people in organizations that serve, regulate, and market products and services to operators.

Small business operators that tend to be at elevated risk of workplace violence also tend to experience barriers to participating in preventive programs, including limited time, staffing limitations, and low levels of concern about the risks and consequences of workplace violence. To overcome these barriers, this research suggests certain strategies that business operators and organizations that interface directly with them recommend. First, the WVPP itself should include training sessions offered at convenient times for business operators and near the business establishment, or using alternative delivery modes, such as web-based training. Promotional messages about a WVPP should emphasize the prevention and safety benefits of program participation, as well as the risks and negative consequences of workplace violence. These messages should be distributed primarily through peer business-operator networks via

referrals and endorsements, particularly from business operators who are engaged and respected in their communities. Repeated exposure to these messages at multiple time points, from other business operators and influential groups (e.g., trade associations, law enforcement, and community/neighborhood groups) may be most effective for reaching the priority audience.

SECTION 1

A. Significant Findings

This completed research work has produced several key findings related to each of its specific aims.

The first aim was to identify business operator preferences for the design, delivery, and marketing of an evidence-based robbery and violence prevention program. These preferences included:

- Offering the training component of the program on multiple days and times so that business operators can attend when it is most convenient for them to do so;
- Offering the training session at a location close to the business operators' establishments so that travel time is minimized;
- Providing the opportunity to interact – and establish a positive relationship with – local law enforcement through the program;
- Using peer-to-peer and other in-person outreach methods to promote the program to business operators;
- Crafting messages that appear credible to business operators by using trusted sources to deliver those messages, and by ensuring that communication materials do not appear as solicitations; and
- Using messages to promote the program that emphasize the potential safety gains of participating in a robbery and violence prevention program, the effectiveness of the program's recommendations for reducing the risk of crime, and examples of similar businesses that have experienced losses due to robbery and violent crime.

The second aim of the project was to understand how business operators determine that they do not need to participate in a robbery and violence prevention program. To address this aim, barriers to participation were identified, including:

- Business operators' limited time and scheduling constraints, and
- Limited staff and other resources available to cover for those wishing to attend a training program.

Additionally, factors that motivate business operators to participate were identified, including:

- Previous experience with crime occurring within the business operator's establishment, and
- A desire to engage positively with local law enforcement officials.

Finally, the third aim was to examine the extent to which social support from existing social networks can play a role in influencing business operators' decision to participate in and implement an evidence-based robbery and violence prevention program. As a result of this research project, it was found that:

- A majority of business operators appear to have minimal or no contact with other business operators via formal business networks such as chambers of commerce;
- Much of the contact that business operators engage in with their peers occurs through informal social contact, not through formal business networks; and
- Many business operators view their peers and especially other successful, publicly visible business owners as highly influential, in addition to established business membership groups such as Chambers of Commerce and trade associations.

B. Translation of Findings

Previous research has shown that simple, low-cost changes to the store environment can effectively reduce a small retail business's risk of robbery and violent crime (Casteel et al., 2008); however, these changes are only effective if the owner or manager ("business operator") decides to undergo training and implement them. This gap between effective workplace violence prevention programs (WVPPs) and business operator participation in them is what this research addresses. Interviews with business operators and representatives of influential organizations (e.g., Chambers of Commerce, economic development agencies, insurance agents) have revealed several strategies for engaging business operators in WVPPs. By implementing these program design and promotional strategies, workplace violence prevention practitioners may be able to recruit more small retail business operators to take steps to reduce their risk of workplace violence.

C. Outcomes / Impact

In the past decade, workplace violence prevention research for retail businesses has matured from surveillance, hazard identification, and program development and evaluation, to the translation of evidence-based programs. This research takes a critical next step forward to identify how proven strategies can be successfully disseminated to small businesses, which are high risk yet lack affiliations with occupational safety and health organizations. The completed research also addresses the influence of social support networks on small business operators to implement evidence-based strategies. In this regard, the project is innovative because this approach to reaching small businesses with occupational safety and health programs had not been studied previously. This contribution has implications for other occupational safety efforts with small business owners as well as other programs or services offered in the larger community. Outcomes from this research can be categorized as "potential outcomes".

This research has identified barriers experienced by small businesses in participating in an evidence-based workplace violence prevention program, and has identified measures to overcome these barriers and maximize program uptake. This work fills critical gaps in the area of workplace violence prevention, with a focus on businesses in the retail industry at high risk for robbery and robbery-related employee injury, specifically small businesses. The NIOSH NORA committee representing the Wholesale and Retail Trade sector has identified violence prevention as a priority, and has identified the need for better translation and dissemination strategies. In addition, the NIOSH Small Business Assistance and Outreach cross-sector has identified the need to improve outreach to small businesses within the Wholesale and Retail Trade sector by providing access to occupational safety and health programs. Methods from this study are broadly applicable to other occupational safety topics, thus contributing to NIOSH r2p initiatives.

The barriers and strategies for engaging business operators in WVPPs identified through this research can form the basis for future lines of investigation. Because these barriers and strategies arose from qualitative interviews and were not tested for any association with WVPP uptake, future research could investigate the specific barriers and strategies that are most crucial to increasing WVPP participation among business operators. These factors could then be incorporated into WVPP marketing practices and disseminated to practitioners, thereby ultimately improving the translation of evidence-based workplace violence prevention strategies to small retail businesses.

SECTION 2

SCIENTIFIC REPORT

A. Background

A.1. The Small Business Sector

Small businesses in this research targeted independently-owned retail or service businesses with ten or fewer employees, such as convenience/gas stores, liquor stores and restaurants. This category of businesses has often been the focus of WVPPs (Casteel and Peek-Asa, 2000). Perhaps the primary reason for this is that such businesses are more vulnerable to workplace homicide than other business types (BLS, 2012; Loomis et al., 2001).

In a study of occupational homicide in North Carolina from 1994 to 1998, researchers found that businesses with two to five employees tended to experience more homicides than businesses with six or more employees, and sole proprietorships were at significantly higher risk than establishments with multiple employees (Loomis et al., 2001). In 2011, retail establishments such as convenience stores, grocery stores, and gas stations accounted for 23% of all workplace homicides in that year, and the hospitality and food service sectors together accounted for almost 15% (BLS, 2012).

Independently-owned businesses are especially at risk because they often lack the information, programming, and resources that many corporate-owned businesses may have for crime prevention (Casteel and Peek-Asa, 2000). Small, independent retail or service businesses are therefore at a particular disadvantage due to their high risk for homicide and limited resources to manage it. Another reason to target small businesses is their sizable role in U.S. society. Many Americans work for, manage, or own one of the many small businesses in this country. As of 2011, businesses with fewer than ten employees accounted for 79% of all firms and employed 11% of the country's workforce (U.S. Census Bureau, 2012). Any program aimed at making these workplaces safer will have an impact not only on these workers but their customers as well.

In general, small businesses are less likely to engage in workplace violence prevention, worksite wellness or occupational safety programs than their larger counterparts (BLS, 2006; Linnan and Birken, 2006). Limited time and resources, lack of dedicated health or human resources personnel, high costs, and reluctance to get involved in individual health concerns are some possible reasons for this difference (Linnan and Birken, 2006; Linnan et al., 2008). On the other hand, small businesses tend to have fewer bureaucratic barriers and often feel a commitment to caring for employees like family, factors that can work in a practitioner's favor for promoting WVPPs (Linnan and Birken, 2006). By understanding the barriers and motivations of local small business operators, practitioners can design better programs, market them more effectively, and create more sustainable partnerships with the small businesses in their communities.

A.2. Magnitude of Workplace Violence in the Retail and Service Industries

Workplace homicide is the third leading cause of workplace death in the U.S. (BLS, 2014), disproportionately affecting workers in the retail sector (Harrell, 2011; Anderson et al., 2010). Approximately 22% of all workplace homicides occur in the retail industry (BLS, 2014). The economic burden associated with workplace homicide in the U.S. was \$6.3 billion between 1992 and 2001 with a mean cost of \$800,000 per homicide (Hartley et al., 2005). The psychological costs of workplace violence are largely unknown, although workplace violence is shown to have negative impacts on the workforce. Nearly 30% of U.S. workplaces experiencing a violent event reported heightened fear levels among employees and decreased morale, productivity and

turnover, and these percentages were highest among smaller businesses (Hartley et al., 2005). Workplace violence in the retail industry not only affects workers and workplaces but also customers. Customers are as likely as employees to be targets of workplace crime in small retail and service establishments, and even more likely to be injured (Peek-Asa et al., 2006).

To better focus research and prevention efforts, four categories (Type I-IV) of workplace violence have been defined based on the relationship of the perpetrator to the business or employee (Howard, 1996; Peek-Asa et al., 1997). A Type I event is characterized by a perpetrator entering a workplace with the sole intention of committing a criminal act, such as robbery or shoplifting. In a Type II event, the perpetrator has legitimate reasons for using the services of the business. These perpetrators are a diverse group and can include customers, patients, students or prisoners. A Type III event is characterized as employee-on-employee violence and includes current and former employees. A Type IV event is perpetrated by a personal acquaintance of the worker (e.g., intimate partner, family member), with no other relationship to the business.

A.3. Approaches to Workplace Violence Prevention in the Retail and Service Industries

Comprehensive, low-cost programs to reduce workplace violence in the retail industry have been identified and improved since the 1970's (Jeffrey, 1971; Casteel and Peek-Asa, 2000; Peek-Asa and Jenkins, 2003). These programs, based on a concept called Crime Prevention Through Environmental Design (CPTED) (Jeffrey, 1971), have been very effective in reducing crime and related injuries. Components of these programs include minimizing the amount of cash in the register, properly placing safes, maintaining good visibility into and outside of the business, maintaining good interior and exterior lighting, controlling access into and within the business, training employees in crime control and injury prevention, and posting safety decals. These programs emphasize low-cost, low-maintenance recommendations that are very feasible for small business operators to implement. Among grocery stores, gas/convenience stores, and liquor stores, rates of robbery decreased 12% and rates of violent crime decreased 18% following implementation of a CPTED-based program in Los Angeles City businesses (Casteel et al., 2008). Among motels and restaurants, rates of robbery decreased 36% post-implementation.

Although these programs are well documented, the majority of small businesses do not have comprehensive plans. The study of businesses in Los Angeles indicated that small businesses were most likely to implement the least effective strategies, often at a higher cost than the proven strategies (Peek-Asa and Casteel, 2010). Nearly 75% of retail workplaces in the U.S. do not provide training in workplace violence prevention (BLS, 2006). There is also evidence that existing federal guidelines addressing risk and protective factors for violence never reach small businesses (Peek-Asa and Casteel, 2010), of which those with fewer than ten employees make up 79% of all U.S. firms (U.S. Census Bureau, 2010).

A.3.a. Development and Evaluation of a Low-Cost Workplace Violence Prevention Program.

Based on the etiologic work and systematic reviews of successful programs conducted by the research team, Drs. Peek-Asa and Casteel worked with the Athena Research Corporation and the California Occupational Safety and Health Administration to develop and test the Workplace Violence Prevention Program (WVPP). The program focused on seven inexpensive, low-maintenance strategies: employee training, cash handling, safe management, interior lighting, visibility, access control, and signage to indicate safety procedures.

Drs. Peek-Asa and Casteel conducted a pilot study to evaluate the effectiveness of the WVPP in liquor stores (Casteel et al., 2004) and then a randomized evaluation with a wider range of small business types. In the large-scale study, intervention (n=345) and control (n=96) businesses in Los Angeles City were enrolled between 1997 and 2000. Many of the businesses

were initially deficient in the strategies found to reduce robbery risk (Peek-Asa et al., 2004). Following the intervention, training was the most commonly implemented component, increasing significantly from 28% at baseline to 72%. The number of businesses with adequate cash handling procedures, good interior lighting, and signage also increased significantly. However, even with these increases, fewer than half had comprehensive cash handling procedures (37%) and adequate signage (22%). Overall, only 51% of the businesses complied with program recommendations at follow-up.

A.3.b. WVPP Dissemination and Implementation. Based on the low participation and program implementation rates among businesses receiving the WVPP, two translational studies were conducted by the research team. The purpose of these studies was to identify optimal, sustainable methods in which police departments can recruit small businesses to participate in the WVPP and achieve high levels of program compliance. The first was a pilot conducted with NIOSH intramural researchers (Drs. Harlan Amandus and Daniel Hartley) and the Oxnard Police Department (Contract #: HCCJB-2009-69278). The second was conducted with the same partners and five additional police departments (Grant #: R01OH009527). The program (marketed as “Crime Free Business”) was disseminated in these jurisdictions by law enforcement personnel using various mechanisms of recruitment. Businesses interested in the program were invited to attend a community-based training followed by an on-site security assessment, both of which are conducted by a police program disseminator. The purpose of the assessment was to individualize the program for the specific security needs of the business. Police program disseminators provided follow up with the business within 3 months and then 1 year after the baseline assessment to determine whether the business operator complied with program recommendations. The pilot study is completed (Contract #: HCCJB-2009-69278), and the large-scale project is currently in its last year of funding (Grant #: R01OH009527).

A.4. Dissemination Research

The National Institutes of Health, in their landmark 2007 Roadmap, shifted their strategic focus from the identification of effective strategies to the translation of these strategies into medical and community settings (Zerhouni, 2005). Translational research is the process of moving proven intervention and prevention strategies into the “real” world, where they benefit patients and communities in a sustainable manner (Woolf, 2008). The completed project has identified methods that are broadly applicable to translational research, including potential strategies to maximize uptake of proven programs.

B. Specific Aims

Workplace violence results in an average of more than 450 total homicides (BLS, 2014) and 500,000 nonfatal violent crimes (Harrell, 2011) annually in the United States. Workers in the retail industry, particularly those working in gas/convenience stores and grocery stores, are at greatest risk for workplace homicide, the majority of which are committed during a robbery (Anderson et al., 2010; Harrell, 2011).

Evidence-based programs to reduce robbery and violent crime have shown great success in retail and service settings (Casteel and Peek-Asa, 2000). These programs are based on a criminological concept called Crime Prevention Through Environmental Design (CPTED) which theorizes that environments can be modified to make potential criminals feel exposed and vulnerable while bringing maximum safety at a minimum cost to the establishment (Jeffrey, 1971). Components of these programs include employee training in crime prevention and control, good visibility into and within the business, bright interior and exterior lighting, access control into and within the business, minimum amounts of cash in the registers, and signage indicating low available cash and no employee access to safes. One very important factor is that these programs are inexpensive for businesses to implement, which is particularly beneficial for small, independently-owned establishments with few human and financial resources.

Despite strong evidence that these programs work, information about how to implement robbery and violence prevention programs is largely unavailable, especially to small businesses. Surveys have shown that most small businesses have implemented very few to none of the standard program recommendations on their own, and that what is implemented is often done incorrectly (Peek-Asa and Jenkins, 2003). Business operators, however, are motivated to address criminal activity in their businesses but will choose more expensive and less effective methods of deterrence, such as installing video cameras (BLS, 2006; Peek-Asa et al., 2004). Based on research conducted by the study team, when offered the less expensive CPTED-based programs, many business operators will either decline participation or show interest in the program and not comply with the recommendations (Chronister et al., 2009). The need for translational research to address workplace violence prevention for small businesses has been clearly demonstrated. It is critical to identify effective methods of disseminating evidence-based program information to business operators and to translate it into effective program implementation.

The **long-term goals** of this translational project were two-fold. The first long-term goal was to increase workplace violence prevention measures in small high-risk businesses, reducing the worker and workplace losses from these traumatic events. The second long-term goal was to identify methods for improved dissemination and translation of an evidence-based prevention program. These methods are widely applicable to many programs in occupational safety and health and public health in general.

The **objectives** of this translational project were to identify barriers to implementation of an evidence-based robbery and violence prevention program among small retail businesses, and to develop approaches to overcome barriers and increase uptake of effective strategies. These were accomplished by examining multiple levels of potential influence, including methods of program delivery; characteristics of the program materials; business operator attitudes and behaviors toward robbery prevention; and the role of social networks in building trust and motivation for program participation. The **specific aims** of the project were to:

1. identify business operator preferences for the design, delivery and marketing of an evidence-based robbery and violence prevention program,

2. understand how business operators determine that they do not need to participate in a robbery and violence prevention program, and
3. examine the extent to which social support from existing social networks can play a role in influencing the behavior of business operators to participate in and implement an evidence-based robbery and violence prevention program.

The completed work builds on two NIOSH-funded translational research projects (Contract #: 000HCCJB-2009-69278; Grant #: 5R01OH009527), where six police departments nationwide disseminated an evidence-based program to small, independently-owned retail establishments at high risk for robbery and robbery-related crimes. The completed project was designed to augment police officer recruitment efforts and the technical assistance they provide throughout program implementation.

C. Procedures and Methodology

C.1. Overview

The completed work is a translational, formative research study to identify effective methods of disseminating an evidence-based robbery and violence prevention program (marketed as “Crime Free Business”) to small retail businesses to improve program implementation. Three populations of business operators, representing various phases of program participation and implementation, were selected from the police department jurisdictions participating in the parent NIOSH-funded projects. Business operators were interviewed using an instrument developed from social marketing, health behavior and social support theories. The purpose of the interviews was to identify factors that could influence business operator use of the Crime Free Business program, including the identification of community influentials that may lend credibility and acceptability to the program, and therefore promote greater program uptake. Individuals identified as community influentials were then interviewed to identify how they may support outreach efforts. This study was approved by the Institutional Review Board at the University of North Carolina-Chapel Hill.

C.2. Business Study Population and Recruitment

The study population included three business populations from the police department jurisdictions disseminating the Crime Free Business (CFB) program as part of the parent NIOSH-funded projects: (1) businesses that agreed to participate in CFB and attended a business operator training session, (2) businesses that declined program participation and (3) businesses with no exposure to the program. The participating police departments were located in California (Oxnard PD; San Ramon PD), Nevada (Las Vegas Metropolitan PD), and Iowa (Cedar Rapids PD; Iowa City PD; Coralville PD). These agencies were chosen for the NIOSH-funded projects because they ascribe to a problem-oriented policing philosophy, vary in size (defined by resident population) and rates of robbery and violent crime, and oversee jurisdictions with diverse business demographics.

Within the three business populations, businesses were stratified by number of employees (< 5, 5+ employees) and business type (independently-owned, franchise/corporate). Within each of the business populations, 30 business operators were identified- i.e., 30 operators that attended training, 30 operators that declined participation and 30 operators with no knowledge of the program. The total study population considers the number of business operators needed to achieve information saturation (i.e., the point at which subsequent interviews would unlikely yield new information). Research suggests that 12-20 individuals per group is sufficient to reach information saturation (Kuzel, 1999).

The businesses were placed within strata of implementation status and employee number and then randomly sampled for participation. Businesses were contacted by phone to request participation in an in-person interview. For those not reached by phone, research staff approached the business and requested the interview.

C.3. Community Influential Study Population and Recruitment

Community influentials with the potential to support program dissemination to small business owners were identified and interviewed. “Typical case” and “snowball” purposive sampling methods were used to recruit representatives of a variety of organizations that interface with small businesses (Kuzel, 1999). These representatives were chosen because of their experience working with small business operators (SBOs) and potential for marketing programs to them. The “typical cases” included people working or volunteering in a non-profit, for-profit, or governmental organization that provides services, products, programs, or regulatory oversight to SBOs. SBOs in this study were defined as owners or managers of independent retail or service

businesses with ten or fewer employees. Prospective participants were identified through Internet searches of SBO-serving organizations primarily in the southeastern US region. Contact persons at identified organizations were approached by telephone and/or email and asked for the contact information of a staff member or volunteer who interfaces with SBOs most directly. Recommendations of other organizations and/or individuals to contact were also obtained from participants for inclusion in the study.

C.4. Data Collection

Primary data sources included interviews with business operators and influential community members or organizations.

C.4.a. Business Operators. Business operations data (number of employees, business type) and program participation and implementation data were available through the parent projects.

Business operator interviews were guided by a standardized interview protocol consisting primarily of open-ended questions and which included standardized probes to maximize data quality (Appendix A. Group 1: Did not participate in CFB; Group 2: Participated in CFB). Interviews took approximately 30 minutes to complete. Business operators were given \$50 cash for participating. Questions included in the interview were divided into two categories: (1) factors related to program implementation, and (2) community influentials and sources of support in the community for business operators. The business operator interview guide was pilot-tested in one of the police department jurisdictions prior to large-scale use.

Factors Related to Program Implementation

Development of the interview form was guided by social marketing principles (Storey et al., 2008), theories of health behavior, including the Health Belief Model (Rosenstock 1974; Janz and Becker, 1984), Social Cognitive Theory (Bandura, 1986), and social support theory (Heaney and Israel, 2008). These theories were operationalized for data collection as: (1) program characteristics, (2) perceived need for program, (3) outcome expectations and (4) social support networks and influential community members. Specific variables are provided in Table 1.

Table 1. Factors related to program implementation, variables by theoretical category.

Categories of Participation and Implementation Influence	Category Variables
Program characteristics	marketing strategies [<i>price</i> (cost of time and effort for participating in program), <i>place</i> (where the program/training is delivered), <i>promotion</i> (use of advertising, public relations, media advocacy, community outreach)], disseminating organization, program components (e.g., cash handling policies, visibility, video cameras), program structure (i.e., implementation phases)
Perceived need for program	perceived risk of being victimized by crime, perceived severity of outcomes associated with crime, perceived adequacy of current crime prevention behaviors
Outcome expectations	perceived program efficacy in reducing crime, perceived ability to participate and perform program recommendations
Social support networks	Individual and community support for matters affecting business, types of business concerns and corresponding community advisors, frequency of community support and advice

Program characteristics were derived from social marketing theory that incorporates consumer feedback to ensure that products meet consumer needs. In this study, the product is a robbery

and violence prevention program, and the consumers are business operators. Social marketing approaches also incorporate consumer feedback to determine the best ways to deliver and promote the product. Data on business operator preferences in the design, delivery, and marketing of CFB were collected.

The *Perceived Need* category (derived from the Health Belief Model) captures how people are unlikely to engage in preventive behaviors unless they perceive a health threat. In this project, it is a function of the perceived susceptibility of being victimized by crime and the severity of the outcomes of those crimes. Based on the experience of police in disseminating CFB, a variable reflecting the business operator's perception that the measures they are currently taking to reduce their risk of crime are sufficient, and therefore not in need of changing was included.

The *Outcome Expectations* category (derived from Social Cognitive Theory) suggests that people are more likely to engage in behaviors if they believe they are able to perform the behavior and that performing the behavior is likely to result in beneficial, not deleterious, outcomes. In this study, the behavior of interest was CFB participation and implementation.

Social support from one's professionals, peers and family members has been shown to positively affect health behavior change. Social networks are linkages between people that provide information and motivation that may encourage positive change (Heaney and Israel, 2008). Social support through one's existing social network is used in public health interventions to directly support behavior change, create an environment that is helpful to individuals in making behavior change, and/or develop skills in building support. Social support builds on existing trusted sources in an individual's social network and has shown to play a significant role in mobilizing communities for health promotion where traditional methods have failed (Lacey et al. 1991). This is particularly true in communities that are isolated with limited access or influence in the larger society. Identifying and working through pre-existing networks has been shown to enhance the effectiveness of health-related interventions (Israel, 1985). To identify sources of networks among business operators who might influence their decision to participate in the programs, participants were asked with whom they discuss business matters and organizational changes.

C.4.b. Community Influentials. The effectiveness of interventions can also be enhanced if their message is communicated by influential community members who serve as change agents (Farquhar et al., 1985). These individuals and organizations within the community serve as mediating structures that bridge points of views of local residents and outside agencies and can help reduce cultural resistance to new ideas or practices (Lacey et al., 1991).

Interviews with community influentials were conducted using a semi-structured interview guide (Appendix B). Each interview included an interviewer and notetaker. Interviews ranged in length from approximately 30 to 50 minutes each. Each participant was mailed a \$50 gift card upon completion of the interview.

C.5. Data Analysis

Qualitative and quantitative methods were used to address the aims. For the Business Operator study component, a content analysis was performed on the interview notes to identify common themes that emerged from open-ended questions. Organization and thematic grouping of the data was conducted in Microsoft Excel 2010 for Windows. In addition to analysis of themes that emerged across all interviews, themes were also compared among study population strata defined by: (1) population (businesses that agreed to participate in CFB and attended a business operator training session, businesses that declined program participation, and businesses with no exposure to the program), (2) business type (retail, restaurant), (3) independent versus corporate or franchise status, and (4) study site location. These thematic

comparisons were counted and expressed in tabular format, and narrative summary memos of the findings were written to accompany the tables.

For the Community Influentials component, all interview data were transcribed, coded and analyzed using QSR NVivo 10 for Windows. Based on repeated reading of the transcripts, a list of emergent themes was developed, refined, and used as the basis for a preliminary codebook. An iterative process of coding transcripts, developing new codes, and re-coding was used until all transcripts were coded with the final codebook. The final codebook included thematic ideas such as “reactivity versus proactivity” and “fear, uncertainty, doubt pitch,” which emerged from the data. Memos containing thematic ideas, special cases, illustrative quotes and narratives, and relationships among themes were used to analyze code reports. A conceptual model was also created to represent ideas about causal relationships among key themes and factors emerging from the data. These analytic products facilitated integration of study findings into a cohesive narrative.

D. Results and Discussion

D.1. Summary of Business Operator Participants

Between April and June 2012, the research team approached 114 eligible businesses to participate in the study. A total of 70 operators, of whom 56 (80%) were operators of independent (not corporate or franchise) businesses, completed interviews. To focus on the primary intended audience for the Crime Free Business program (CFB), only data from independent operators were analyzed in the current study. Such businesses tend to have fewer resources for workplace violence and crime prevention than those with corporate or franchise support and therefore are likely at greater risk for experiencing robbery and violent crime leading to injury and death. Of the 56 independent operators interviewed, 25 had no knowledge or recall of CFB, 18 had personally participated in CFB, and 13 had personally declined to participate in CFB. Convenience stores, gas stations, and other retail stores were the most common industry categories represented in the sample (Table 2).

Table 2. Number of independent small business operators interviewed, by participation in the WVPP and industry category.

Industry	Participated	Declined	No Knowledge	All Participation Types
Bakery	1	0	1	2
Bar/night club	1	1	2	4
Convenience store/Gas station	4	2	12	18
Grocery store	0	1	1	2
Hotel/motel	1	0	0	1
Liquor store	0	0	1	1
Other retail	3	6	2	11
Other service	5	1	2	8
Pharmacy	0	1	0	1
Restaurant	3	1	4	8
TOTAL	17	13	25	56

D.2. Summary of Community Influentials Participants

The study team attempted a maximum of 5 times to contact 51 eligible organization representatives. Of these, 32 agreed to participate, 15 declined, and 14 could not be reached. Participants were recruited until no new relevant “snowballing” contacts were generated, no new organization categories (e.g., business membership organization) were mentioned, and thematic saturation had been reached. The resulting sample achieved representation from 11 categories of organizations that interface with small businesses (Table 3).

D.3. Results: Business Operators’ and Influentials’ Perspectives on Small Business Engagement in Workplace Violence Prevention

Interviews with Business Operators and Community Influentials yielded information about engaging operators in workplace violence prevention programs (WVPPs) from two overarching perspectives. The Business Operator perspective is that of the immediate consumer of the WVPP. The Community Influentials’ perspective reflects the view of people in organizations that serve, regulate, and market products and services to operators. Both sets of participants provided data related to four thematic categories: 1) barriers to operator participation in WVPPs, 2) WVPP design recommendations and preferences, 3) outreach strategies and messages to engage operators in WVPPs, and 4) groups and individuals who are influential to operators. The

following sections present a comparison of Business Operator and Community Influentials perspectives on each of these themes.

Table 3. Number of participants in each organization category.

Organization Classification	Participant Count
Business membership/accreditation organization	5
Community association	2
Crime prevention/law enforcement organization	4
Economic development organization	4
Insurance company or agency	2
Lending institution	2
Licensing or regulatory agency	3
Property management company	1
Security company/ association	4
Small business assistance organization	3
Trade association	2
TOTAL	32

Time, staffing, and scheduling are barriers to operator participation in WVPPs

To compare the Business Operator and Community Influential views on barriers to participation in WVPPs, responses from operators who declined to participate were compared with those of all Community Influentials. These Business Operators were asked why they declined to participate in the Crime Free Business program (CFB), and their responses largely mirror the barriers that Community Influentials cited. Limited time, limited staffing, and scheduling constraints emerged in both studies as major barriers to operator attendance at CFB training sessions. Both groups also indicated that learning about crime prevention was not a high priority for many operators.

WVPP training sessions should be held at various times, proximal locations, and within time limits

In accordance with the notion of limited time, limited staffing, and scheduling constraints as major barriers to operator involvement in CFB training sessions, both Business Operators and Community Influentials indicated strategies for overcoming those barriers. Recommendations to offer a training session of no more than two hours at a variety of times in or near the business location emerged from both sets of interviews. Some Community Influentials suggested offering CFB in conjunction with another event, such as an alcohol compliance training, that many operators are already required to attend. This idea of “piggybacking” CFB onto another program did not arise in interviews with Business Operators.

Outreach strategies should focus on personal outreach emphasizing safety, prevention, crime risk, and business benefits

The main strategies that both Business Operators and Community Influentials recommended for promoting WVPPs to operators involve personal outreach. Among Business Operators and Community Influentials alike, peer-to-peer outreach was commonly cited as an effective approach for engaging operators in programs. Several Business Operators suggested asking operators who had completed CFB to reach out to other operators and to endorse the program, noting that “the best advertisement is word of mouth.” Similarly, Community Influentials repeatedly mentioned “word of mouth” and “referrals” as key components of a successful operator engagement strategy. Aside from peer-to-peer methods, several Business Operators and Community Influentials recommended “door-to-door promotion,” visiting the business

establishment and talking directly with the operator. Community Influentials also emphasized meeting with operators in-person at trade and business networking events to promote the program.

Another frequently cited approach to operator outreach was through partnership with business membership and assistance organizations. Business Operators focused more on channeling promotional communications through trade associations and business membership organizations, such as Chambers of Commerce, to recruit operators to CFB. In contrast, many Community Influentials felt that community and business development organizations, such as Small Business Centers, and commercial service providers, such as certified public accountants, play a significant role in promoting programs through personal referrals.

A few individuals in each study group noted the importance of creating a promotional campaign that does not appear to operators as a solicitation. The credibility of the promotional messaging source emerged in some Business Operator interviews as a counter against operator perceptions of being solicited. Likewise, in several Community Influentials interviews credibility, familiarity, and rapport were key to getting promotional messages across to operators.

The three main categories of WVPP promotional messages that Business Operators and Community Influentials both recommended include: 1) safety and prevention, 2) risk of and susceptibility to crime, and 3) benefits to the business (Table 4). Safety and prevention messages such as, “creating a safer environment” and, “You work hard, why wouldn’t you take steps to protect it?” emerged from both study groups, emphasizing the effectiveness of the WVPP in preventing crime and protecting employees. Both Business Operators and Community Influentials offered messaging ideas related to perceived risk of robbery and violent crime, specifically suggesting that WVPP promoters use profiles or statistics on victimized businesses that are similar to the audience of operators by industry or geography. A few Business Operators, however, warned against using messages that might “scare” operators by using the word “robbery” or failing to reassure operators that the WVPP is to help them, not perform a regulatory “check” on them.

Business Operators who had participated in CFB recommended promoting other benefits to businesses as well, such as tips for dealing with customers, potential sales increases because of an improved store environment, and the free program materials that accompany the training. On the other hand, Community Influentials suggested promoting benefits such as insurance savings and being able to attract more or better employees to the business. Aside from these three categories of messages, the promotional messages Business Operators and Community Influentials recommended did not generally overlap (Table 4).

Table 4. Comparison of recommended workplace violence prevention program promotion messages recommended by each study group.

Messaging Theme	Business Operators	Community Influentials
Benefits of Police Relationship	X	
Benefits to the Business	X	X
Benefits to the Community	X	
Gaining Information/New Knowledge	X	
Liability/Reducing Future Losses		X
Program Convenience	X	
Program Price (free)	X	X
Risk/Susceptibility to Crime	X	X
Safety and Prevention	X	X

Business Operators and Community Influentials differed substantially on the best modes of communication, other than in-person outreach, for promoting programs to operators. Whereas direct mailing was mentioned by both study groups, all other recommended modes of communication were mentioned by only one study group respectively (Table 5). Community Influentials tended to emphasize referrals from peer organizations, such as Small Business Centers, and creating web pages that operators can find easily in online searches as the major channels for program promotion. On the other hand, Business Operators discussed a variety of communication modes, from trade publication and newspaper advertisements to mailings. Five Business Operators and Community Influentials mentioned cold calling, or calling without an introduction or preexisting relationship with the operator, but one Business Operator recommended against cold calling and one Community Influential indicated that it was not a successful strategy for engaging operators in programs.

Table 5. Comparison of recommended modes of communication for engaging operators in workplace violence prevention programs mentioned by each study group.

Communication Mode	Business Operators	Community Influentials
Advertisements in Newspapers	X	
Advertisements in Trade Publications	X	
Cold Calling	X	
Direct Mailing	X	X
Faxes	X	
Other	X	
Personal Invitations	X	
Referrals from Business Development Organizations		X
Referrals from For-Profit Small-Business-Serving Companies		X
Operator Internet Searches		X

Formal business networks and respected business owners can influence SBOs to engage in WVPPs

When asked which individuals, groups, and settings might influence operators to participate in a WVPP, Business Operators and Community Influentials provided numerous examples (Table 6). By far, the single most frequently cited influential group among Business Operators and Community Influentials was the Chamber of Commerce. Some of the 56 independent Business Operators interviewed mentioned the Chamber of Commerce as influential or a favorable setting for hearing about a WVPP. However, only four Business Operators reported being active members of the Chamber, two others had membership but did not attend meetings, one was a past member, and one only associated with the Chamber via her husband, who is a member. Those who mentioned the Chamber ranged from operators of hotels and restaurants to grocery stores and hair salons, and included those who participated in CFB as well as those who declined or had not heard of it. Similarly, many Community Influentials recommended working with local Chambers of Commerce, particularly in “rural communities” where they have the most connection to small businesses, to promote a WVPP.

Table 6. Comparison of Influential Social Support Groups Identified by Business Operators and Community Influentials.

Category/ Theme	Business Operators (independent only, not corporate or franchise)	Community Influentials
Business Membership Organizations	Chamber of Commerce (general and minority-focused) International Business Networking group Economic Development Corporation Professional Associations (e.g., Korean/Indian/Latino Business Owners) Business Coalition, Small Business Consortium Downtown Business District groups	Chamber of Commerce (particularly in rural communities) Leadership/ Roundtable groups Professional associations of women business owners Better Business Bureau Downtown Business District groups BNI (Business Networking International) groups
Community Service Organization	Jaycees Soroptimist	Rotary groups
Crime tracking/prevention organization	RxPATROL (influential for pharmacists) Neighborhood watch group	Businesses Against Crime groups Partners Against Crime groups “Business tenants” watch groups Business/Community crime prevention programs
Family/friends	Family/friends	Familiar people (especially influential for rural communities)
Local government	Local government Members of City Government	Office of Economic Development City Council members City Mayor
Other	Retired professionals organization Employees Real estate businesses Insurance companies	AARP Farm Bureau (influential with food entrepreneurs) Attorneys CPAs
Other small business owners	Other business owners (especially the competition) Satisfied users of the WVPP Victims [of workplace crime] Family-owned business owners with a good reputation Other pharmacists Korean store owners Syrian business owners	Customers/friends who are business owners Successful/high-profile business owners (including those involved in the community, philanthropy) “Key leaders”/“informal leaders” in small business community
Police	Most who mentioned police said they would be influential. One said they are not a good resource because they are low on manpower, and another had concerns about how quickly they would respond.	“Obviously the police department” “Having the police behind you makes a huge difference.” “I think the local law enforcement is the best way to reach them.”
Regulatory agencies	Required Alcohol Awareness training (liquor store) State Board of Pharmacy, DEA (influential to pharmacists) Nevada Gaming Commission (gambling)	Department of Commerce ABC Commission Register of Deeds Secretary of State Fire Code Inspectors
Security companies	Security guard companies	Security companies
Trade/professional association/organization	Hospitality non-profit organization (chefs/business owners cook for disadvantaged children) Tavern Owners Association Local Optometry Association National Community of Pharmacists	Restaurant associations Convenience & Petroleum Marketers Association Other associations/affinity groups National Federation of Independent Businesses (NFIB)

	Association <i>Convenience Store News and Service Station and Garage Management</i> (trade publications)	Retail Merchants Association
Customers	Customers	-----
Community/ neighborhood groups	Community/recreation centers Neighborhood council Community/Homeowners Association Apartment complex resident meetings Ethnic communities (e.g., Latino/ Korean/ Chinese)	-----
Property Management Companies	Property management companies (2 people mentioned)	-----
National Rifle Association group	NRA NRA Business Alliance	-----
Religious organization	Churches and church communities Sikh temple	-----
Small Business Administration	Small Business Administration	-----
Vendors / suppliers	Drug wholesalers (influential to pharmacists) Small retail suppliers (e.g., party/paper store suppliers) Gas suppliers Convenience vendors	-----
Visitors Bureau	Visitors Bureau Visitors and Convention organization	-----
Banks	-----	Local banks, other bankers
Business coaches/ consultants	-----	Business coaches SCORE
Institutes of higher education	-----	Universities
Small business centers	-----	Small Business Centers Small Business Technology & Development Centers

In addition to the Chamber of Commerce, Downtown Business District organizations, and Business Networking International groups, other roundtable and business coalition groups were frequently cited, such as trade associations. Business Operators tended to emphasize professional associations tied to specific ethnic or immigrant groups, such as a Hispanic Chamber of Commerce, a Korean American Business Association, and “Korean, Indian, Latino...” restaurant owner associations. On the other hand, Community Influentials rarely discussed ethnically-tied professional associations.

Another influential group that many in both study groups mentioned is small business owners. For many Business Operators, they described small business owners who would influence them to participate in a WVPP as those who have achieved long-term business success, are involved in the life of the community, sponsor community events, are well known, and hold leadership positions. Those to whom Business Operators can relate – those in the same industry, locality, ethnic group, or who are family or friends – were reported as especially influential. Community Influentials also talked of “key leaders” and “higher-profile businesses in a community” as having influence over other operators.

In the context of interviews about a WVPP delivered by local law enforcement, many Business Operators and Community Influentials asserted that police are influential to operators because of their “authority” and many operators’ desire to develop a positive relationship with local law enforcement. Many more Community Influentials than Business Operators mentioned regulatory agencies such as the Alcoholic Beverage Control Commission, the Fire Marshal, and the Department of Commerce.

Both Business Operators and Community Influentials perceived community- or neighborhood-based groups as influential; however, Community Influentials primarily mentioned crime-related groups such as neighborhood watch groups, whereas Business Operators mentioned more residential and ethnic community groups such as the Korean Restaurant Owners Association. Community Influentials felt that neighborhood or business watch groups would have the power to influence operators to participate in WVPPs, yet few Business Operators cited crime prevention groups; instead, more mentioned residential organizations, community centers, recreation centers, and ethnic (i.e., Latino, Korean, and Chinese) community associations. Furthermore, some Business Operators suggested that religious institutions such as churches and temples could influence the operators that attend their services. Only one Community Influential suggested places of worship as influencers of operators.

Only Business Operators named wholesalers, suppliers, and vendors of their pharmacies, gas stations, convenience stores, and other retail stores as influential groups.

Although most Business Operators identified influential organizations and groups, only one fourth of independent Business Operators interviewed affiliated with other operators through formal business, professional, or other membership organizations like the ones they mentioned. Seventeen Business Operators reported informal contact with friends or local operators, and 24 Business Operators reported no regular personal contact with other operators aside from family members.

D.4. Discussion

This study reveals two overarching challenges to disseminating WVPPs via intermediary organizations: 1) low operator participation in formal business networks, and 2) discrepancies in the strategies that operators (Business Operators) and potential intermediary organizations (Community Influentials) recommend for engaging operators in WVPPs. These challenges may have implications for dissemination of other OSH efforts directed at small, independent storefront businesses.

A minority of the operators interviewed in this study were affiliated with formal business and professional organizations, such as Chambers of Commerce and trade associations, even though many Business Operators mentioned such groups. This finding mirrors that of a qualitative study conducted in the U.K., which found that urban small business operators perceived few benefits from joining chambers of commerce, and therefore were not members, even though they identified such organizations as a focal point for local small business (Curran et al., 2000). Those operators cited perceived time limitations and competition with other businesses as reasons for not formally associating with other operators. Instead, most operators in the current study indicated that any contact they had with other operators – and, potentially, business-related information as well – occurred through informal contact with neighboring businesses and suppliers; within residential, religious, and ethnic communities; and among family and friends. These informal networks among small, independent storefront businesses found in the current study have been described in previous studies of a variety of small business types (Greve and Salaff, 2003; Todeva, 2011). Research indicates that operators rely on such connections for business information and resources throughout the business development cycle (Greve and Salaff, 2003; Todeva, 2011).

Small business reliance on complex, informal networks of fellow business owners, family members, and friends poses a challenge to disseminating occupational safety and health information and programs using a single intermediary organization. Additionally, the diversity of connections to formal business networks – ranging from specialized trade associations to downtown business membership groups – and informal network nodes observed in this study suggest that identifying one intermediary to reach all operators in the intended audience may be difficult. Sinclair, Cunningham, and Schulte (2013) acknowledge that their model does not explicitly accommodate the involvement of multiple intermediaries in disseminating OSH information to small businesses. Also absent is recognition of the role of informal networks and “word of mouth” dissemination mechanisms that were major themes in the current study.

Another challenge to the Extended Model for Small Business OSH Intervention (Sinclair et al., 2013) and similar models is the difference in perspectives between operators and potential intermediaries found in the current study. Whereas there were many areas of agreement between both groups, there were some differences in identified facilitators, preferred communication channels, and messages for promoting WVPPs. This study was not designed to empirically test the effect of these factors on WVPP dissemination, but it is conceivable that a dissemination strategy based only on the intermediary’s ideas for how to reach operators, for example, could ultimately be less effective than a strategy based on the operators’ ideas.

To address these challenges, we offer three recommendations for enhancing the OSH diffusion model proposed by Sinclair, Cunningham, and Schulte(2013):

1. The first step in planning an OSH information dissemination program should be to identify the small business group(s) with the most pressing OSH need, as suggested previously (Sinclair et al., 2013) (Figure 1, step 1). Additionally, the initiator organization should conduct formative research with these small business groups to identify key community leaders (e.g., respected local business owners), networked peers, sub-communities, potential intermediary groups (e.g., insurance providers, suppliers), preferred communication strategies, and barriers and motivational factors for adopting the OSH practice. Methods for gathering this information include semi-structured interviews, questionnaire surveys, and focus group discussions with identified priority small business operators.
2. The initiator organization should not only market its OSH initiative to a single intermediary organization, as suggested by Sinclair and colleagues (2013) but to several of the most influential individuals and groups identified in formative research with operators (Figure 1, steps 2-4). The initiator should take advantage of existing connections among these influential entities and work to forge new connections, with the ultimate goal of establishing an intermediary OSH coalition. The initiator organization may need to provide continued guidance and support to sustain the intermediary coalition over the long-term.
3. Instead of leaving the intermediaries to devise an OSH marketing strategy for operators, which some informal network intermediaries (e.g., local business owners or community leaders) may not have the training to do alone, the initiator organization should be an active collaborator with the intermediary OSH coalition. Based on formative research with operators, the initiator organization can make marketing recommendations based on information gathered from the prioritized small businesses about their preferred marketing approaches, barriers, and motivators to engaging in the OSH program or intervention (Figure 1, steps 5-8).

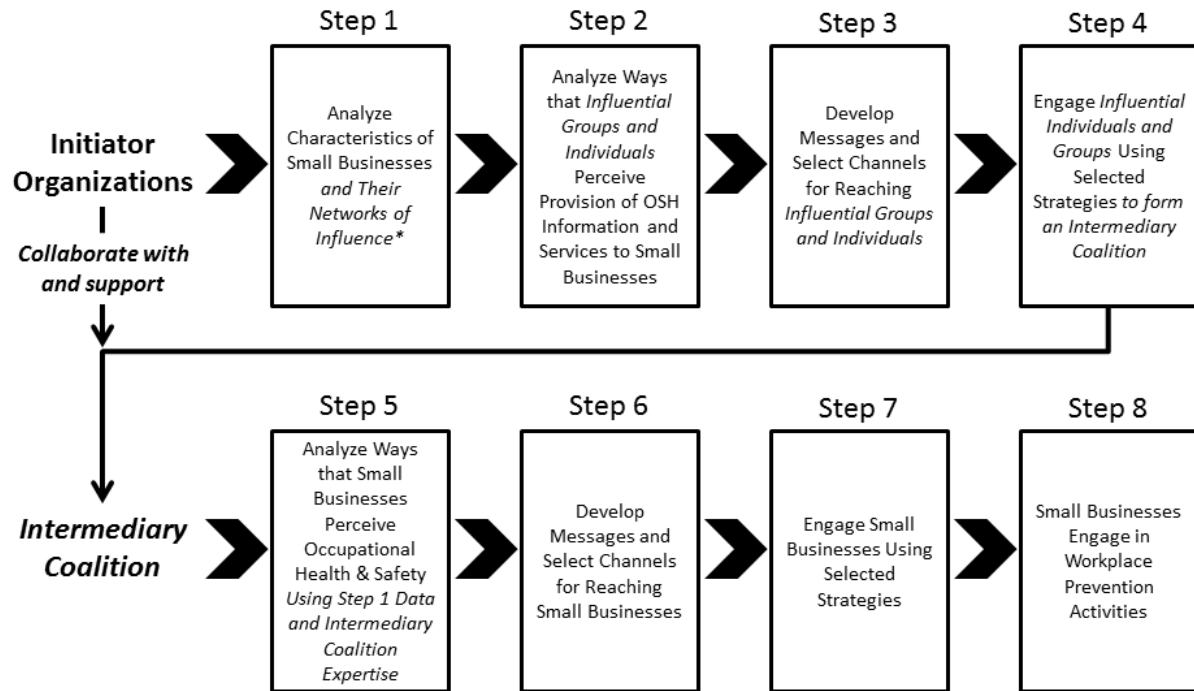


Figure 1. Revised extended small business OSH intervention diffusion model, based on Sinclair, Cunningham, and Schulte³² model.

*Text in italics represents a modification of the Sinclair, Cunningham, and Schulte (2013) model.

These modifications to the OSH intervention diffusion model would guide OSH researchers and practitioners to consider partnerships with individuals and groups that influence the prioritized operators via informal and formal networks. Furthermore, these enhancements prompt OSH researchers and practitioners to form and maintain support for an intermediary workplace violence prevention coalition throughout the OSH dissemination process.

E. Conclusions

Barriers to participating in WVPPs and other programs. Both Business Operators and Community Influentials overwhelmingly cited limited time, limited staffing, and scheduling constraints as barriers to engaging in WVPPs. Only a few Business Operators and Community Influentials said that the length of the training (two hours) or its location (at police departments) were barriers to participation, although some individuals did recommend hosting trainings at the business itself. Interestingly, no Business Operators – only Community Influentials – mentioned “bottom line” monetary concerns as a barrier to participation.

Motivating/persuasive factors for engaging business operators in WVPPs. Based on interviews with Business Operators who participated in the Crime Free Business (CFB) program, it appears that several were motivated to join based on having experienced workplace crime before. Many also mentioned the opportunity to interact – and possibly establish a positive relationship – with the local police. Community Influentials echoed previous crime experience as a facilitator for engaging business operators in WVPPs.

Outreach strategies for engaging business operators in WVPPs. Many Business Operators and Community Influentials recommended engaging business operators through peer-to-peer outreach to promote programs and services. These participants used the language of “word of mouth,” “referrals,” and “endorsement” to talk about the role that peer business operators can play in WVPP promotion. Conducting in-person outreach, either door-to-door or at business networking events, was another broadly recommended strategy for engaging business operators in a WVPP. The idea of persistent promotional message exposure across multiple time points, messengers, and channels emerged once in the Business Operator interviews and several times in the Influentials interviews as an important outreach strategy. In both the Business Operators and Community Influentials studies, there were a few participants who emphasized the importance of ensuring that any promotional effort not appear to be a solicitation, which could potentially be a barrier to business operator recruitment.

Surprisingly, the recommended modes of communicating WVPP promotional messages among Business Operators were almost entirely distinct from those that Community Influentials recommended. Both Business Operators and Community Influentials recommended direct mailing, but whereas Business Operators suggested cold-calling and advertising, Community Influentials talked about successfully using referrals from other non-profit and for-profit organizations to promote their programs to business operators.

Persuasive messages for engaging business operators in WVPPs. Both Business Operators and Community Influentials recommended promoting WVPPs using messages about the safety gains – for employees, customers, and themselves – and prevention benefits of participating in the program. Messaging about the effectiveness of the WVPP in reducing the risk of crime was tied into these safety and prevention messages. Some Business Operators and Community Influentials also recommended using messaging about crime and losses in nearby or similar small businesses. This is perhaps suggestive of a messaging strategy designed to increase perceived susceptibility to and severity of crime among the business operator audience.

Program design strategies for engaging business operators in WVPPs. As follows from the barriers to participation that emerged from the Business Operator and Community Influentials studies, several participants recommended changing the timing and location of WVPP training sessions. For timing, some participants suggested offering more varied training session time and day options. The predominant recommendation for training location was to hold it at or near the business itself.

Influential individuals and groups for engaging business operators in WVPPs. By far, the most frequently cited influential group among Business Operators and Community Influentials was the Chamber of Commerce. Community Influentials who elaborated on the role of the Chamber of Commerce noted that it tends to be most influential to business operators as part of smaller, more rural localities than in urban areas. Participants also said that other small business owners can be powerful agents for promoting programs and services. Often, participants in both studies talked about these influential small business owners as leaders who are well-known and have a history of positive engagement in the community. Small business owners who are in the same industry or geographic area as the “target” business operators may be especially influential. Likewise, several participants in both study groups cited trade and professional organizations as influential players in the small business community.

In the context of interviews about CFB, traditionally promoted and delivered by local law enforcement, many Business Operators and several Community Influentials mentioned the police as an influential group. Few participants gave specific reasons for why police are influential, but one Influential noted that they carry a certain “authority” that can influence SBOs.

Interestingly, although many Business Operators were able to name potentially influential groups, such as chambers of commerce, the majority of those interviewed did not participate in any formal business networks, and a minority engaged in informal contact with other business operators.

Implications for engaging business operators in WVPPs. This research has identified several candidate factors and strategies related to business operator involvement in a WVPP. Operators of the small retail businesses that tend to be at elevated risk of workplace violence and crime also tend to experience barriers to participating in preventive programs. These barriers primarily include limited time, staffing limitations, and low levels of concern about the risks and consequences of workplace violence and crime. To overcome these barriers, this research suggests certain strategies that business operators and organizations that interface directly with them recommend. First, the WVPP itself should include training sessions offered at convenient times for business operators and near the business establishment, or perhaps using alternative delivery modes, such as web-based training. Promotional messages about a WVPP should emphasize the prevention and safety benefits of participating in the program, as well as the risks and negative consequences of workplace violence and crime. These messages should be distributed primarily through peer business-operator networks via referrals and endorsements, particularly from business operators who are engaged and respected in their communities. Repeated exposure to these messages at multiple time points, from other business operators and influential groups (e.g., Chambers of Commerce, trade associations, law enforcement, and community/neighborhood groups) may be most effective for reaching the priority audience. Future research should investigate the association between the use of these recommended strategies and WVPP participation among small retail business operators.

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G. PUBLICATIONS

Publications

Bruening R, Strazza K, Nocera M, Peek-Asa C, Casteel C. Understanding Small Business Engagement in Workplace Violence Prevention Programs. *American Journal of Health Promotion* [In Press]

Bruening R, Strazza K, Nocera M, Peek-Asa C, Casteel C. How to Engage Small Retail Businesses in Workplace Violence Prevention: Perspectives from Small Businesses and Influential Organizations. *American Journal of Industrial Medicine* [Revise/Resubmit- In Review]

Presentations

Bruening R, Strazza K, Nocera M, Peek-Asa C, Casteel C. Overcoming Barriers to Small Business Participation in Workplace Violence Prevention. Poster presented at: Society for Public Health Education 65th Annual Meeting; March 20, 2014; Baltimore, Maryland.

Bruening R, Strazza K, Nocera M, Peek-Asa C, Casteel C. Understanding Small Business Engagement in Workplace Violence Prevention Programs. Invited presentation for: Art & Science of Health Promotion Conference; April, 2015; San Diego, California.

Reports

Bruening R, Strazza K, Nocera M, Peek-Asa C, Casteel C. *Practitioner Guide to Small Business Engagement for Workplace Violence Prevention*. [Unpublished. Appendix C.]

H. HUMAN SUBJECTS

H.1. Inclusion of Gender and Minority Study Subjects

There were no criteria that excluded women or minority populations from participating in the study, and there were no criteria for specifically selecting women or minority participants. Information about gender and race/ethnicity was not collected from participants. Because the study populations were not sampled to represent specific distributions of gender or race/ethnicity, the Targeted/Planned Enrollment Table only provides the total size of the study population (n=102; n= 70 business operators and n= 32 community members).

H.2. Inclusion of Children

Business Operators: Business operators approached for study participation were adults (>21 years of age). Individuals that were less than 21 years of age and who were store managers or business owners were not included. Children who are business owners or managers are rare; therefore the probability of including a sufficient number of children to contribute to a meaningful analysis for that subgroup was low.

Community Members: Inclusion of children in the population of community influentials participating in the focus groups is likely not applicable; children are not involved in informal networks supporting their business communities.

H.3. Inclusion Enrollment Report

Program Director/Principal Investigator (Last, First, Middle): Casteel, Carri					
Inclusion Enrollment Report					
This report format should NOT be used for data collection from study participants.					
Study Title: Improving Dissemination of a Retail Workplace Violence Prevention Program					
Total Enrollment:	102	Protocol Number:			
Grant Number:	5 R03 OH010058				
PART A. TOTAL ENROLLMENT REPORT: Number of Subjects Enrolled to Date (Cumulative) by Ethnicity and Race					
Ethnic Category	Females	Males	Sex/Gender Unknown or Not Reported	Total	
Hispanic or Latino	0	0	0	0	**
Not Hispanic or Latino	0	0	0	0	
Unknown (individuals not reporting ethnicity)	0	0	102	102	
Ethnic Category: Total of All Subjects*	0	0	102	102	*
Racial Categories					
American Indian/Alaska Native	0	0	0	0	
Asian	0	0	0	0	
Native Hawaiian or Other Pacific Islander	0	0	0	0	
Black or African American	0	0	0	0	
White	0	0	0	0	
More Than One Race	0	0	0	0	
Unknown or Not Reported	0	0	102	102	
Racial Categories: Total of All Subjects*	0	0	102	102	*
PART B. HISPANIC ENROLLMENT REPORT: Number of Hispanics or Latinos Enrolled to Date (Cumulative)					
Racial Categories	Females	Males	Sex/Gender Unknown or Not Reported	Total	
American Indian or Alaska Native					
Asian					
Native Hawaiian or Other Pacific Islander					
Black or African American					
White					
More Than One Race					
Unknown or Not Reported					
Racial Categories: Total of Hispanics or Latinos**				0	**
* These totals must agree.					
** These totals must agree.					

I. MATERIALS AVAILABLE FOR OTHER INVESTIGATORS

Data	<ul style="list-style-type: none">▪ Data from the business operator interviews and community influential interviews will be made available following publication of currently-submitted manuscripts produced by the study team.
Research Materials	<ul style="list-style-type: none">▪ Business Operator Group 1 Interview Guide▪ Business Operator Group 2 Interview Guide▪ Community Influential Interview Guide
Protocols	N/A
Software	N/A
Other	Practitioner Guide: Bruening R, Strazza K, Nocera M, Peek-Asa C, Casteel C. <i>Practitioner Guide to Small Business Engagement for Workplace Violence Prevention</i> . [Unpublished. Available in Appendix C.]

APPENDIX A
Business Operator Interview Guides

GROUP 1 Interview Guide

Introduction

How long have you been a store owner/manager here?

Probe: Do you own any other stores?

One of the goals of this interview is to better understand how business owners/managers make decisions about participating in robbery and violence prevention programs. The next questions are about a specific program, called Crime Free Business.

Perceived Barriers/Outcome Expectations

Crime Free Business is a program delivered by your police department. The program emphasizes low-cost ways to prevent robbery and violent crime, and includes employee training in crime prevention, making changes to the store environment like having good visibility into and within the business, bright interior and exterior lighting, access control into and within the business, minimum amounts of cash in the registers, and signage showing low available cash and no employee access to safes. The program included training and a security assessment at your business that included the components I just mentioned.

	Y/N/DK	Comments
Does the program sound familiar?		
The <dept name> Police Department was providing the Crime Free Business program in your community during <date>. Were you the manager or owner at that the time?		

If does not sound familiar and/or manager did not attend training, skip to Generic Social Support Questionnaire.

If familiar with program continue to page 2.

1. Why did you choose not to participate in the program?
Probe: What kept you from participating in this program? Other priorities? Bad timing? Too many materials? Time commitment?

2. Was there anything about the program's training that kept you from participating?
 - i. Training Location – (now typically done in a community setting like at <<examples of locations>> with many business owners).
Probe: Would you be more likely to participate in these training sessions if they were held in a particular place in your community? If yes, what is the place?

 - ii. Length of training sessions – (now about two hours)
Probe: Would you be more likely to attend the community training sessions if they were shorter? If yes, how short should they be?

 - iii. Training leader – (now a representative of your local police department)
Probe: Would you be more willing to participate in the program if the training sessions were led by someone else? If Yes: who would you like to lead the training sessions?

3. Was there anything about the security assessment that kept you from participating?

4. Would you have been more willing to participate in the program if it were offered by an organization other than your police department?
Probe: If yes: which organizations or individuals would you recommend?

Cues to Action

5. If you were trying to get business owners like yourself to participate in the program, how would you go about it?
Probe: How would you make sure other business owners like yourself heard about the program?

Social Support

6. Who might influence you to use **the Crime Free Business Program** (substitute with: a program for robbery prevention and the prevention of assaults on employees)? Do you get together with other business owners? (*Do you ever hang out with other business owners?*)

Probe: When? Why? How often? Is it social? As part of regular business meetings? Can you give me some examples?

7. When you get together, is this a place where you might discuss a program like Crime Free Business and/or a place where you would tell others about it? Why? Why not?

8. What are other settings or groups where you would hear people talk about a program like this?

Probe: For example, do you belong to any groups or organizations where there are other business owners like yourself? If yes, do you meet together? How else do you communicate?

9. In your opinion, who among these groups or organizations have the most influence in successfully getting a program like Crime Free Business out to businesses?

10. What business owners in your community are well-respected by other business owners like yourself? Why? Why not?

a. Can you give us their names?

11. What contact do you have with this(these) person(s)? Have you ever sought their guidance? Why? If you heard that this person's business was part of the Crime Free Business program, would that influence your decision to participate at all? How?

12. Now thinking beyond business owners and this program, what other groups or organizations in the community have the most influence in successfully getting a program like this out to businesses?

Experience with Crime Prevention

The next two questions ask about 1) what operators do to prevent robbery and 2) reduce the chances of employee injury during/following a robbery.

13. What do you do to prevent your store from being robbed?

Probe: cash management, lighting, visibility, access control, facilities maintenance, concealed weapons, security cameras

14. What do you do to prevent yourself and your employees from being injured during a robbery?

Probe: concealed weapons, security cameras

Self Efficacy

15. Other than what you already described are there other things you know about or would like to do to prevent being robbed?

Probe: cash management, lighting, visibility, access control, facilities maintenance

16. Other than what you already described are there other things you know about or would like to do to **prevent** yourself and your employees from being injured during a robbery?

17. On a scale of 1-5 with one being not at all confident and 5 being very confident, how confident are you that you can prevent yourself and your employees from being hurt during a robbery?

18. On a scale of 1-5 with one being not at all concerned and 5 being very concerned, how concerned are you of customers being hurt during a robbery?

Perceived Severity/Susceptibility/Perceived Need

19. Please rank from the top three things you worry about the most in regards to your business

(READ LIST OUT LOUD AND PROVIDE CARD WITH CHOICES AS A VISUAL)

___ Vandalism/Graffiti

___ Other Illegal activities on property (ie. drug dealing, prostitution, solicitation)

___ Shoplifting

___ Robbery

___ Loitering

___ Employee theft

20. On a scale of 1-5 with one being not at all and 5 being very likely, how likely is it your store will get robbed in the next year?
21. Among the people you told us about earlier, do you think any of them would be willing to do an interview with us if we went to their store? Would you be okay if we used your name and said we had spoken to you today?

Thank you for your time today. What did we leave off that you think is important to include or mention?

GROUP 2 Interview Guide

Introduction

How long have you been a store owner/manager here? ___ months ___ years

Probe: Do you own any other stores?

One of the goals of this interview is to better understand how business owners/managers make decisions about participating in robbery and violence prevention programs. The next questions are about a specific program, called Crime Free Business.

Perceived Barriers/Outcome Expectations

Crime Free Business is a program delivered by your police department. The program emphasizes low-cost ways to prevent robbery and violent crime, and includes employee training in crime prevention, making changes to the store environment like having good visibility into and within the business, bright interior and exterior lighting, access control into and within the business, minimum amounts of cash in the registers, and signage showing low available cash and no employee access to safes. The program included training and a security site assessment at your business that included the components I just mentioned.

	Y/N/DK	Comments
Does the program sound familiar?		
The <dept name> Police Department was providing the Crime Free Business program in your community during <date>. Were you the manager or owner at that the time?		
Did you complete training for the program?		

If does not sound familiar and/or manager did not attend training, skip to Generic Social Support Questionnaire.

If familiar with program and attended training continue to page 2.

1. Why did you choose to participate in the Crime Free Business program?

Probe: Other reasons?

Prior to interview we will identify which of these next questions should be asked based on level of involvement with Crime Free Business program.

Question for those who attended training but no follow-up made:

2. Do you recall having a security site assessment of your business in <insert month/year>? This is where someone from your police department came to your business to discuss robbery prevention strategies like <insert strategies where recommendations were made by police department (as prompts) OR if no recommendations were made, continue with> improving your lighting, taking posters and signs off of your windows to improve visibility and keeping a minimum amount of cash in your registers. Y/N

If YES, continue to question #3:

If NO, Why not?

Probe: Officer never came, too busy, lack of interest

Continue to question #5.

3. Did the person from your police department make any recommendations for <READ INDIVIDUAL ITEMS IN TABLE>: **NOTE: We will fill this out as much as possible before the interview**

Program Components	Recommendation Made	Did you make the recommended change	What would have helped in making this change?
Training employees using the Crime Free Business materials			
Reducing the amount of cash in the registers			
Purchasing a safe for the cash counter area			
Removing advertising, display stands or posters from the windows			
Making sure all interior and exterior lights are in good working order			
Keeping the business clean and free of graffiti			
Posting the signs that were provided to you as part of the Crime Free Business program <Pull out decals and poster>			

4. After recommendations were made, did the person from your police department come back to follow-up with you? Y/N

If NO: Why not?

Probe: Officer never came, too busy, lack of interest

If YES, what happened?

Perceived Benefit/Outcome Expectation

5. How much do you think you gain by participating in Crime Free Business?

Product/Place

6. What would you change about the program to make it easier to complete?

Probe: training location, length, training leader, security assessment coordinator, recommended actions

Promotion

7. If you were trying to get business owners like yourself to participate in the program, how would you go about it?

Probe: How would you make sure other business owners like yourself heard about the program?

8. What would you tell them about the Crime Free Business program that might make them want to participate?

9. Who might influence you to use the Crime Free Business Program?

Social Support

10. Do you get together with other business owners? (*Do you ever hang out with other business owners?*)

Probe: When? Why? How often? Is it social? As part of regular business meetings? Can you give me some examples?

11. When you get together, is this a place where you might discuss a program like Crime Free Business and/or a place where you would tell others about it? Why? Why not?

12. What are other settings or groups where you would hear people talk about a program like this?

Probe: For example, do you belong to any groups or organizations where there are other business owners like yourself? If yes, do you meet together? How else do you communicate?

13. In your opinion, who among these groups or organizations have the most influence in successfully getting a program like Crime Free Business out to businesses?

14. What business owners in your community are well-respected by other business owners like yourself? Why? Why not?

15. What contact do you have with this(these) person(s)? Have you ever sought their guidance? Why? If you heard that this person's business was part of the Crime Free Business program, would that influence your decision to participate at all? How?

a. Would you be willing to give us their names?

16. Now thinking beyond business owners and this program, what other groups or organizations in the community have the most influence in successfully getting a program like this out to businesses?

Experience with Crime Prevention

The next two questions ask about 1) what operators do to prevent robbery and 2) reduce the chances of employee injury during/following a robbery.

17. What do you do to prevent your store from being robbed?

Probe: cash management, lighting, visibility, access control, facilities maintenance, concealed weapons, security cameras

18. What do you do to prevent yourself and your employees from being injured during a robbery?

Probe: concealed weapons, security cameras

Self-Efficacy

19. Other than what you already described are there other things you know about or would like to do to prevent being robbed?

Probe: cash management, lighting, visibility, access control, facilities maintenance

20. Other than what you already described are there other things you know about or would like to do to prevent yourself and your employees from being injured during a robbery?

21. On a scale of 1-5 with one being not at all confident and 5 being very confident, how confident are you that you can prevent yourself and your employees from being hurt during a robbery?

22. On a scale of 1-5 with one being not at all concerned and 5 being very concerned, how concerned are you of customers being hurt during a robbery?

Perceived Severity/Susceptibility/Perceived Need

23. Please rank from the top three things you worry about the most in regards to your business

(READ LIST OUT LOUD AND PROVIDE CARD WITH CHOICES AS A VISUAL)

___ Vandalism/Graffiti

___ Other Illegal activities on property (ie. drug dealing, prostitution, solicitation)

___ Shoplifting

___ Robbery

___ Loitering

___ Employee theft

24. On a scale of 1-5 with one being not at all and 5 being very likely, how likely is it your store will get robbed in the next year?

25. Among the people you told us about earlier, do you think any of them would be willing to do an interview with us if we went to their store? Would you be okay if we used your name and said we had spoken to you today?

Thank you for your time today. What did we leave off that you think is important to include or mention?

APPENDIX B
Community Influential Interview Guide

Appendix B

Community Influential Organization Interview Guide

Thank you for agreeing to participate in this research study.

Our discussion should last approximately 45 minutes. There are no right or wrong answers – we just want to know about your experience working with small business owners. You can refuse to answer any questions you do not want to answer. Your participation in this study is voluntary, and you may stop at any time. There will be no negative consequences if you choose to stop or if you choose not to participate at all.

After the interview today we will be sending you a \$50.00 gift card and information on how to contact the researchers or the IRB at UNC if you should have any questions. Can I please have the mailing address of where we should send the gift card? <Document mailing information on tracking sheet>

Introduction

This interview will ask questions regarding how your organization is structured, how you interface with small business owners, and what kinds of services and resources you provide to them. We are interested in hearing your opinions on how to effectively reach small business owners and what influences them to use programs and services, and in particular how they can be influenced to participate in an effective robbery and violence prevention program. We are defining small businesses as those with 10 or fewer employees, and we are particularly interested in those that are independently-owned (versus corporate- or franchise- owned). *Before we begin, we would like to have your permission to audio record our discussion so that we can be sure our notes are accurate and complete. The audio recordings will be deleted once the project is complete. Do we have your permission to record our call today?*

Yes **Start Recorder**

No

The goal of the first part of this interview is to better understand how organizations such as yours work with small businesses.

1. First, I'd like to hear about your organization and how it interfaces with small businesses. Can you briefly describe your organization and your role in the organization?
2. How does your organization interface with small businesses?
PROBES: Approximately how many small businesses does the organization serve? For example, how many it serves per month/year, how many are ongoing clients, how many new clients come up, etc.?
PROBE: Do you have any written information about the number and type of small businesses you serve that you can share with us? Is there information on-line?
3. In what ways does your organization support small businesses?
PROBE: What kind of resources do you provide small businesses? Do you provide training and technical assistance? In what topic areas (e.g. fiscal management)?

4. Are there particular types of businesses that are more likely to use your organization's services?
<might lead to business-specific questions>

5. How does your organization reach small business owners? In your opinion, what are the most effective methods for reaching them?
PROBE: Approximately what proportion of small businesses in your service area are you able to reach?
Do you have any written information about your outreach efforts to small businesses that you can share with us? Is there information on-line?

6. In your opinion, what methods are least effective in reaching small businesses? Why?

7. Are there business types that you try to reach but are unable to? What are the barriers?

8. How frequently does your organization have contact with these owners (ongoing, initial)?

9. What is the typical manner of contact: in person, online, phone

10. What drives your organization's contact with small business owners? Does your organization initiate the contact or do small business owners contact your organization?

11. What kinds of guidance do small businesses seek from your organization?

12. Are business owners required/mandated to work with your organization?
PROBE: Does your organization have any regulatory authority over small businesses? If so, how?

13. Does your organization partner with other organizations in its efforts with small businesses?

Given the experience you've shared in relation to small businesses and your expertise working with them, we are interested in understanding how organizations like yours *might influence* small independent businesses to participate in a free and effective robbery and crime prevention program that was developed with funding from the National Institute for Occupational Safety and Health. As we said previously, we are defining small businesses as those with 10 or fewer employees, and we are particularly interested in those that are independently-owned (versus corporate- or franchise- owned). (Store-front, vulnerable to robbery and crime)

Let me describe this program for you:

The Crime Free Business Program emphasizes low-cost ways to prevent robbery and violent crime, and includes employee training in crime prevention, making changes to the store environment like having good visibility into and within the business, bright interior and exterior lighting, access control into and within the business, minimum amounts of cash in the registers, and signage showing low available cash and no employee access to safes. The program includes training and a security site assessment of a business that includes the components I just mentioned.

14. In your opinion, what might influence small businesses to use this robbery and violence prevention program I described earlier?

15. If you were trying to get business owners to participate in the program, how would you go about it?

PROBE: How would you make sure business owners heard about the program?

PROBE: How do you think incentives can influence business owners and employees to use the program, and through what mechanisms (e.g. financial incentives, incentives for licensing, insurance discounts)?

16. Do you think there's a way that promoting the program would fit in with your organization's work?

PROBE: What about providing referrals to the program? Training? Helping to sustain the program? In what ways? Other? How might your organization help *to sustain* the program?

17. In your opinion, what are other settings or groups in the community where small business owners would hear people talk about a program like this?

PROBE: For example, do small business owners belong to any groups or organizations where there are other similar business owners? If yes, do they meet together? How else do they communicate?

18. In your opinion, who among these groups or organizations have the most influence in successfully getting a robbery and violence prevention program like this one out to businesses?

Would you be willing to give us their names?

Thank you for your time today. What did we leave off that you think is important to include or mention?

We will be mailing your gift card and information on how to contact the researchers and the UNC IRB.

Do you want that information now?

You can call Dr. Carri Casteel at 800.871.6420 with questions about this research study. If you have questions regarding your rights as a research subject, please contact the Institutional Review Board at the University of North Carolina at 919.966.3113 or by email to IRB_subjects@unc.edu.

APPENDIX C
**Practitioner Guide to Small Business Engagement for
Workplace Violence Prevention**

PRACTITIONER GUIDE
TO SMALL BUSINESS
ENGAGEMENT FOR
WORKPLACE
VIOLENCE
PREVENTION

[Acknowledgements page]

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Acronyms

ABC	Alcoholic Beverage Control
BBB	Better Business Bureau
BNI	Business Network International
CAC	Community Advisory Committee
CDFI	Community Development Financial Institution
CFB	<i>Crime Free Business®</i>
CPTED	Crime Prevention Through Environmental Design
HBM	Health Belief Model
SBO	Small Business Operator*
SCORE	Service Corps of Retired Executives
WVPP	Workplace Violence Prevention Program

* Small Business Operators in this guide are defined as owners or managers of small, independent retail or direct service businesses such as convenience stores, restaurants, dry cleaners, and corner stores.

Introduction

Workplace Violence

Workplace violence is a major problem for small, independent retail and service businesses. In 2011, workplace homicides accounted for ten percent of all fatal workplace injuries in the U.S.¹ Of those, one-third were committed by a robber.¹ In the retail industry, 41 percent of all workplace deaths were homicides; for food and beverage stores the figure was 69 percent.¹ Among food-service and accommodation businesses, 50 percent of workplace deaths were homicides.¹ Retail sales workers were the most at risk of all occupations, with 61 percent of their workplace fatal injuries classified as homicide.¹ Despite significant progress in reducing workplace deaths in recent years, why does workplace homicide lag behind? Part of the answer may be barriers to delivering effective solutions to the businesses that need them the most.²

Despite significant progress in reducing workplace deaths in recent years, why does workplace homicide lag behind? Part of the answer may be barriers to delivering effective solutions to the businesses that need them the most.

Crime Prevention Through Environmental Design (CPTED) and *Crime Free Business*®

Crime Prevention Through Environmental Design (CPTED) is a widely used model for the prevention of robbery and violent crime.³ CPTED-based programs typically emphasize changes to the design of the store environment, staff training and business practices, and equipment.³ High-risk businesses can make the store environment safer by increasing lighting, visibility, cleanliness, and maintenance of the premises. Improved cash handling, using a drop safe, limiting business operating hours, and training staff in proper procedures are all ways to reduce risk. Finally, improving access control using locks or keycard entry mechanisms can better secure the establishment and prevent crime.

Research has shown that the combination of these measures can significantly reduce robbery and violent crime in high-risk businesses.³ Furthermore, improving informal surveillance – the ability of people nearby to see what is occurring in the store – can have an impact on retailers’ and consumers’

perceptions of safety and neighborhood crime rates, which can ultimately impact shopping behavior and a business's bottom line.⁴⁻⁶

Crime Free Business©

One such CPTED-based program, *Crime Free Business*© (*CFB*), has been successfully used in six cities across the U.S. *CFB* is based on a program that has been shown to reduce robbery and violent crime in gas stations, liquor stores, grocery stores, bars/restaurants, and motels.⁷ In the program, participating Small Business Operators (SBOs) undergo a two-hour training on preventing and responding to robbery and robbery-related employee injury. Participants receive free stickers and signs advertising, for instance, that employees do not have access to the safe, as well as free materials for training their employees in robbery prevention. Local law enforcement agencies have traditionally hosted and conducted these trainings.

After the training, a police officer goes to the business establishment to inspect lighting, visibility, cash management practices, signage, facilities maintenance, and access control. Based on this assessment, the officer makes low-cost recommendations to the SBOs to reduce their risk of robbery, such as removing graffiti or limiting the amount of cash kept in registers. After several months, the officer returns for a follow-up visit to determine which recommended changes the SBO made. SBOs who successfully complete all components of *CFB* are certified *Crime Free Businesses*, signifying that their establishment is working to reduce its risk of robbery and violent crime.

The Crime Free Business© Study

One of the biggest challenges that the *CFB* program has faced is in recruiting and retaining SBO participants. To better understand this problem and its possible solutions, researchers launched the Improving Dissemination of a Retail Workplace Violence Prevention Program study in 2011. In the project's first year, researchers conducted interviews with 70 SBOs from each of the six sites that implemented *CFB* to understand:

- 1) why they participated in *CFB* or declined to participate;
- 2) what barriers deterred them from participating;
- 3) what would have persuaded them to participate;
- 4) and what formal and informal networks they belong to.

By asking these questions, the research team hoped to learn how to influence SBOs to participate in *CFB*. In 2013, the research team interviewed staff at organizations, agencies, and

companies that interface with and can possibly influence SBOs to participate in *CFB*. These organizations included business membership organizations, trade associations, government regulatory bodies, small business assistance programs, insurance companies, regulatory and lending agencies, and others. By talking with representatives of these “influential organizations,” the researchers hoped to learn effective ways of reaching SBOs and marketing the *CFB* program to them.

The data from these 32 interviews and the 70 SBO interviews are the basis for the recommendations given in this guide. Many of these recommendations are also supported by evidence from the public health literature and other practitioner guides. The result is a richer understanding of what likely influences a SBO to engage in Workplace Violence Prevention Programs (WVPPs), as well as the strategies that practitioners – from health department staff to law enforcement officers to community partners – can use to successfully implement such programs in their own communities.

Organization and Target Audience of This Guide

The goal of this guide is to provide practitioners with the tools to successfully engage small, independent business owners in workplace violence prevention programs (WVPPs). Here, a practitioner can be anyone involved in overseeing or implementing a WVPP and can include law enforcement officers, health department officials, Chamber of Commerce staff, Small Business Center staff, and others. Because WVPPs often include several components – recruitment campaigns, trainings, site assessments – there are multiple opportunities for collaboration with “influential organization” partners. This guide is intended to benefit all of these practitioners as they work together with SBOs to reduce violent crime in the workplace.

Guide Objectives

Practitioners will be able to:

- List elements of workplace violence prevention programs that appeal to small business operators
- Identify the formal and informal networks that small business operators belong to
- Define strategies to recruit and retain operators for participation in workplace violence prevention programs through those networks
- Identify ways to sustain workplace violence prevention programs in communities
- Explain ways to evaluate workplace violence prevention programs

The first part of this guide focuses on the small business owner (SBO) as a member of a high-risk group for injury and death from workplace violence, a target for WVPP interventions, and as a partner in workplace violence prevention or public health initiatives. The next section, “Barriers and Facilitators to Small Business Engagement” reviews the key factors that influence a SBO’s decision to join and participate in a WVPP. The “Strategies for Recruiting and Retaining Small Businesses” section gives practical recommendations for designing effective programs, building community partnerships, recruiting SBOs, and sustaining SBO involvement in the program. “Strategies for Sustaining the Program in the Community” includes ideas for making a WVPP sustainable, such as seeking diverse funding sources and integrating the program with existing programs. The final section offers a framework for program evaluation, followed by a list of additional resources on engaging small businesses and the community.

Why Small Businesses?

“Small businesses” in this guide refers to the group that the *CFB* program targets: independently-owned retail or service businesses with ten or fewer employees, such as convenience stores, gas stations, dry cleaners, and restaurants. This category of businesses has often been the focus of WVPPs.³ Perhaps the primary reason for this is that such businesses are more vulnerable to workplace homicide than other business types.^{1,8}

In a study of occupational homicide in North Carolina from 1994 to 1998, researchers found that businesses with two to five employees tended to experience more homicides than businesses with six or more employees, and sole proprietorships were at significantly higher risk than establishments with multiple employees.⁸ In 2011, retail establishments such as convenience stores, grocery stores, and gas stations accounted for 23 percent of all workplace homicides in that year, and the hospitality and food service sectors together accounted for almost 15 percent.¹

Independently-owned businesses are especially at risk because they often lack the information, programming, and resources that many corporate-owned businesses may have for crime prevention.³ Small, independent retail or service businesses are therefore at a particular disadvantage due to their high risk for homicide and limited resources to manage it.

Another reason to target small businesses is their sizable role in U.S. society. Many Americans work for, manage, or own one of the many small businesses in this country. As of 2010, businesses with

fewer than ten employees accounted for 79 percent of all firms and employed eleven percent of the country's workforce.⁹ Any program aimed at making these workplaces safer will have an impact not only on these workers but their customers as well.

In general, small businesses are less likely to have worksite wellness or safety programs than larger businesses.¹⁰ Limited time and resources, a lack of dedicated health or human resources personnel, high costs, and reluctance to get involved in individual employees' health are some possible reasons for this difference.^{10,11} On the other hand, small businesses tend to have fewer bureaucratic barriers and often feel a commitment to caring for employees like family, factors that can work in a practitioner's favor for promoting WVPPs.¹⁰ By understanding the motivations of local SBOs, practitioners can create better programs, marketing strategies, and sustainable partnerships with the small businesses in their communities.

Small Business Types

Small businesses generally fall into one of three broad categories:

- Corporate
- Franchise
- Independent

Corporate establishments are part of a larger chain or company. Such establishments adhere to certain guidelines and have privileged access to company resources.

Franchise businesses can also be part of a chain, but are owned and operated by a private individual or party. These businesses may also have guidelines and support, but they may be more limited than corporate support and guidance.

Independent businesses are the focus of this guide because they typically have the fewest resources for crime prevention; however, the recommendations in this guide can apply to a wide variety of small businesses. Practitioners should assess the crime prevention needs of corporate, franchise, and independent businesses in their community when identifying their program's priority group.

Barriers and Facilitators to Small Business Engagement

Assess Your Local Business Community

As every practitioner knows, each community has its own unique combination of challenges, needs, and strengths. Understanding these characteristics *before* intervening is the first step in program planning. The same principle applies to working with the small business community. Some of the

common facilitators and barriers – factors that make it easier or more difficult for people or organizations to engage in programs – that SBOs have regarding WVPPs include lack of time, experiencing robberies in the past, having the resources to make recommended changes, and membership in formal business networks. The extent to which an individual SBO or small business community experiences these facilitators and barriers depends on a host of factors, including the following:

- **Socio-cultural and language factors.** A SBO’s personal background may impact his/her attitudes toward law enforcement or local government partners. Cultural differences, language, or literacy gaps between the SBO and the WVPP can also affect recruitment and participation.
- **Independent versus corporate or franchise ownership.** As mentioned earlier, SBOs of independently-owned stores often have limited access to violence prevention information and programming compared to corporate or chain businesses. Independent SBOs may also have fewer resources – staffing, time, or money – to fully participate in WVPPs. Conversely, corporate SBOs often do not have the authority to adopt a program without corporate approval.
- **Industry type.** SBOs of certain business types, such as convenience stores and gas stations, not only tend to have fewer resources and more limited time but also fewer connections to formal business networks, which can make participating in a WVPP a challenge.
- **Business size.** Larger businesses have more staff to take care of day-to-day operations, which reduces the burden on owners and managers. These larger businesses can provide coverage for employees wanting to attend WVPP trainings or take on program-related responsibilities, which can facilitate program participation for the entire business.
- **Age and health of the business.** Start-up SBOs often have very different priorities from SBOs of established businesses. Because start-ups have many regulatory and financing hurdles to overcome before they can operate, other priorities tend to surpass safety or workplace violence prevention. Similarly, businesses that are struggling to survive will be less willing to invest time and resources in program participation than healthy businesses.
- **Urban versus rural location.** SBOs in metropolitan areas may feel more susceptible to violent crime than their rural counterparts because of personal experience, witnessing crime in nearby businesses, or news reports. They may also be more likely to engage in business and trade associations, making them easier to reach. On the other hand, rural SBOs may have a closer relationship with their local Chamber of Commerce, a potentially powerful partner.

Gathering Information

To get information about the small business community and potential partner organizations, practitioners should conduct interviews and/or focus groups with a variety of local SBOs and organization representatives *before* implementing a WVPP (see Appendices A and B for sample interview guides). Practitioners should also view these interactions as an opportunity for long-term community collaboration. Interviewed SBOs and organization staff can become program committee advisors.

A Program Advisory Committee (PAC) is a group of community representatives and stakeholders who agree to work together to advance the goals of the WVPP. The PAC may contribute to the following activities:

- Assessing the community
- Developing appealing messages for recruitment and to publicize the program
- Identifying and recruiting community partners for program promotion, delivery, and incentives
- Promoting and building support for the program in the community
- Delivering the program to SBOs
- Identifying possible funding sources
- Evaluating the program

Practitioners can find PAC members by contacting community organizations that might influence small businesses (see “Table: Potential Influential Partner Organizations” on page 23 for examples). By talking about the program face-to-face with organization representatives, practitioners can gauge each candidate’s interest in the program before inviting them to join.¹² Once recruited, PAC members can themselves help identify other PAC members. Having a truly participatory coalition of community leaders, organization representatives, community-member customers, and SBOs can not only improve the quality of the program and boost recruitment but also make it more sustainable.

When interviewing SBOs, practitioners should first and foremost inquire about the concerns that SBOs have for their business. In many cases, practitioners can adapt their WVPP recruitment strategy and even program content to reflect these concerns and make the program more appealing. For example, if many local SBOs are concerned about credit card or wire fraud, recruiters and trainers can add information about fraud prevention to an overall robbery and crime prevention program for small businesses.

Interviewers should also describe the WVPP to the SBOs and ask for feedback on program design as well as ways to market it to other SBOs. Key barriers and facilitators, such as the ones listed in

the following sections, may emerge from this conversation. Also in the course of this discussion, interviewers can generate leads for potential community partners by asking about organizations and networks to which SBOs belong. Interviewers can then follow up with these organizations for interviews. A SBO might name an economic development agency, a small business assistance center, or a Chamber of Commerce, all of which can be good partners for promoting and possibly offering or hosting training for WVPPs.

On the other hand, some or many SBOs may have no connection to formal business networks. This information is equally valuable, as it signals to the practitioner that he/she must seek out alliances with non-traditional partners – such as lenders, business assistance organizations, and regulators – and deploy creative outreach strategies in order to access these “hard-to-reach” SBOs. “Strategies for Recruiting and Retaining Small Businesses” on page 19 covers recruitment and retention strategies for addressing common barriers.

Recruitment of Small Business Operators

One of the biggest challenges for engaging SBOs in workplace violence prevention is recruitment. Getting outreach information to these SBOs can be difficult when so many are not involved in groups like trade associations or the local Chamber of Commerce. Even when a practitioner makes contact with a SBO, there may be other factors, such as lack of time, that influence their decision to participate. Some of the most prominent barriers that emerged from the *CFB* Improving Dissemination of a Retail Workplace Violence Prevention Program and a literature review are listed below and graphically in Appendix C.

Involvement in Formal Business Networks and Economic Improvement Efforts

For practitioners planning to recruit owners and operators of small businesses, the first place they might look is business membership groups. Practitioners may think of the local Chamber of Commerce, a women’s business owners association, a minority or immigrant business owner network, or perhaps a downtown improvement organization as natural partners for recruitment. But practitioners must also keep in mind that many SBOs, especially retailers and service providers with fewer than ten employees, simply do not have the time to connect with such groups. Overall, only fifteen of the 55 SBOs the research team interviewed were active in formal business networks or economic development initiatives. Of those, almost none of the SBOs of liquor stores, convenience stores, and gas stations had any connection to a formal network, and restaurant owners and operators were only minimally

networked. Furthermore, there is no one organization to which all SBOs belong and that has every SBO's contact information.

Another potential roadblock to recruitment is communication. While many small businesses are technologically advanced, there are still "mom-and-pop shops... that don't even have email," as one interviewee noted. Not having formal networks – or, sometimes, even standard information channels like email – to tap into can make the job of reaching out to SBOs more difficult for practitioners.

"They go to work, they work their shift or do their business, go home... half the time they do the books from their house... they're not involved in [networking meetings]... some of them are barely hanging on." [WVPP practitioner]

Time

One of the biggest limiting factors for any SBO is time. In interviews with SBOs and organization staff members, time was a consistent theme. The amount of time a SBO has outside of work depends on several factors. The larger the business, the more staff roles are filled and the fewer responsibilities the SBO must take on him/herself. For sole proprietorships, getting away from the business is especially difficult. If the business is already established and doing well, SBOs can afford to spend time on leisure or programs to benefit the long-term health of the business. SBOs with many pressing tasks to accomplish for the health of the business may find themselves "busy all the time" and "working all day long," as two SBOs described it. Business type also plays a role: if the SBO owns or manages a convenience store or gas station, he/she may have less free time than someone who owns a business with more staff and more limited hours, such as a clothing retail store.

Having limited time available also increases the chance of scheduling conflicts with a training session or program activity. SBOs may be willing to devote the time to attend, but long or irregular work hours can make finding a common time for group trainings difficult. Restaurant SBOs may often be free in the early mornings, whereas retail shop owners may only have time late in the evening after their shop closes, and convenience store owners may have irregular hours as they fill in for their employees. If a SBO cannot take time off from work, there are often few time slots left in the day when they could attend a training session. For this reason it is important during the community assessment process to find out from potential SBOs what time for group training is most convenient to them. Practitioners may need to consider adapting how training is delivered to accommodate SBO schedules.

"How do you help that small business owner who's doing everything from tracking, banking, inventory, selling..." [Bank-based insurance broker]

Another key theme that emerged was an old adage that many interviewees cited verbatim: “time is money.” A SBO’s highest priority for the business is to make money, which is often a function of how much time he/she puts into work. Practitioners should watch for these themes and address them through program design and WVPP marketing. Tips for overcoming the barriers discussed here follow in the “Strategies for Recruiting and Retaining Small Businesses” section on page 19.

Money

SBOs focus heavily on what will keep their business solvent, and the number-one determinant of business success for them is money. Concern about money can overwhelm other concerns, including safety. As discussed later in the guide, the key to overcoming this barrier is making the case that

“...I’m a small business owner. There’s not enough hours in the day... and then to ask me to do something else and that’s 3 hours, 4 hours, 5 hours – I’m gonna ask, what is the return on the investment of my time?” [Insurance agent]

workplace violence prevention is good for business. One representative of an economic development center summarized the issue by saying, “So if it’s something that they... can’t understand how it would increase their bottom line or margin, it’s gonna be a much more difficult sell.” Small businesses are reluctant to participate in workplace wellness and other safety programs unless there are incentives or financial benefits to doing so.¹⁰

Perceived Susceptibility to Robbery and Violent Crime

SBOs’ beliefs about their vulnerability to crime and the possible benefits of participating in WVPPs can be facilitators or barriers to participation.¹³ Many of the SBOs and influential organization staff that participated in the CFB interviews said that SBOs can be “reactive rather than proactive” in terms of practicing crime prevention. This may stem, in part, from a belief that serious crime will not happen at their workplace. With so many other priorities at the forefront of an SBO’s mind, the idea of robbery or violent crime occurring in the workplace may seem distant. SBOs may believe that the way they run their business now and the knowledge they have is sufficient to prevent crime. For them, they see little to gain from participating in WVPPs. Sometimes it takes experiencing a robbery or crime firsthand for someone to believe that they are at risk. Even past experience with crime does not guarantee that a SBO will want to join in a workplace violence prevention effort. In fact, many of the

SBOs approached to participate in CFB had experienced robbery and nevertheless declined to participate.

“...that is the only way we can get them interested in training, when they... start to lose money. And it’s not even after the first time they’ve been robbed or burglarized, it’s after the second or third.” [WVPP practitioner]

Other factors, such as the age of the business, how long the SBO has been in the current location, and gender may influence a SBO’s feeling of vulnerability to crime. One small business assistance agency staffer noted that the excitement of starting a new business can push safety concerns out of a new SBO’s mind: “and I’m not sure that they even think about... the safety piece... until they’re getting much closer to... cutting the ribbon on the brick-and-mortar storefront.” It may only be later, once a business is established, that a SBO would be more concerned about crime. The longer someone operates a business in one neighborhood or part of town and becomes familiar with the area, however, the less concern he/she may have about the safety of their surroundings. Gender may also play a role in perceived susceptibility to crime. One property manager noted that his female tenants tended to express more concern about safety and security than male tenants.

Some SBOs express more concern about other types of crime – “getting bad checks and bad credit cards” and “electronic safety,” as some influential organization members noted – than about robbery and violent crime. When these other concerns emerge, the practitioner should take note and think about incorporating them into a comprehensive crime and workplace violence prevention program by including them in the training content. If the practitioner does not address these concerns, it may be more difficult to recruit SBOs to participate in a WVPP if they do not believe their needs will be met.

Perceived Benefits of the Workplace Violence Prevention Program

Whether a SBO believes that workplace violence prevention is effective is a key factor in whether he/she will participate in the program. What will I get out of this program? Will I increase my bottom line? Will it really reduce my risk of being robbed or injured by violent crime? These are some of the questions that a practitioner can expect a SBO to ask during recruitment. Confidence that the program “works” and can generate a good “return on the investment” is essential for a SBO to agree to participate in a WVPP. Practitioners can refer to “Recruit SBOs Using Appealing Messages, Strategies, and Communication Channels” on page 32 for more on how to market the benefits of a WVPP.

Language

As practitioners perform their community assessments, it is important to be mindful that the language that local SBOs understand and speak most comfortably may not match the language used to promote the WVPP. In some communities, recent immigrants to the U.S. may own or manage many of the local restaurants, dry cleaners, and convenience stores. If English is not their native language, these SBOs may be reluctant to join a program that is delivered only in English. Even if the SBO speaks and understands English well, he/she may have employees that require training materials in Spanish or another language. Several SBOs interviewed for the *CFB* project recommended that the program provide trainings in Spanish. Practitioners who address the language needs of their local small business community will be better positioned to market WVPPs to store owners and operators.

Ensuring Program Completion

Once practitioners have recruited SBOs to participate in a WVPP, the next step is to ensure that participants complete all the steps necessary for certification. Time and resources continue to play a role in retaining SBOs in the WVPP. Other barriers and facilitators, such as staff turnover and competing priorities, can make it more difficult for SBOs to make recommended changes to their business. Key barriers to program completion identified in the *CFB* study and a literature review are listed below and graphically in Appendix C.

Time

As previously described, many SBOs – especially those in convenience/liquor/gas business settings and those just starting a business – have precious little time to spare for workplace violence prevention. While SBOs are enrolled in a WVPP, their time constraints can impact whether they or their employees can attend a training session or schedule a site assessment. Time limitations can also make it difficult for SBOs to improve their store environment by adding light fixtures or training their employees in workplace violence prevention. “Design an Appealing Program” on page 20 includes a discussion of how making program trainings and materials brief, yet clear, can address some of these challenges.

Money

One of the reasons that few small businesses offer worksite wellness or safety programs for their employees is sensitivity to cost.^{10,14} Even though workplace violence prevention programs like *Crime Free Business*® are often free for participants, there are still hidden costs of participation. These costs may include the purchase of a drop safe or new locks, for instance, which may seem small but can

be prohibitive for some SBOs. Practitioners who find that cost-sensitivity is high in their local small business community may want to consider offering incentives or funding – covered in more detail in “Offer Incentives for Participation and Program Completion” on page 29 – to SBOs to help them make recommended changes to the store environment.

Staff or Management Turnover

Some of the highest rates of personnel changes in the U.S. occur in the same kinds of high-risk businesses that WVPPs target. According to government statistics from fiscal year 2006, the accommodation and food services, leisure and hospitality, and retail trade industries had the highest turnover rates of all business sectors.¹⁵ Likewise, in the *CFB* interviews some SBOs and influential organizations mentioned turnover as a factor in maintaining the benefits of training for all employees. With high turnover, not only can it be difficult to ensure that all staff are trained at any given time, but maintaining buy-in from the changing business management or ownership to continue participating in the program can be a challenge. On the other hand, rapid staff changes can bring new, motivated individuals who can champion the WVPP effort into businesses. In any event, high turnover introduces instability and uncertainty into WVPPs and practitioners must be mindful of maintaining good relationships with small businesses over the long term. “Support SBOs through Certification and Beyond” on page 37 briefly highlights some strategies for building and maintaining effective relationships with small businesses. For more detailed information, practitioners may refer to the resources listed at the end of this guide.

Competing Priorities

Sometimes SBOs have incentives that work against WVPP certification requirements. For instance, merchandise suppliers and vendors, particularly from the tobacco industry, sometimes give SBOs money to place their advertising displays in front of windows and in prominent locations within the store. This creates an incentive to reduce visibility and increases the risk of robbery. During the community assessment process, practitioners should be on the lookout for these competing priorities and be ready to provide SBOs counter-incentives to overcome these barriers (see “Offer Incentives for Participation and Program Completion” on page 29).

“...for many convenience stores you see where they’ve got plate-glass windows all around the free-standing convenience store, but what is behind the clerk is obstructed by cigarette displays... Yeah, that’s because cigarette companies are paying them good money to put them there...” [Fire Code Inspector]

Strategies for Recruiting and Retaining Small Businesses

Practitioners who know the barriers and facilitators to WVPP participation in their community are well-poised to address them. Perhaps the most important part of creating and implementing a successful WVPP is having the support and guidance of a PAC (see page 12). Independent small business owners and representatives of small business support centers, business networking groups, insurers, regulatory agencies, police departments and others are the ones who know which strategies will work best for engaging SBOs. The process starts with the design of the WVPP itself, from the format and location of the training, to the supporting resources and materials, to the people doing the site assessment. Paying careful attention to each of these components can not only improve the program's quality, but also make it more attractive to SBOs.

Successful WVPPs also depend on local partnerships. Such partnerships are essential for conducting outreach, creating incentives, and delivering the program. Once these partnerships are in place, practitioners can work with these organizations to build incentives into the program for SBOs to participate and get certified. At this point the task of recruitment – using effective messages, communication channels, and respected networks and voices – can begin. Practitioners must then ensure that SBOs are guided and supported throughout the WVPP certification process, and that they continue to support SBOs over the long-term. The following sections discuss each of these steps in detail.

Design an Appealing Program

Any WVPP must, first and foremost, be easy and convenient to participate in. Of course, participant ease and convenience are important for any program, but as detailed in the previous section, the barriers that SBOs face can be particularly acute. Limited time and resources, an overriding concern about the business's bottom line, and barriers to communication can be seemingly insurmountable challenges. The responsibility lies with the practitioner, in collaboration with community partners, to help SBOs overcome these challenges to managing their risk of workplace violence and crime.

SBOs, especially independent operators, typically work long, sometimes irregular hours and have few time slots available to attend a training session or read through lengthy manuals. If the practitioner and advisory board decide to hold group trainings for SBOs, they must be sure to “offer it at a variety of times on a variety of days... and a variety of venues,” as one interviewee suggested. Because the time during which SBOs work depends on what type of business they have (e.g., convenience store versus restaurant) and the size and health of their business, it can be difficult to find a single time that

works for everyone. By offering a variety of options, the practitioner can increase the likelihood of recruiting SBOs to the program.

The materials used in the training sessions and given to participants for training their own employees must be concise. In addition, it is important to limit participants' transit time to and from trainings. One way to do this is to offer a training session for several adjacent businesses in the same strip mall or district. If time and resources permit, conducting trainings for all employees at the business establishment itself during off hours – as opposed to offering group trainings – can make training more accessible to all employees.

“So they’ll take the time for that, but it has to be local to them... and a short workshop that they can come, get the training, and then go back to work. Because they just don’t have the number of employees to let them go for very long”

[Convenience and gas station association employee]

Another strategy is to bundle the WVPP with an existing program – such as at a community college small business center seminar, Chamber of Commerce or Better Business Bureau event, or even an Alcoholic Beverage Control (ABC) Commission training session. This can not only address the issue of travel time for SBOs, but it can also attract a larger audience than an isolated workplace violence prevention program would. In one interviewee’s words, “I think maybe kind of adding it onto something... I’m not sure if it’s a stand-alone issue that would get their attention.” Along these lines, if the community assessment reveals SBO concerns that are more salient than robbery prevention, such as shoplifting, incorporating these related topics with WVPP content can be an effective recruitment strategy.

A viable alternative to in-person training sessions is to offer some or all of the content online in the form of a webinar, instructional module, or even video of a live session. While written materials may be a popular training option, previous research has found audiovisual delivery to be appealing to small business owners.¹⁶ Each mode of delivery has its advantages and disadvantages, and practitioners and advisory boards should use the community assessment to guide their decision.

Another major concern of many SBOs is money. Building incentives for participation and certification into a WVPP is one way to address this barrier. Even small enticements that save the SBO time or money can be influential. For instance, providing free advertising for participating SBOs or giving participants packaged ways to promote their participation in the WVPP to their customers and

the larger community can help market their business. For more details on what incentives to offer and how, see “Offer Incentives for Participation and Program Completion” on page 29.

If many local SBOs and their employees are more comfortable using another language besides English, the practitioner needs to ensure that marketing materials, training sessions, and training materials are available in those languages. Influential business operators and organizations that work with immigrant groups are important partners in these situations. They can not only provide native-language outreach and materials, but can also navigate the WVPP around potential cultural barriers and misunderstandings.

Giving the WVPP an appealing title – in the language(s) used in the small business community – can make it easier for practitioners and community partners to market it. PAC members, especially SBOs and partner organizations that promote seminars and events to SBOs, will have the best insight into phrasing that will appeal to the target group. One interviewee suggested titles such as, “how to prevent... retail robbery” or “steps every business owner...” should take to, for instance, safeguard your business. If sufficient time and resources are available, it is suggested the practitioner test the appeal of proposed titles and messages through focus groups or other means.

Overall, the bottom line for effective program design is to boost its convenience and appeal according to the local small business community’s needs and concerns. Here is a summary of ways to potentially increase the appeal and convenience of the WVPP. To address time limitations, practitioners can offer brief training sessions and materials to participants as long as the core program content is not changed. For in-person training sessions, give participants multiple time slots and nearby venue options. Offer training through other modes, such as online video or instructional modules. Integrate with other programs, such as small business center seminars, to take advantage of a broader audience and help to align SBO concerns about other safety or security topics with robbery prevention. Use cost- or time-saving incentives to motivate cost-sensitive SBOs to participate and complete the WVPP certification process. Finally, offer all components of the WVPP – including an attention-grabbing title – in the SBO’s native language and with sensitivity to cultural differences to broaden the program’s reach in the small business community.

Form Community Partnerships

During the community assessment step, practitioners have the opportunity to develop contacts with influential players in the small business community and beyond. Through conversations with SBOs and PAC members, practitioners can learn a great deal about which organizations, agencies, and

companies interface most with SBOs, particularly around safety and security issues. Once the practitioner has a list of influential players, the task of partnership development can begin.

This section is intended to give the practitioner ideas about the kinds of potential partners that might be in their community and what partnership role(s) they might fill. In no way is this list meant to be comprehensive, and different communities will have different players with varying degrees of influence and connection to SBOs. The practitioner should use this section as a starting point for thinking about the kinds of organizations to approach and how they might work with the WVPP team on program promotion, delivery, or incentives (see “Table: Potential Influential Partner Organizations” on pages 23 and 24). For more detailed information about how to build community partnerships, practitioners may refer to the resources listed at the end of this guide.

Table: Potential Influential Partner Organizations

Potential Partner	Program Promotion	Program Delivery	Program Incentives
Business Membership Organizations			
Chamber of Commerce (city/town/county)	Promotion of WVPP training to members as a Chamber educational event	Integrating WVPP training into a Chamber educational series	
Chamber of Commerce (state)	“...amplifying the message from the local Chambers...” [P45]		
Minority Business Networking Group	General promotion to members		
Petroleum/Convenience Marketers Association	Promotion of WVPP to members as a training for store operator certification credit	Integration of WVPP training into a store operator certification training	
Retail Merchant Association	General promotion to members		
Women Business Owners Organization	General promotion to members		
Economic Development Organizations			
Downtown Development Organization	General promotion to members and outreach contacts		
Minority/Women’s Economic Development Organization	General promotion to members and outreach contacts	Possible integration into educational series on taxes, worker’s compensation insurance, etc.	
Small Business Assistance and Counseling Organizations			
Department of Commerce – Small Business Assistance	General promotion to clients		
SCORE (small business counseling)	General promotion to clients if they ask about workplace safety/ security (they rarely do)	Lobby SCORE National to include WVPP guidelines in the business plan checklist	
Small Business Center (at Community College)	General promotion to clients	Use of venues to hold trainings	
Lending Institutions			
Bank	General promotion to clients <i>Note that some banks do not lend to high-risk retailers (e.g., convenience stores, gas stations, restaurants, and hotels/motels)</i>	Possible integration into a seminar/educational series <i>Note that some banks do not lend to high-risk retailers (e.g., convenience stores, gas stations, restaurants, and hotels/motels)</i>	Possible that small business participation in WVPP would “tip the balance in their favor” for loans
Community Development Financial Institution (CDFI)	Promotion of program to clients as CDFI-sponsored event	Host WVPP training through webinars, conference calls, or at their annual meeting	

Potential Partner	Program Promotion	Program Delivery	Program Incentives
Insurance Companies and Brokers			
Insurance Agency (bank-based broker)	General clients	promotion to	Possible that they would offer the training in-house
Small Insurer/ Agent	Business Insurance General clients	promotion to	Insurance companies may be more likely to insure, renew policies, and forgive incidents for small businesses with WVPP certification. If State Insurance Commission approves, certification could be tied to a mandatory premium discount.
Private Security Companies			
Security Company	Alarm General clients	promotion to	Partner with crime prevention professional to offer training and site assessment
Security Company (large, international)	General clients	promotion to	Partner with crime prevention professional to offer webinar to clients
Regulatory Agencies			
Fire Code Inspectors	Promotion to businesses in the course of conversation about safety	to inspected in the course of	Possibly offer site assessment, training in cooperation with law enforcement
Health Inspectors	General promotion to food service small business operators	to	
Crime Prevention Professionals			
Crime Prevention Professional Association	Promotion to watch/law members to disseminate to local communities	to community enforcement	
Crime Prevention Specialists / Law Enforcement	Recruit businesses at high risk for robbery	to	Offer training and site assessments to SBOs Improved SBO-law enforcement relationship
Other Organizations			
Better Bureau	Business General members	promotion to	Offer WVPP training to members Lobby BBB National to award points toward business's score for WVPP certification
Community Association	Promotion to mixed-use communities	to SBOs in	
Property Management Company (Tenant Liaison)	General clients	promotion to	Possibly host training <i>Note: Many commercial property management companies do not have a hands-on tenant liaison</i>

Business Membership Organizations

Trade associations, Chambers of Commerce, and minority or women business owner associations are good starting points for reaching out to the small business community. Such organizations will typically advertise events that address members' business concerns or offer ways to improve their businesses; therefore, practitioners may find natural allies in such organizations for promoting WVPPs. Some of these groups may even offer to host WVPP information sessions or training events as a part of an existing educational series that they provide to members. Despite the benefits of partnering with business membership organizations, practitioners should seek out other partnerships to reach the many SBOs of high-risk businesses who have no affiliation with such groups.

Economic Development Organizations

As with business networking organizations, economic development organizations – downtown improvement alliances, minority or women's economic development organizations, and others – can be natural partners for WVPP promotion and/or integration with their programs and services. As with business networking organizations, practitioners should be mindful of the limited connections that these organizations may have to the kinds of SBOs that WVPPs target. Being involved in the promotion of a WVPP, however, is a way to engage SBOs who are in need of other services economic development organizations may offer.

Small Business Assistance and Counseling Organizations

Organizations that offer guidance to those seeking to start or improve a small business exist in many areas across the country. Many community colleges have Small Business Centers that independently and in partnership with other agencies counsel SBOs. They typically offer training sessions, seminars, and workshops on topics like financial management, tax preparation, business plan development, and marketing techniques. The non-profit organization Service Corps of Retired Executives (SCORE) has chapters throughout the U.S. and offers through its cadre of volunteers personalized business plan counseling. Other small business assistance organizations may be state-run, non-profit, or privately owned.

Each of these organizations has access to a network of SBOs, particularly those just starting a business, and can potentially promote a WVPP to them in one-on-one interaction. Some of these organizations, particularly the small business centers, may be able to offer space to host training sessions or assist in other ways for program delivery. Practitioners may find that such organizations offer a powerful, personalized way to promote WVPPs to SBOs; however, since many of the SBOs seeking

guidance from these organizations may be just starting businesses, they may not be as receptive to the message of robbery prevention as more established business operators.

Lending Institutions

Institutions that provide loans to small businesses such as banks and Community Development Financial Institutions (CDFIs) often have regular, personalized contact with SBOs. During meetings with clients, lenders and SBOs may discuss many aspects of the business, such as the size of the business, the business plan, and financial details. Increasingly, such institutions are also looking to expand the services they provide to their clients by offering webinars, in-person seminars, and conferences on small business finance and development. Both the one-on-one contact and educational offerings provide opportunities for WVPP promotion and possible collaboration in program delivery.

Practitioners who successfully partner with lending institutions may not only be able to work together on marketing the program, but some institutions may be willing to integrate a WVPP into their educational series. To the extent that practitioners can make the case for workplace violence prevention as a strategy for reducing loan risk, such lenders may even consider WVPP certification in their decision to lend to a business, thereby creating an incentive for SBOs to participate. Practitioners cannot expect that a lending institution in their community will automatically support a WVPP in all of these capacities, but each side can explore possibilities for collaboration. Practitioners should pay attention to the types of small businesses lending institutions serve, since some cannot lend to convenience store, gas station, restaurant, and hospitality clients because of company policy.

Insurance Companies, Agents, and Brokers

Workplace violence prevention practitioners and the small business insurance industry have a natural shared interest in reducing risk; therefore, insurers who have SBO clients are a logical partner for WVPPs. When approaching people in the insurance industry, practitioners should be prepared to make the case that their program can reduce robbery incidents and subsequent losses. Once they are on board, insurance agents can individually reach out to their clients to promote the WVPP.

Some insurance offices may hold seminars for their clients and could host WVPP training as a part of that effort. Perhaps the most powerful way that practitioners could partner with the insurance industry, however, is to incentivize SBOs to get certified in workplace violence prevention by reducing their premium costs. Individual insurance agents often have some flexibility in setting rates and making renewal decisions, giving them some leeway to consider certification in those decisions. Company- or industry-wide premium discounts for WVPP-certified small businesses, however, may require a mandate

from the state insurance commission or equivalent. Practitioners and community advisors must decide what level of partnership with insurance would be best for their program based on the scope of the project and resources available to advocate for such incentives.

Private Security Companies

Private security is another sector with an interest in workplace safety. The security alarm and security guard companies interviewed for the *CFB* study expressed a willingness to promote the program to their clients and deliver the training via webinar or in-person. One even suggested that they could conduct a site assessment of SBO establishments. Security companies in other communities may not be as willing to engage in this level of partnership, but they may appreciate the opportunity to better serve their clients for little added expense by recommending a WVPP to them. Partnership with security companies could be useful because small business clients with security cameras or alarm systems are likely to have factors that put them at high risk for workplace violence and injury such as low visibility into the premises, poor cash management, and little or no employee training on robbery prevention. Practitioners partnering with any private company should ensure that SBOs do not view the WVPP as a solicitation because of its association with that entity.

Regulatory Agencies

There are many local, state, and government bodies that regulate small businesses. Each locality has its own system of regulations, which often differs quite markedly based on business type. For instance, the ABC Commission only licenses establishments that sell alcoholic beverages, and health department inspectors typically only inspect food-serving businesses. Finding out which agencies are relevant to the SBOs at high risk for robbery and violent crime can be a challenge for any practitioner. Any SBO that operates out of a building, however, is probably subject to routine building code inspections, in which inspectors visit the establishment routinely, review all potential hazards, and engage the SBO in discussion about how to make necessary changes. Inspectors from the local Fire Marshall's office may be good partners for promoting a WVPP. For example, if an inspector sees that an exterior access door lock is broken, he/she can initiate a discussion with the SBO about access control and encourage the SBO to participate in a WVPP. Conversations about balancing security and fire code concerns for exit doors can benefit both SBOs and inspectors. It is also possible that fire code inspectors could incorporate CPTED site assessments into their normal inspection duties.

The local health department's health safety inspections division may be another good partner for WVPP promotion since they inspect some high-risk businesses such as restaurants and food-serving

convenience stores. Such regulatory agencies can be good outreach partners because they interface with a broad swath of the small business community, but they may be unable to deliver WVPP trainings or conduct site assessments due to lack of time and staffing shortages.

Crime Prevention Professionals (Law Enforcement)

Law enforcement-based crime prevention specialists, also known as community watch officers, already conduct CPTED site assessments and crime prevention trainings for businesses in communities throughout the United States. As interviews with SBOs have revealed, most SBOs have great respect for their local police and Sheriff's departments and often wish to develop a better relationship with them through programs like *CFB*. In addition, crime prevention specialists often have the CPTED training needed for delivering a program like *CFB*.

For these reasons, local law enforcement is often an excellent partner for delivering WVPP trainings and conducting site assessments. Crime prevention specialists may also be able to promote WVPPs through their community watch listservs and meetings, which may include SBOs living in those neighborhoods. Some police and Sheriff's departments may also have specialized crime prevention groups for business operators, such as Business Watch, or for the commercial tenants that lease space to SBOs. Such groups would also be good targets for marketing a WVPP.

During the community assessment phase, however, practitioners should watch for any signs of cultural barriers or hesitancy about interacting with law enforcement in the small business community. If many SBOs feel uncomfortable dealing with law enforcement, even in a training or site assessment capacity, practitioners may wish to seek out other partners to deliver these components.

Other Organizations

When identifying potential community partners, practitioners need not limit themselves to organizations with direct links to small business assistance, safety and security, or regulation. Organizations that rate small businesses, such as the Better Business Bureau (BBB), may be able to promote and deliver a WVPP to their members. Commercial property management groups typically do not engage in much personal guidance or interaction with their small business clients, but for those that do, a "tenant liaison" could be a powerful partner for promoting a WVPP in the context of conversations about property security and safety. Community associations, whether formal or informal, can have an impact in encouraging SBOs to use WVPPs, both because SBOs live in communities and because residents can have a voice in promoting safety in and around the businesses in which they shop.

Through community assessment and networking, practitioners may forge some unexpected alliances to advance the cause of workplace robbery prevention in their community.

Respected Business Owners

One of the best outreach partners that a practitioner can find is a business leader in the community whom SBOs respect and admire. Many interviewed SBOs and influential organization representatives alike stressed that having “one or two business leaders that are... very influential with the rest, they’re a better source to get them all involved than just, you know, sending out a flier.” But how does a practitioner find respected business owners? One way is through the community assessment and PAC contacts. In general, though, a business owner who has one or more of the following characteristics is most likely an influential person that practitioners should watch for:

- Has a successful, long-standing business
- Is involved in the life of the community
- Gives back to the community in a “visible way,” such as by sponsoring local sporting events
- Is well known in the community and may be frequently mentioned in local publications
- Owns a business in a similar industry sector and/or location as the SBOs who are the target of WVPP outreach
- Is known as someone to whom other people turn when they need advice or assistance regarding their business.

Once a WVPP is established in a community, it becomes easier for practitioners to ask influential SBOs who have completed the program to endorse it and make referrals. Even relatively unknown SBOs may have influence over their own local networks, so practitioners would do well to encourage referrals as a promotion strategy.

“...businesses tend to listen to other businesses they deem successful... So reaching out to a couple of higher-profile businesses... in a community is also a way to sort of get some traction there” [Economic development organization employee]

Offer Incentives for Participation and Program Completion

It is easy to think that a no-cost WVPP that makes it convenient for SBOs to join would have no problem recruiting and retaining participants. Practitioners may not realize, however, just what participation entails for a busy, hardworking SBO. As one interviewee put it, “...a lot of times you’re

asking them to do something beyond what they're already doing or struggling to do" with programs like these, so it is important to offer some kind of incentive to motivate SBOs to participate. Incentives can come in a variety of forms, but in order to be effective they should correspond with the local small business community's priorities and values. Generally, anything that saves time, saves money, or boosts business will be a powerful motivator for SBOs. Other ideas for incentives may emerge from community assessment and conversations with community partners. Practitioners can continually search for and incorporate incentives into their program throughout the life of the WVPP.

Program-Related Materials

It may surprise practitioners to know that many SBOs and influential organization representatives interviewed for the *CFB* project mentioned the appeal of getting *Crime Free Business*® materials at no cost. WVPPs may offer such materials routinely, but practitioners would do well to highlight this as a program benefit during recruitment. Cash-register stickers, posters, and storefront decals can not only deter crime by indicating that the establishment is certified in WVPP practices, but can also boost the business's image in the eyes of customers. Additionally, SBOs may see these signs and decals promoting the business's use of crime free business practices as a way to make their customers feel more comfortable doing business with them, potentially improving their bottom line. No-cost manuals, curricula, and other training materials can also motivate SBOs to participate in a WVPP because these save SBOs the time and effort of creating their own training program for their employees.

Access to Funding

Money, in the form of grants, loans, or equipment, is a recognizable incentive for SBOs. Many health-promotion and occupational safety programs, ranging from the Healthy Corner Stores initiative to EPA environmental health programs and others, recommend offering funding or improved access to loans so that SBOs can buy equipment or make changes to their business.¹⁷⁻¹⁹ Whereas WVPPs typically do not require participants to invest in expensive equipment, even purchasing a drop safe can be cost-prohibitive for some businesses. Yet for SBOs who are comfortable investing in store improvements, funding incentives can still be a powerful motivator to participate in a WVPP.

Aside from seeking grants from public or private institutions, practitioners can reach out to community lending institutions to offer WVPP-certified small businesses easier access to loans. There is no guarantee, however, that a lending institution will be able to offer preference to certified businesses. One small business lender explained that "...it might be that [certification] might tip the balance in their

favor... but it certainly wouldn't be that... it makes them any less qualified or more qualified for loans." Still, practitioners may find it fruitful to discuss possible incentives with local lending institutions.

Free Publicity or Advertising

In a guide to public health partnership with the business community published by the Prevention Institute, the authors emphasize the power of publicity: "For businesses, public recognition can be a significant incentive to take part in community prevention efforts."¹⁹ Healthy Corner Store and tobacco control programs have also used free advertisements as an incentive for small retailers to comply with program requirements.^{17,20}

For a WVPP, practitioners may consider using either earned or paid media (e.g., local newspapers, television, radio, or social media) to highlight the businesses that become certified in workplace violence prevention. Such an approach would appeal to SBOs if practitioners can make the case that publicizing WVPP participation will boost the business's image in the community and attract more customers. By working through local media organizations and communication channels, practitioners can give SBOs excellent motivation to get WVPP-certified.

Insurance-Related Incentives

The idea of giving insurance discounts for WVPP-certified small businesses came up in several interviews with influential organization representatives. Some WVPP practitioners have experimented with offering insurance discounts, but as one practitioner said, it can be challenging to get insurance partners on board. Typically, insurance companies will offer discounts to small business clients who have installed security alarm systems or surveillance cameras, but there are few such programs for those who make low-cost changes to improve visibility, cash management, and lighting that have been scientifically proven effective to reduce workplace injury and violence.⁷

If practitioners emphasize the effectiveness of their WVPP in reducing crime-related losses, individual insurance agents, and possibly insurance companies, may choose to give their certified clients special discounts or preference. The key for practitioners is to convince insurance industry partners that getting client businesses WVPP-certified is a win-win proposition. At a minimum, individual insurance agents may use their "credit authority" to give preferential discounts to WVPP-certified businesses. On a larger scale, the state insurance commission may be able to enforce a mandatory discount for all insurers operating in that state. Given that nearly all customer-facing small businesses must get some level of liability insurance, the potential reach of an insurance incentive program is great and may be worth the practitioner's effort.

Regulatory Incentives

Another possibility for incentivizing WVPP certification is to offer SBOs an advantage with local, state, and federal business requirements. The Healthy Corner Store program for small food retailers recommends working with local regulatory bodies to “expedite processing of licenses or permits required for the business,” “reduce or waive fees for permits or licenses,” or “provide a local tax exemption or credit” for certified businesses.¹⁷ Likewise, a tobacco control program found it useful to give fully compliant food retailers extra points on their health inspection score.²¹ It does not appear that there are any WVPPs that have used such incentive methods to date, but practitioners may find it useful to explore this option in their own communities.

Recruit SBOs Using Appealing Messages, Strategies, and Communication Channels

What you say, how you say it, and where you say it makes all the difference in marketing. The key to an effective WVPP recruitment campaign is *targeted communication* that hones in on the SBO’s particular needs, concerns, and motivations and reaches the SBOs through the media they use most. Practitioners who have talked with the SBOs and influential organizations in their community can use what they have learned about what SBOs care about, whom they listen to, and how they get information to create effective recruitment campaigns. Some messages, such as the “bottom line” benefits of WVPP participation, may have universal appeal in the community. WVPP participation or success stories may require more refinement to target certain business types, cultural backgrounds, or geographic differences. This section discusses some examples of messages, marketing strategies, and communication channels that SBOs and community organizations have recommended for the *Crime Free Business*® program. Practitioners can use these ideas as a starting point for crafting recruitment campaigns in their own community.

“So if they can see the benefit of the cost relative to the business and their bottom line, it’s an easier sell” [Economic development agency employee]

Messages and Message-Framing

Three major categories of program recruitment messages – program benefits, program effectiveness, and hazard susceptibility – appear throughout interviews with SBOs, interviews with organizations that interface with small businesses, and recommendations from the public health

literature and practitioner guides. For WVPPs specifically, practitioners may consider five types of messages and message frames designed to appeal to a typical SBO (see “Table: Recruitment Messages and Message-Framing” on page 34):

- **“The bottom line.”** Emphasizing how the WVPP will save the SBO money or boost business directly addresses SBOs’ primary concern about maintaining a successful business.^{17,22} Practitioners who make the case that their WVPP will reduce losses or increase sales will find it easier to get SBOs’ attention. Other ways to speak to the SBO’s financial interest include emphasizing the potential to attract and retain better employees to their WVPP-certified workplace and mentioning offered incentives.
- **Public-relations benefits.** Recruitment campaigns may highlight program benefits such as the good publicity that can come from participating in a WVPP.²³
- **Useful knowledge.** Many SBOs who have gone through the *CFB* program reported that the knowledge they gained about safety and how to run their business was valuable and could attract others to participate.
- **Program effectiveness.** Emphasizing that the WVPP actually works to prevent workplace robbery and violent crime is important for convincing SBOs that they will indeed reap all of its benefits. Humanitarian concerns about how effectively a workplace program protects employees can sometimes be more important to SBOs than money considerations.²⁴
- **Threat of workplace violence.** A SBO must feel vulnerable to the hazard at hand – robbery and violent crime – before a program to prevent it will seem worth the investment.¹⁴ Recruitment campaigns can use statistics and real-life examples to emphasize not only the risk of robbery and violent crime but also the negative impact such events can have on businesses.

Overall, practitioners should use their knowledge of the community and what they learned through the community assessment to choose the right mix of messages for the SBOs they wish to recruit. For ideas on how to start the conversation with SBOs about workplace violent prevention, see “Appendix D: Talking Points ‘Cheat Sheet’ for SBO Outreach” on page 52.

Table: Recruitment Messages and Message-Framing

Message Frame	or	Key Messages	Key Words/Phrases
“The bottom line”		It’s good for business, sales will increase because the business will look better, people are more likely to shop where they feel comfortable	Save money, make money, bottom line, liability
Program effectiveness		The program will help prevent crime. It has been proven effective in studies to reduce robbery and robbery-related employee injury	Employee safety, customer safety, prevention
Public-relations benefits		Sales will increase because the business will look better, participating in the program is a way of “taking the community back”	Community impact, community presence, employee wellness
Threat of workplace violence	of	Every business deals with money transactions, every business could be at risk, “you work hard, why wouldn’t you take simple steps to protect it?”	
Useful knowledge		The training and site assessment will bring up things you wouldn’t have thought of, training can give you tips about how you deal with customers, there is something in the program for everyone, “we don’t know what we don’t know”	Helpful tips, learn new things

Recruitment Marketing Strategies

Having the right messages is only one part of a successful WVPP recruitment campaign. The source, frequency, context, and format of the message also determine its impact on the SBO audience (see “Table: Recruitment Marketing Strategies” on page 35). The source of the message matters a great deal to SBOs who may think that an unknown person sending them an advertisement is “trying to sell me something,” as one interviewee warned. Using a trusted community partner’s name, whether it is an influential trade association¹⁸ or local college or university, can provide a big credibility boost to the recruitment message.

“...with a lot of these issues you’ve got to tell people things multiple times before they hear it...” [Small business assistance agency employee]

If several organizations that SBOs interact with all send the same message at different times, the SBO may be more likely to join the program than if he/she only hears the message once. On the other hand, practitioners should be careful not to send the same message through the same channel too frequently, as this can make SBOs *less likely* to hear the message over time. One way to boost the message’s appeal for SBOs is to target it based on business type, location, the SBO’s cultural background, or any other factor in the SBO’s business experience. For instance, a practitioner may want

to acknowledge small retailers’ concerns about shoplifting in one set of messages but mention vandalism in materials directed at restaurant and bar operators.

Likewise, case studies and “real-life examples” of crime-stricken or certified businesses can be powerful marketing tools, especially if the campaign uses visual aids such as before-and-after pictures; however, they are only as useful as they are *relevant* to the SBO who sees it. A real-life example of a nail salon is not as compelling to a convenience store owner as an example of another convenience store is. Marketing based on competition with other businesses works the same way. If the practitioner can make the WVPP into a “recognizable brand throughout the wider community” by marketing it directly to customers (who may choose to shop in WVPP-certified stores for safety and aesthetic reasons) and SBOs, there will be more demand for WVPP-certified stores and increased competition among SBOs to participate.¹⁷ To take advantage of peer competition, practitioners should target messages to SBOs by business type so that, for example, liquor store SBOs hear about other liquor stores that are WVPP-certified. Overall, practitioners can use targeted messages, case studies, competitive pressure, and visual aids that come through multiple, credible sources to enhance the appeal of their WVPP recruitment campaign.

Table: Recruitment Marketing Strategies

Strategy	Description
Partner name-dropping	Use the name of a trusted community partner during recruitment to show SBOs that you are <i>not soliciting</i> them, that the source is <i>credible</i> , and that other organizations endorse the program
Persistence/repeated exposure	Make sure that SBOs hear about the program from multiple sources at multiple times
Targeted messages	Create different messages for targeted SBOs based on business sector (e.g., convenience, grocery, etc.) and location (rural vs. urban) to address their particular concerns and motivations
Real-life examples	Use real-life examples of or statistics about small businesses in similar industries or nearby locations who have experienced crime to show SBOs that they are at risk, too
Competition	Highlight competitor businesses that have participated in the WVPP to put pressure on SBOs to join
Customer demand	Market the WVPP certification directly to customers and “create a recognizable brand” in the community
Visual aids	Use pictures of other small businesses before and after implementing program-recommended changes to illustrate the aesthetic and crime-reducing benefits of participating

Communication Channels

The next step after choosing the messages and communication strategies for WVPP recruitment is for the practitioner to decide how to deliver them (see “Table: Communication Channels” on page 37). The practitioner’s primary concern should be which method(s) will best reach the SBOs in the community.

If few SBOs in your community participate in group meetings and networking events, which will more likely be the case, door-to-door visits to each establishment are likely to generate the best results, albeit with a significant investment of time and program staffing. Positive referrals and endorsements, either from partner organizations or SBOs who have completed the WVPP, can make even the least effective communication channels a strong option. Without personal endorsements, conducting cold-calls, cold-emailing, direct mailing, and advertisement via websites, TV, or radio may be relatively ineffective; however, what may fail to reach even a single SBO in one community may be the key to delivering an effective campaign in another, making it even more important to capture preferred communication channels during the community assessment process. For instance, SBOs in some very rural communities may have limited internet access, making it difficult to reach them through email or websites, whereas online communications may be ideal in a more urban environment. Additionally, practitioners will want to consider the availability, cost, time, and manpower needed for each communication method as it compares to their own program resources and timeline.

In communities where most or all SBOs belong to formal business networks, presenting at Chamber of Commerce events and using their contact lists, for instance, may be an effective way to reach the target audience.

Table: Communication Channels

Communication channel	Examples	Use and effectiveness
Business networking events	Chamber of Commerce meetings Business Network International (BNI) meetings Better Business Bureau (BBB) events	Widely used and recommended channel for initial outreach. <i>Note: Only captures SBOs connected to these organizations</i>
In-person visits	Door-to-door visits to business establishments One-on-one meetings with SBOs off-site	One of the best channels for initial outreach to SBOs
Referrals/ endorsements/ word-of-mouth	Referrals from partner organizations (e.g., community development organizations, small business assistance agencies, etc.) Referrals from WVPP participants	One of the best channels for initial outreach to SBOs
Direct mailings	Quarterly magazines Introductory informational packets Fliers/bulletins Newsletters	Ineffective channel for initial outreach, but can be effective for ongoing communication, especially when it comes from a trusted source
Online communication	Email alerts Electronic newsletters Social media (e.g., Facebook, Twitter, etc.)	Mostly used for ongoing communication, not for initial outreach. Some small businesses may not even have access to email and other online communication.
Telephone communication		Cold-calling is not very effective, but telephone contact can be useful for ongoing communication and referred contacts.
Passive outreach	Website Community reputation Newspaper advertisements Radio advertisements Television advertisements	A good website that comes up high in Google search results and a good reputation can be helpful for generating leads. Traditional media, such as radio and television, may not be very effective for outreach.

Support SBOs through Certification and Beyond

Much of the work practitioners must do to make it easy for SBOs get certified occurs at the beginning during program design. By reducing the length of WVPP training and materials and providing financial or other incentives, practitioners can help SBOs overcome two important barriers to program completion, time and money. Early on, practitioners should also set the foundation for a long-term relationship with SBOs and their employees that can help sustain crime prevention practices through staff changes and business ups and downs.

From the beginning, involving SBOs in the community assessment, advisory committee, and program design process can go a long way toward building successful relationships.¹⁷ Healthy Corner Store and tobacco prevention programs have also found pledges of commitment to the program to be a successful tool for sustaining small business involvement.^{17,21} Practitioners may want to consider this tool in developing their own relationship-building strategy, as well as the recommendations on sustaining business involvement outlined in *What's Good for Health is Good for Business*¹⁹ and summarized below in the table, "Strategies for Sustaining Business Involvement."

Table: Strategies for Sustaining Business Involvement (from What's Good for Health is Good for Business)

Recommendation	Possible Application to WVPP
Publicize business successes	Provide publicity through local media and partner networks for small businesses that get certified and sustain changes to their establishment
Set short- and long-term goals for the partnership and report back on outcomes	Collect data on WVPP compliance and workplace crime in participating and non-participating businesses and send reports to SBOs
Provide training and support to build the business's capacity to succeed in the program	Continue to communicate with SBOs about violence prevention and workplace safety, offer additional training opportunities, and perhaps provide opportunities for SBOs to help one another through group meetings and peer training
Encourage small businesses to institutionalize changes	Encourage SBOs to make WVPP training mandatory for all employees, write CPTED standards into their standard operating procedures, and designate a staff position to oversee the business's WVPP involvement

Strategies for Sustaining the Program in the Community

Sustainability is the ultimate goal for any WVPP. When programs can operate in a community over the long term, they can not only continue to train and certify more at-risk businesses, but they can also continue supporting SBOs who have gone through the program so that their efforts are not lost. Moreover, older programs have more time to develop their brand, their reputation, and support from new or existing partnerships. Achieving long-term sustainability requires careful planning for administrative capacity, partnerships, and funding. This section discusses some ideas from the public health literature and interviews with influential organizations on how to build sustainability into a WVPP.

Designate a Program Coordinator

An effective WVPP cannot exist without an administrative headquarters to direct its activities, manage its partnerships, and plan for its future. Because the issue of workplace violence and robbery prevention is important to a variety of groups, there are many possible “homes” for a WVPP. A local health department’s injury prevention division may be able to designate some staff, funding, and other resources to overseeing a WVPP as part of its normal operation. The local law enforcement agency’s crime prevention division is another possible coordinator since crime prevention officers are often the best-qualified CPTED trainers and site assessors. Even a non-profit community organization driven by public health, safety, or small business concerns could coordinate the program.

As highlighted in *What’s Good for Health is Good for Business*, one workplace wellness program designed for small businesses with fewer than ten employees found a unique path to sustainability¹⁹:

Institutionalizing business involvement was at the forefront for Bartholomew County’s Reach initiative. “As we were looking at sustainability, we had had great involvement and response from businesses, yet no one ‘owned’ the work in a way that it could continue to support business,” said Beth Morris of Columbus Regional Hospital in Columbus, Indiana. Eventually, the local Chamber of Commerce agreed to provide continued leadership on a workplace-wellness business initiative and to continue to engage businesses in worksite wellness activities.

Regardless of who administers the WVPP, it is important that the organization have good relationships with all community partners, be able to bring stakeholders together and address their interests in a balanced way, be able to bring in funding and other resources for the program, and be responsive to the needs of the community in conducting the WVPP.

Nurture Community Partnerships

Once a practitioner has developed partnerships with community non-profits, government agencies, and businesses on program incentives, promotion, and delivery, he/she must continue to maintain them. It is important for all parties to regularly review the terms of their partnership and ensure that each side is getting maximal benefit from the relationship. It may be helpful for WVPP practitioners and community partners to craft and sign memoranda of understanding to formalize the partnership responsibilities, resource allocation, and staff roles. For more information on how to build and sustain fruitful partnerships with community organizations, practitioners may refer to the resources listed at the end of this guide.

Integrate the WVPP into an Existing Program

“...I would think that your... greatest opportunity for success... is to piggyback as opposed to build it... It would work that way, but it would take you a much longer time to get the type of penetration that you desire as opposed to piggybacking on... an existing, captive audience” [Banker]

One option for institutionalizing a WVPP that influential organization representatives often mentioned is joining it with another program. As discussed earlier, there are many community groups – Chambers of Commerce, small business assistance centers, trade associations, lending institutions, economic development agencies, private security companies, and even government inspectors – that may be interested in incorporating WVPP trainings and/or site assessments into a seminar series, annual conference, or simply their day-to-day operations (see “Table: Potential Influential Partner Organizations” on pages 23 and 24).

WVPPs can also integrate with successful public health initiatives like the Healthy Corner Store program, which lists many CPTED recommendations in its suggested store certification requirements for providing healthy and nutritious food at competitive prices.¹⁷ Making a WVPP a formal part of another organization’s programming allows practitioners to reach a number of SBOs with relative ease. There are also logistical advantages for integrating programs, such as having dedicated meeting space, staffing, communication networks, and even funding available.

Conversely, unless the partner’s program is required for – or attended by – all SBOs, the WVPP will still have to work through other partners to recruit hard-to-reach SBOs through other networks. WVPP integration with local fire code inspections, for example, could provide access to nearly all targeted SBOs. Although many Fire Marshall’s offices may be over-committed with their own mandatory work to take on a voluntary program, there are examples of health promotion programs, such as tobacco control education for merchants, in which local regulatory agencies have taken on some program activities.²⁰ Some jurisdictions have even mandated robbery prevention training for certain kinds of businesses.²⁵

A WVPP ordinance would provide the program steady funding, an institutional home, and a ready population of SBOs to work with, but some argue that making it a requirement would ultimately make it less effective because of pushback from SBOs (see “Voices: To Mandate or Not?” on page 41). Practitioners and community stakeholders must weigh the potential benefits – expanded access to

SBOs, institutionalization, and resources – with the potential disadvantages – having access to only a limited subset of the SBO community and possible loss of control over the program – before deciding to “piggyback” their WVPP on an existing program.

Voices: To Mandate or Not?

“...we don’t like to see it mandated... because we don’t want to force it down their throat to where everybody’s gonna have a bad taste in their mouth... We’d like it to be more voluntary” [WVPP practitioner]

“So I think to impose a mandate on someone would not be received as well as to give a good strong voluntary program... and incentive to participate” [Fire code official]

“I’ve been in state government a long time. I know it’s difficult to make things mandatory. But why not have that at least be a part of, I mean think big. Why not have that be a part of the... before-you-open process is, have you considered reducing your employees’ risk for harm?” [Business assistance organization employee]

Seek Diverse Funding Sources

Every program needs financial support to promote its mission and sustain its activities. When seeking funding, practitioners should keep in mind that workplace violence prevention is a topic of interest to a variety of stakeholders. As a health issue, it may appeal to the local health department or a public health organization. As it relates to business risk and community safety, insurance companies, banks, and other local or regional businesses may be interested in sponsoring a WVPP as part of their

social responsibility and community support portfolio. Community partners may be interested in giving in-kind donations, such as space for training sessions, to the program. Even small businesses themselves may be able to contribute to the program. In fact, the Healthy Corner Stores initiative recommends that established programs ask their small food retailers to pay a fee to become certified.¹⁷ Requiring fees from participants would likely be detrimental to a budding WVPP, but it is a strategy to consider for a program that has a high profile and high demand in the community. Some other potential funders that practitioners may want to consider include the following¹⁷:

- Chambers of Commerce
- Local tax revenue
- Economic development agencies

Advisory committee members, SBOs, and community partners may be a good resource for finding funding opportunities because of their local connections and knowledge.

Evaluating the Program

After a WVPP has been successfully operating for a time, program partners, participants, community members, funders, and practitioners may begin to ask, what is the program doing? How is it being delivered? Are small businesses really incorporating crime prevention into their day-to-day operations? Can we see any impact of the program on robbery and injury rates? Is it worth keeping the program going? To answer these questions, practitioners must build program evaluation into the design of their WVPPs. The first step in planning for evaluation is determining, with the help of the PAC, which questions the stakeholders will want answered.

Some questions that stakeholders and practitioners may ask about the program implementation *process* include the following:

- What are the most- and least-effective methods for recruiting SBOs?
- How many SBOs were recruited?
- How many SBOs successfully completed the program (training, site assessment, and follow-up recommended changes)?
- What is the level of SBO satisfaction with the program? What changes would they like to see?
- What is the level of partner organization satisfaction with the program? What changes would they like to see?
- How closely did the implementers adhere to the program curriculum and procedures?

Some questions that stakeholders and practitioners may ask about the *outcomes* of the program include the following:

- How closely do participating SBOs adhere to WVPP and CPTED guidelines?
- How many employees have the SBOs trained in their businesses?
- What is the rate of workplace attempted/completed robbery, violent crime, injury, and death in participating and non-participating small business establishments?

Based on these questions, practitioners and community advisors can think about ways to get the information they will need.

An evaluation matrix is a planning tool that helps evaluators to organize their data collection and analysis steps (see appendix I for a sample matrix). Typically, evaluation plans divide activities into *process* and *outcome* evaluation. *Process* evaluation asks and answers questions about *how* a program operates, such as how many businesses got certified or how satisfied community partners were with the program. *Outcome* evaluation addresses questions about *what* a program does, including what changes the program caused in SBOs' knowledge about robbery prevention or the in number of workplace robbery attempts.

It is important to create an evaluation plan for the WVPP *before* any program activities begin. If the practitioner delays evaluation planning even a little, say, just after recruitment starts, he/she may miss out on collecting important information about which recruitment strategies work the best. Furthermore, the exercise of planning for evaluation can help practitioners, community advisors, and partners to clarify their shared goals and objectives for the program.

The evaluation matrix can also help to determine what types of information to collect and how. Most of the information related to process (e.g., participant satisfaction with the program and administrative activities) will likely come from program staff and surveys of participating SBOs. Community partners doing program promotion and delivery may also gather certain kinds of data, such as attendance records at trainings, outreach calls and visits, and site assessments completed. To make it easier for staff, participants, and partners to gather such information, practitioners should create standardized data collection tools (see appendices E, F, G, and H for examples).

Other important evaluation points to consider include the following:

- How will the practitioner and stakeholders prioritize their evaluation questions, and what will the evaluation focus on?
- For how long (and how frequently) will you collect data?

- Who will analyze the collected data?
- How will the program administrators and stakeholders act upon the findings? How will you use the information to improve program delivery and sustainability?

It is beyond the scope of this guide to cover all of these issues in detail, but practitioners and stakeholders can refer to excellent resources such as the Center for Disease Control and Prevention's guide, *Developing an Effective Evaluation Plan* (included in "Resources" on page 45) for more information.

Summary

This aim for this guide is to give practitioners some ideas and tools for working with small businesses on workplace violence prevention. One of the biggest lessons learned from research and previous literature is that successful engagement with SBOs depends on good planning. Starting with a committee of dedicated and knowledgeable stakeholders helps to put your WVPP in touch with the priorities of the local community. Learning more about the SBOs in your community through interviews and focus groups gives practitioners a better understanding of the needs, strengths, and resources that can shape program delivery and implementation. Practitioners can use that information to determine program logistics (e.g., what time to hold trainings and what other topics of interest to integrate), build partnerships with influential organizations (e.g., lending institutions and small business assistance centers), identify powerful incentives for SBOs to participate (e.g., free materials and publicity), and craft the recruitment strategy (i.e., which influential messages and information channels to use). Good planning can also make SBOs' engagement with the program and the program itself more sustainable in the long-term. Through evaluation, program staff and stakeholders can learn how to improve and adapt program delivery as needs and situations change over time. By building a solid foundation based on local knowledge and collaboration, the practitioner can create a program that will prevent violent crime and improve quality of life for small businesses and the community.

Resources

C-Change

Toolkit: Engaging Businesses in Comprehensive Cancer Control Coalitions: The value proposition for comprehensive cancer control

This guide provides information on building successful relationships with businesses by setting realistic expectations, identifying shared goals, and more.

http://c-changetogether.org/Websites/cchange/images/CCC Toolkit Page/Toolkit_Final_for_Website.pdf

Change Lab Solutions

Health on the Shelf: A Guide to Healthy Small Food Retailer Certification Programs

This is a step-by-step guide for practitioners on how to implement Healthy Corner Stores programs with small food retailers. It provides information on building community partnerships, setting up a certification program, creating incentives, helping retailers overcome barriers, program evaluation, and more. Much of this information can be useful for WVPP practitioners.

http://changelabsolutions.org/sites/default/files/Health_on_the_Shelf_FINAL_20130322-web_0.pdf

Centers for Disease Control and Prevention

Developing an Effective Evaluation Plan: Setting the course for effective program evaluation

This guide walks practitioners through the stages of planning to evaluate a program, from engaging stakeholders to planning for dissemination of the findings.

<http://www.cdc.gov/obesity/downloads/cdc-evaluation-workbook-508.pdf>

National Business Coalition on Health and the Community Coalitions Health Institute

Community Health Partnerships: Tools and Information for Development and Support

This guide gives health promotion practitioners advice on how to approach and communicate effectively with the business community.

http://www.nbch.org/NBCH/files/cclibraryFiles/Filename/00000000353/Community_Health_Partnerships_tools.pdf

Partnership for the Public's Health

Strategies for Building Community-Public Health Partnerships: Lessons learned from the program office of the Partnership for the Public's Health Initiative

This report details best practices for engaging community partners, sustaining their involvement, participatory evaluation, and policy advocacy.

<http://www.partnershipph.org/sites/default/files/Strategies%20for%20Building%20Community-Public%20Health%20Partnerships.pdf>

The Prevention Institute

What's Good for Health is Good for Business: Engaging the business community in prevention efforts

This guide provides examples and strategies for building successful relationships between public health and small business.

<http://www.preventioninstitute.org/component/jlibrary/article/download/id-737/127.html>

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Appendices

Appendix A: Community Assessment Interview Guide: Small Business Operators

1. Please rank from the top three things you worry about the most in regards to your business
(READ LIST OUT LOUD AND PROVIDE CARD WITH CHOICES AS A VISUAL)

- ___ Vandalism/Graffiti
- ___ Shoplifting
- ___ Loitering
- ___ Other Illegal activities on property
(ie. drug dealing, prostitution, solicitation)
- ___ Robbery
- ___ Employee theft

Describe the Workplace Violence Prevention Program (WVPP) to the small business operator.

2. If you were trying to get business owners like yourself to participate in the program, how would you go about it?

Probe: How would you make sure other business owners like yourself heard about the program?

3. Who might influence you to use a program for robbery prevention and the prevention of assaults on employees? Do you get together with other business owners? *(Do you ever hang out with other business owners?)*

Probe: When? Why? How often? Is it social? As part of regular business meetings? Can you give me some examples?

4. When you get together, is this a place where you might discuss a robbery prevention program and/or a place where you would tell others about it? Why? Why not?
5. What are other settings or groups where you would hear people talk about a program like this?

Probe: For example, do you belong to any groups or organizations where there are other business owners like yourself? If yes, do you meet together? How else do you communicate?

6. In your opinion, who among these groups or organizations have the most influence in successfully getting a robbery prevention program out to businesses?
7. What business owners in your community are well-respected by other business owners like yourself? Why? Why not?
 - a. Can you give us their names?

8. What contact do you have with this(these) person(s)? Have you ever sought their guidance? Why? If you heard that this person's business was part of the Workplace Violence Prevention Program, would that influence your decision to participate at all? How?
9. Now thinking beyond business owners and this program, what other groups or organizations in the community have the most influence in successfully getting a program like this out to businesses?
10. Among the people you told us about earlier, do you think any of them would be willing to do an interview with us if we went to their store? Would you be okay if we used your name and said we had spoken to you today?

Thank you for your time today. What did we leave off that you think is important to include or mention?

Appendix B: Community Assessment Interview Guide: Influential Organizations

The goal of the first part of this interview is to better understand how organizations such as yours work with small businesses.

1. First, I'd like to hear about your organization and how it interfaces with small businesses. Can you briefly describe your organization and your role in the organization?

2. How does your organization interface with small businesses?

PROBE: Do you have any written information about the number and type of small businesses you serve that you can share with us? Is there information on-line?

3. In what ways does your organization support small businesses?

PROBE: What kind of resources do you provide small businesses? Do you provide training and technical assistance? In what topic areas (e.g. fiscal management)?

4. Are there particular types of businesses that are more likely to use your organization's services? *<might lead to business-specific questions>*

5. How does your organization reach small business owners? In your opinion, what are the most effective methods for reaching them?

PROBE: Approximately what proportion of small businesses in your service area are you able to reach? Do you have any written information about your outreach efforts to small businesses that you can share with us? Is there information on-line?

6. In your opinion, what methods are least effective in reaching small businesses? Why?

7. Are there business types that you try to reach but are unable to? What are the barriers?

8. How frequently does your organization have contact with these owners (ongoing, initial)?

9. What is the typical manner of contact: in person, online, phone

10. What drives your organization's contact with small business owners? Does your organization initiate the contact or do small business owners contact your organization?

11. What kinds of guidance do small businesses seek from your organization?

12. Are business owners required/mandated to work with your organization?

PROBE: Does your organization have any regulatory authority over small businesses? If so, how?

13. Does your organization partner with other organizations in its efforts with small businesses?

Describe the Workplace Violence Prevention Program to the interviewee.

14. In your opinion, what might influence small businesses to use this robbery and violence prevention program I described earlier?
15. If you were trying to get business owners to participate in the program, how would you go about it?

PROBE: How would you make sure business owners heard about the program?

How do you think incentives can help provide the training to business owners and employees and what mechanisms (e.g. financial incentives, incentives for licensing, insurance discounts).

16. Do you think there's a way that promoting the program would fit in with your organization's work?

PROBE: What about providing referrals to the program? Training? Helping to sustain the program? In what ways? How might your organization help *to sustain* the program?

17. In your opinion, what are other settings or groups in the community where small business owners would hear people talk about a program like this?

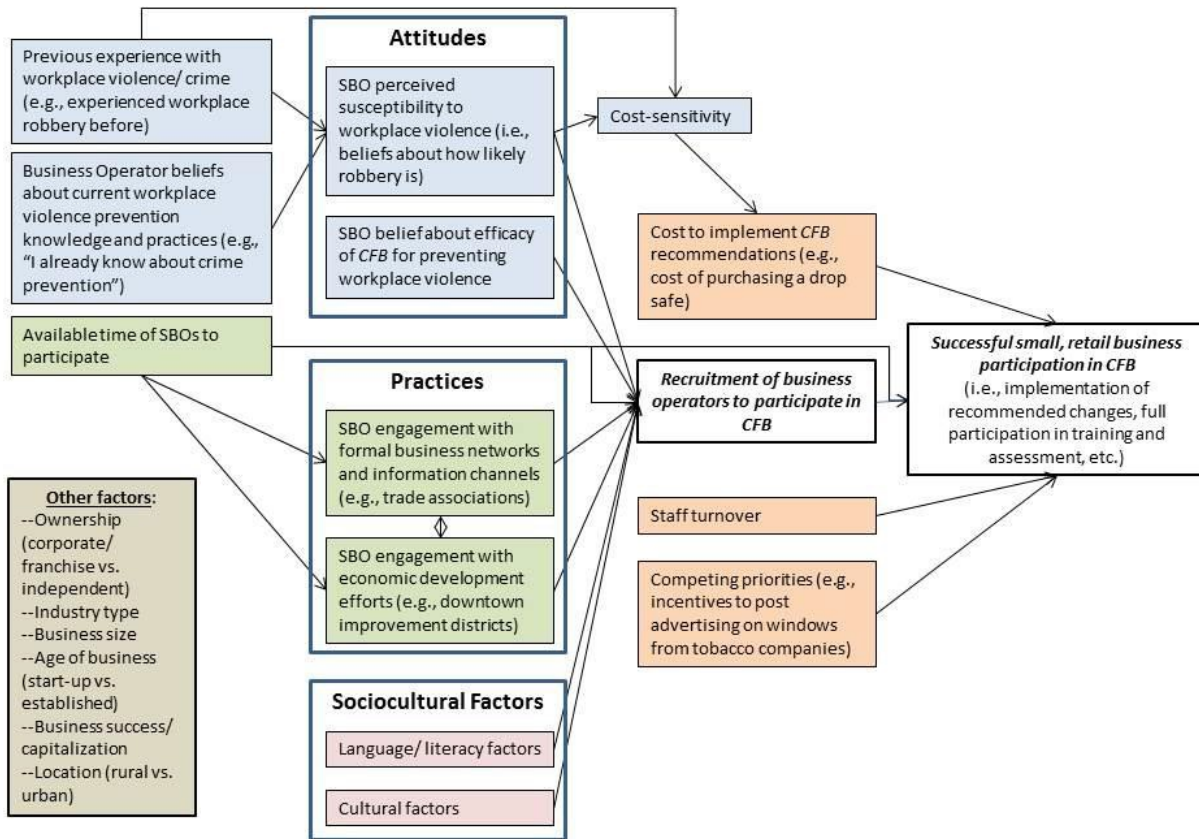
PROBE: For example, do small business owners belong to any groups or organizations where there are other similar business owners? If yes, do they meet together? How else do they communicate?

18. In your opinion, who among these groups or organizations have the most influence in successfully getting a robbery and violence prevention program like this one out to businesses?
 - a. Would you be willing to give us their names?

Thank you for your time today. What did we leave off that you think is important to include or mention?

Appendix C: Conceptual Model – Barriers and Facilitators to Small Business Engagement in Workplace Violence Prevention Programs

Conceptual Model: Barriers and Facilitators to Small Business Engagement in WVPP



Legend:
 Blue = Attitude/belief factors
 Green = Practice-related factors
 Pink = Sociocultural factors
 Orange = Program completion-related factors
 Grey = Other factors

Appendix D: Talking Points “Cheat Sheet” for SBO Outreach¹

Icebreaker and introduction

- Hi, my name is _____ and I work with [influential organization(s)].
- We have interviewed many people in [community name] about the businesses in this area and many mentioned your [store/ laundromat/ etc.] as a place where they [like to shop/ can find X product/ can get X service].
- We know that many members of this community are concerned about [small business safety/ robbery/ violent crime/ etc.].

Susceptibility

- People who work at small [retail/ service] businesses and their customers are at high risk of injury and even death in the workplace, particularly because of robbery and violent crime.
- In [community name], small retail and service businesses experienced [X robberies/ injuries due to workplace crime/ deaths due to workplace crime] in the year [XXXX].

“The bottom line” and program effectiveness

- There are simple, low-cost things that small business [owners/ managers] like you can do to reduce your, your employees’, and your customers’ risk of robbery and violent crime.
- [Influential organization(s)] is/are offering a free program funded by [funder], [describe funder], specifically for independent small business owners and managers like you.
- The program gives [owners/ managers] like you the information and skills to make your establishment a safer, more inviting place for your employees and your customers.
- Research has shown that this program helps [liquor stores/ convenience stores/ gas stations/ etc.] like yours prevent robbery and violent crime.
- Preventing robberies and injuries can save your business money and reduce liability.
- Because people are more likely to [patronize/ shop at] businesses where they feel comfortable, making your business safer can also boost your [sales/ profits].
- Small business [owners/ managers] like you have told us that they learned a lot from the program about [insert comments from program graduates here] and found it to be helpful for [insert comments from program graduates here].
- If you would like to learn more, you can... [insert next steps and program details here]

¹ Adapted from “Tips for Approaching Store Owners” in *Health on the Shelf* (Fry et al., 2013).

Appendix E: Pre-Training Survey of Small Business Operators

Workplace Violence Prevention Program
PRE-TRAINING SURVEY

1. What type of business do you own? _____

2. How much do you know about protecting your business and employees from crime?
(Please circle a number)

<i>Know very little</i>									<i>Know a lot</i>
1	2	3	4	5	6	7	8	9	10

3. How confident are you that you can prevent yourself and your employees from being hurt during a robbery? (Please circle a number)

<i>Not at all confident</i>									<i>Very confident</i>
1	2	3	4	5	6	7	8	9	10

4. How concerned are you of customers being hurt during a robbery? (Please circle a number)

<i>Not at all concerned</i>									<i>Very concerned</i>
1	2	3	4	5	6	7	8	9	10

5. How likely is it your store will get robbed in the next year?

<i>Not at all likely</i>									<i>Very likely</i>
1	2	3	4	5	6	7	8	9	10

6. How can small businesses reduce their risk of crime?

7. How did you hear about today's training session?

8. Why did you decide to participate in the program?

THANK YOU

Appendix F: Post-Training Survey of Small Business Operators

Workplace Violence Prevention Program
POST-TRAINING SURVEY

1. What type of business do you own? _____

2. How much do you know about protecting your business and employees from crime?
(Please circle a number)

<i>Know very little</i>										<i>Know a lot</i>
1	2	3	4	5	6	7	8	9	10	

3. How confident are you that you can prevent yourself and your employees from being hurt during a robbery? (Please circle a number)

<i>Not at all confident</i>										<i>Very confident</i>
1	2	3	4	5	6	7	8	9	10	

4. How concerned are you of customers being hurt during a robbery? (Please circle a number)

<i>Not at all concerned</i>										<i>Very concerned</i>
1	2	3	4	5	6	7	8	9	10	

5. How likely is it your store will get robbed in the next year?

<i>Not at all likely</i>										<i>Very likely</i>
1	2	3	4	5	6	7	8	9	10	

6. The training increased my motivation to make changes to my business. (Please circle a number)

<i>Completely disagree</i>										<i>Completely agree</i>
1	2	3	4	5	6	7	8	9	10	

7. How difficult will it be to make changes to your business? (Please circle a number)

<i>Not at all difficult</i>										<i>Very difficult</i>
1	2	3	4	5	6	7	8	9	10	

Please turn page over



8. How effective was the trainer in delivering the information today?

<i>Not at all effective</i>								<i>Very effective</i>	
1	2	3	4	5	6	7	8	9	10

9. After today's training, I feel I have a good understanding of methods to protect my business and employees from crime.

<i>Completely disagree</i>								<i>Completely agree</i>	
1	2	3	4	5	6	7	8	9	10

10. How can small businesses reduce their risk of crime?

11. If you have additional comments about today's training session, please provide them here.

Appendix G: Training Log

**Workplace Violence Prevention Program
TRAINING LOG**

Date: _____ / _____ / _____

Length of session: _____ hours Number in attendance: _____

Describe any training topics not addressed and why: All topics addressed

Describe any training topics you needed to modify and why: No modifications

Describe additional topics covered: No additional topics

Describe any feasibility issues brought up by the attendees: No feasibility issues

Describe any concerns brought up by the attendees: No concerns

Describe any praise for the program: No praise

Appendix H: Program Activities Monthly Interview

Workplace Violence Prevention Program Program Activities Monthly Interview

Department: _____ Date of Interview: ____/____/____

Department Personnel Interviewed: _____

I. Business Approach

1. Have you or anyone else approached businesses in the month of <month> about the Workplace Violence Prevention program? (*Approach refers to any contact with businesses prior to training which includes emails, telephone, mailings, presentations, face-to-face contact*)

Yes (Continue to Question 2)

No (Skip to Question 6)

2. Aside from you, who else from your Department has approached businesses about the Workplace Violence Prevention program?

No one else

(a) If someone else approached businesses, what have they done?

3. Is business recruitment into the Workplace Violence Prevention program being folded into or offered in conjunction with another departmental program? Yes No

If YES: Which programs?

If NO: Have you considered folding it in or offering it in conjunction with another program? Yes No

If YES: How?

4. Which strategies have you used during the month of <month> to approach businesses about the program?

Strategy	What did you want to achieve with the strategy?	Did you achieve these goals?

5. What was the total number of people and hours spent on approaching businesses in the month of <month>? This includes you as well as <indicate people in question 2>
 _____people _____hours

6. Which strategies will you use in <next month> to approach businesses about the program?
 (Prompt: business types, geographic areas, circumstance-specific, etc.)

7. Have you contacted any agencies or organizations in your jurisdiction about the Workplace Violence Prevention program? Yes No

If YES:

Which agencies/organizations?	How have you worked with the agencies/organizations to promote the program to businesses?

If NO: (a) Do you plan to? Yes No

If YES: Which agencies/organizations?

II. Business Operator Training

1. Have you or anyone else conducted a business operator training in the month of <month>? Yes No

If NO: Skip to Section III.

If YES: Was the training...

(a) A traditional WVPP classroom training? Yes No

IF YES: Who provided it? _____

Number of trainings: _____

Average length of training: _____ minutes

Number of businesses in attendance: _____

Number of businesses expected: _____

Were there other speakers? Yes No

IF YES: Who was the speaker? _____

What was the topic? _____

(b) Hosted by a community organization? Yes No

IF YES: Which organization? _____

Who provided it? _____

Number of trainings: _____

Average length of training: _____ minutes

(c) Held on-site at the business? Yes No

IF YES: Who provided it? _____

Number of trainings: _____

Average length of training: _____minutes

2. How did you prepare for the training session(s) (i.e. tasks)?

3. How much time on average did you spend preparing for the training session(s)?

Time:_____hours

4. What have been the major barriers in getting businesses to attend the training session?

5. What do you do to remind businesses of the training session?

6. What are your follow-up procedures for business operators that sign up for a training session but don't show?

7. What was the total number of people and hours spent on training businesses in the month of <month>?_____people _____hours

III. Initial CPTED Assessment

1. Have you or anyone else conducted the initial CPTED?

- Yes (Continue to Question 2)
- No (Skip to Section IV)

2. Who conducted the initial CPTED(s)? _____
(If it is someone we do not know, then ask about CPTED training)

3. On average, how long did the initial CPTED assessment(s) take? _____minutes

4. What was the total number of people and hours spent on the initial CPTEDs in the month of <month>? This includes you as well as <indicate people from question 2>.
_____people _____hours

IV. Follow-Up CPTED Assessment

1. Have you or anyone else conducted the follow-up CPTED?

- Yes (Continue to Question 2)
- No (Skip to Section V)

2. Who conducted the follow-up CPTEDs? _____
(If it is someone we do not know, then ask about CPTED training)

3. On average, how long did the follow-up CPTED assessments take? _____minutes

4. What was the total number of people and hours spent on the follow-up CPTEDs in the month of <month>? This includes you as well as <indicate people from question 2>.
_____people _____hours

5. What have been the major barriers in getting businesses to implement program components?

V. Other

1. Please describe a success story (if any).

2. Is there anything we can do to help you?

Appendix I: Sample Evaluation Matrix for WVPPs

Domain	Data Source(s)	Key Questions
Process Evaluation		
Recruitment	<ul style="list-style-type: none"> Pre-Training Survey for SBOs (see appendix F) Program Activities Monthly Interview (see appendix G) 	<p><i>SBO</i>: How did you hear about the program?</p> <p><i>Program staff</i>: What percent of door-to-door outreach attempts were successful? How does this compare with the phone call outreach success rate?</p>
SBO Participation	<ul style="list-style-type: none"> List of eligible businesses in the community from public records Records of participant SBOs' completion of WVPP training, site assessment, follow-up assessment 	What percent of the eligible small businesses in the community completed WVPP training/site assessment/follow-up/certification?
SBO Program Satisfaction	Survey of participating SBOs	How satisfied are SBOs with the program? What changes would they make to the program?
Partner Organization Satisfaction	Survey of partner organizations	How satisfied are partner organizations with the program? What changes would they make to the program?
Program Fidelity	<ul style="list-style-type: none"> Training Log (see appendix F), surveys of program implementers (e.g., law enforcement) Observations of trainings and site assessments 	Did implementers cover all topics included in the WVPP curriculum? Did they make appropriate recommendations during site visits based on WVPP guidelines?
Program Institutionalization	Interviews with staff at coordinating agency, implementing organization	Is there a dedicated staff team working on overseeing/ implementing WVPP? What are their roles and responsibilities?
Outcome Evaluation		
SBO Program Adherence	Follow-up assessment records of recommendations followed	How closely do participating SBOs adhere to WVPP guidelines? How many of the recommended changes did the SBOs implement?
SBO Program Adherence	Survey of participating SBOs	How many employees did SBOs train in WVPP?
SBO Knowledge, Attitudes, and Beliefs	Pre-test and post-test of participating SBOs (see appendices E and F)	<p>How likely do you believe it is that your business will experience a robbery?</p> <p>How confident are you in your ability to prevent robbery and violent crime?</p> <p>What are the ways that small businesses can reduce their risk of robbery and violent crime?</p>
Robbery Incidence	Criminal reports from police and/or SBO self-report	How many attempted (and completed) robberies did participating small businesses experience versus non-participating small businesses?
Violent Crime Incidence	Criminal reports from police and/or SBO self-report	How many violent crimes were committed in participating versus non-participating small businesses?
Injuries and Deaths from Workplace Violence	Criminal reports from police and/or SBO self-report	How many injuries or deaths due to workplace violence occurred in participating versus non-participating small businesses?

