

DABS STRATEGIC REPORT 2025



**Department of
Alcoholic Beverage Services**

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MESSAGE FROM THE DIRECTOR



I'm excited to launch the Department of Alcoholic Beverage Services' new multi-year strategic plan. The plan builds on previous accomplishments over the last five years in which large strides were made towards modernizing operations. We continue adapting to changing technology landscapes so service levels can be on par with what DABS business partners and customers expect from modern organizations. The strategic framework outlined in the plan will keep the department focused on data-oriented goals and accountability metrics which contribute to our department's service-first mission.

The Department of Alcoholic Beverage Services is a robust state agency that does more than the most public facing aspect of our department, which is the 53 state liquor stores managed by the DABS. We are also responsible for licensing and permitting all businesses and events that sell and serve alcoholic beverages and ensuring they operate legally and safely, in compliance with state alcohol policies. As alcohol regulators with a focus on excellent service, we support the hospitality industry and appreciate their role in a thriving Utah economy.

A primary focus for the DABS is on alcohol safety and education. This part of our mission promotes safe alcohol consumption and educates on the harms of alcohol misuse. Integral to the DABS safety mission is our work to reduce underage drinking through the Parents Empowered program. Parents Empowered relies on thorough research regarding how to prevent youth alcohol use, as well as collaborative participation from health and safety representatives throughout the state of Utah.

The DABS serves all Utahns, whether or not they drink alcohol. The revenue we generate for the state of Utah helps to keep taxes low by helping to pay for services such as road and transportation, education, and public safety. This multi-year strategic plan reflects the DABS's dedication to serving the people of Utah with efficiency, transparency, and accountability.

DABS MISSION STATEMENT

The Utah Department of Alcoholic Beverage Services oversees the sale and distribution of alcoholic products in the state of Utah. The department proudly serves all Utahns, whether or not they choose to drink alcohol. We recognize our important role in the community in which we financially support crucial government services, support local businesses and tourism, and prioritize alcohol prevention education for the health and safety of all Utahns. We honor our statutory and legal obligations and value our duty as public servants, working for all Utahns.

DABS CORE VALUES – SERVE

To achieve its mission, the Department of Alcoholic Beverage Services subscribes to the following core values:

Service Excellence: Serve with integrity, delivering high-quality and effective support to the public and to those who conduct business with the DABS.

Responsibility: Be transparent stewards of public resources and ethical regulators.

Value: Provide measurable benefit to all Utahns through support of community programs, public safety, local business, and economic growth.

Engagement: Engage with community partners to develop collaborative, effective long-term solutions.



ABOUT THE DABS

The Department of Alcoholic Beverage Services (formerly named Department of Alcoholic Beverage Control) was founded in 1935 by the Utah State Legislature, following the repeal of prohibition. The department was created to conduct, license, and regulate the sale of alcoholic beverages. The goal of the department is to reasonably provide alcoholic beverages to adults who choose to drink responsibly without promoting sales and prioritizing health and safety through prevention education for all Utahns.

In 2022, the department updated its mission statement to assert its focus on providing excellent service to all Utahns, whether or not they drink alcohol. Along with a renewed mission, the department changed its name to the Department of Alcoholic Beverage Services (DABS). The DABS continues to support Utah businesses and tourism, generates revenue for state and local services, and funds alcohol safety, prevention, and education programs within the state of Utah.

The alcohol control model, in which the state oversees the sale and distribution of alcohol, is not unique to Utah. There are 17 states and one county in Maryland that control the sale of alcoholic beverages at either the wholesale or retail level. Control states account for 25% of the distilled spirits market in the United States.

In 2024, state liquor and wine stores generated \$578.86 million in sales. Of that, \$218.34 million was sent to state and local communities, helping to fund essential services such as, public safety, roads and infrastructure, education, and health programs.

The organizational structure of the DABS is segmented into different divisions and governing bodies. These bodies and structures are:

The Alcoholic Beverage Services Commission

Utah's Alcoholic Beverage Services Commission is the governing board of the department and sets broad policy. The seven-member volunteer commission is composed of individuals appointed by Utah's governor and confirmed by the Utah State Senate.

The Executive Director

The DABS executive director is appointed by the governor of Utah and confirmed by the Utah State Senate. The executive director leads the department and works closely with the ABS Commission.

Communications and External Affairs

The Communications and External Affairs Division serves as the agency's communication hub, handling all strategic communications planning, media relations, crisis messaging, social channels, and internal employee communications.

Finance and Administration

DABS Finance and Administration oversees resource management for streamlined accountability and data-driven decision-making. The bulk of this team focuses on financial management, providing all budgeting, accounting, payroll, and revenue distribution for the department. Finance and Administration is also responsible for capital projects, business and data analysts, security, and fleet.

Licensing and Compliance

The Licensing and Compliance Division manages all alcohol licensing and permitting for the state of Utah. The division works closely with the state's hospitality, food and beverage industry, and event organizers to ensure alcohol service is done safely and legally. Additionally, Licensing and Compliance supports the ABS Commission so they have the information and resources needed for informed policy decisions.

Operations

DABS Operations oversees the divisions that are directly involved with the department's supply chain, which includes acquiring products, planning and storing them for distribution across the state, and placing them in stores for modern and safe shopping experiences. Operations' divisions include Consumer Purchasing & Merchandising, Warehouse Distribution Center, and Retail.

Prevention and Education

The DABS Alcohol Education Division educates about the negative health and safety impacts of alcohol misuse and promotes the harms resulting from excessive drinking. The division works in communities with families, health and education leaders, public safety officials, and other partners. It also oversees Parents Empowered, the campaign to end underage drinking in Utah.

EXECUTIVE SUMMARY

The Department of Alcoholic Beverage Services underwent a process to identify its strengths, weaknesses, threats, and opportunities. Through this process, the DABS identified five key goals that will help guide its development and mission over the next five years.

During this process, the DABS conducted comprehensive interviews with department managers and staff, conducted surveys with licensees, and reviewed data compiled by the DABS on consumer relations and satisfaction with the department.

The information gained during this process illustrates a department that has made significant changes in the past few years, primarily benefiting the cohesiveness and satisfaction of employees, licensees, and consumers with the department.

All signs indicate that the department is headed in a very positive direction. However, there are still areas where department leadership, employees, business partners, and consumers believe the DABS can improve. This strategic plan aims to guide the department in setting goals and identifying champions to execute those goals.

The goals and metrics outlined in the strategic plan are being tracked on the department's dashboard, which is separate from, but complementary to this plan.

STRATEGIC PLAN RESEARCH AND METHODOLOGY

The primary methods used by the team to curate the goals within the strategic plan were surveys and anonymous interviews. The DABS utilized a third party to conduct these interviews with department leaders and staff, helping to ensure comfort in openly discussing concerns they may have with the direction of the DABS.

DABS Licensee Survey Results

In May 2025, the DABS sent a survey to 2,724 licensees and permittees (businesses and organizations that are licensed or permitted to sell alcohol in the state of Utah). This is the first follow-up to the previous licensee survey, which was conducted in support of the previous strategic plan. Results from this survey indicate an improvement in satisfaction with the DABS compared to the previous survey conducted four years prior.

These survey results demonstrate the department's success in achieving the goals outlined in the previous strategic plan.

- In 2021, 62.2% of respondents reported having an “excellent” or “good” experience with the DABS.
- In 2025, 82.8% of respondents reported having had an “excellent” or “good” experience with the DABS.

Overall, licensees are satisfied with the DABS and believe they are working closely with them and their businesses to help them achieve success. While the majority of licensees who participated in the survey indicate satisfaction with the DABS, there are still areas where they believe the system could be improved.

Common themes on where the DABS could improve include:

- Streamline permitting & licensing
- Clear, timely communication of rules
- Fix the website/online portal
- Consistent and responsive communication
- Deeper training to compliance staff on Utah’s many statutes, rule changes, and how they apply across different license types
- Increased product knowledge
- Better customer service
- Greater speed of service

To see the survey, see Appendix A.



DABS Division and Staff Interviews

The interviews provide greater understanding and insight into the DABS's different divisions and what is perceived as the department's strengths, weaknesses, threats, and opportunities. Staff members were invited to speak truthfully and openly to gain useful perspectives that help to develop tangible goals and objectives that the department can dedicate resources to achieve.

Interview objectives were to:

- Give department leaders and staff the opportunity to share their thoughts with a third party to prevent bias, and
- Identify where the DABS is performing well, where it can improve, and what can be done to enhance its performance over the next few years.

Interviews and inquiries were held with all divisions within the DABS in addition to prevention partners. For a summary of each of those meetings, see Appendices B-I.

DABS Consumer Surveys & Data

In addition to the licensee surveys and department interviews, consumer surveys and feedback provided by the DABS Help Desk were also analyzed. These surveys included input from:

- Consumers
- Department staff
- Businesses that interact with the department

By analyzing this data, a clearer picture emerged of how the DABS can work to minimize common complaints and confusion, both within their department and among consumers. The top 10 issues from those surveys are:

- Licensee Training (647)
- Law Question (592)
- Product Availability (424)
- Learning Portal Login Assistance (397)
- Receiving Orders Process Issue (330)
- Training on the Online Licensing & Permitting System (311)
- Creating Licensee Order Login (297)
- Licensee Orders Login Assistance (227)

- Policy Question (208)
- KnowBe4 Login Assistance (198)

Additionally, an ongoing Qualtrics survey conducted over the past year was provided, which illustrated an improved attitude towards the DABS and identified areas where consumers thought the DABS could improve. On a scale of five stars, consumers gave the DABS:

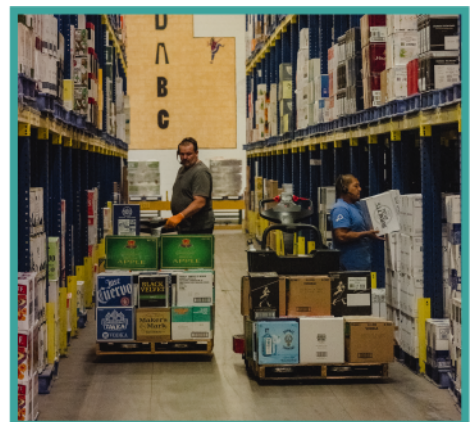
- Overall Store Experience: 4.82 Stars
- Store Checkout Experience: 4.88 Stars
- Product Variety Experience: 4.53 Stars
- Overall Help Desk Experience: 4.56 Stars

These survey results informed the formulation of goals that focused on making products that consumers want more readily available, providing a more seamless experience for store staff through store technology, updates to the DABS website, and other technological enhancements.

For more information on the help desk data points, refer to Appendix F.

Government Reform, Innovation & Transparency (GRIT)

In addition to objectives and initiatives developed through stakeholder interviews and surveys, objectives were created to support the Government Reform, Innovation & Transparency (GRIT) initiative developed by Utah Governor Cox. These objectives are noted by the symbol ⚙️. The (GRIT) objectives aim to enhance the DABS's efficiency and create greater taxpayer savings.



GOALS

Goals:

- 1: Prevent Harms of Alcohol Use and Boost Safety in Alcohol Service
- 2: Prioritize Customer Service
- 3: Improvements to Internal Controls and Processes
- 4: Workforce
- 5: Build Upon Technological Advancements

Goal 1: Prevent Harms of Alcohol Use and Boost Safety in Alcohol Service

Strategic importance: Ensuring proactive prevention and public safety is a top priority for the DABS.

Summary: The research on how alcohol affects and impacts those underage is clear. A primary goal of the DABS is to remain focused on reducing and preventing underage drinking while balancing its role as a service-oriented entity. The DABS should continue to prioritize its partnerships and involvement in preventative outreach and education. Surveys conducted in 2023 indicate that Utah is trending significantly below the national average, underscoring the success of the DABS prevention efforts.

Objectives:

- **Objective I:** Maintain the low rates of self-reported alcohol use among Utah's underage population.



[GRIT] Initiative: Strengthen community partnerships and ensure the DABS has adequate funding to maintain its prevention campaigns and outreach.

- **Metric I:** Continue to measure alcohol use among Utah's underage populations through surveys and ensure low rates of alcohol usage remain consistent.
- **Metric II:** Conduct a quarterly and biennial performance review of Parents Empowered to determine whether exposure to Parents Empowered media messages increase on social media.

- **Objective II:** Continue to promote communities across Utah to participate in Parents Empowered efforts to reduce underage drinking statewide.
 - **Initiative:** Build and expand community partnerships and active participants in the Parents Empowered workgroup meetings.
 - **Metric I:** Receive community partnership applications from two additional geographic areas not typically represented in the process within the first two years of this strategic plan.
 - **Metric II:** Identify geographic regions not represented on the Parents Empowered workgroup and recruit members from those areas to join.
- **Objective III:** Place focus on alcohol safety best practices for restaurants, bars, and other hospitality businesses.
 - **Initiative:** Reach the hospitality business community through direct contact from the DABS and partnerships with restaurant associations and chambers of commerce, aiming to increase views of the DABS-produced training video on preventing alcohol over-service among service workers.
 - **Metric I:** 500 views on the training video on YouTube.
 - **Metric II:** Contact at least one business or relevant community representative in each of Utah's 29 counties, encouraging them to share the training opportunity.

Goal 2: Prioritize Customer Service

Strategic importance: *Prioritizing customer service will increase consumer satisfaction.*

Summary: The DABS should continually seek ways to improve and prioritize its customer service. Their directive is to uphold public safety while maintaining a customer-service-driven approach. With business development and tourism growth in Utah, particularly in anticipation of the 2034 Winter Olympics, customer service improvements are vital.

Objectives:

- **Objective I:** Enhance communication resources to better serve consumers, licensees, and stakeholders.
 - **Initiative:** Evaluate communications staff resources to boost information sharing outputs, such as increased social media activity, greater focus on internal communications, and overall more communications support for the department and its customers.

- **Metric:** Identify financial investment needed so a proposal can be considered and supported, and new staff hired.
- **Objective II:** Evaluate opportunities to support and expand package agencies to adapt to ongoing changes.
 - **Initiative:** Provide a robust review and analysis of the types 2 and 3 package agency model to identify financial impacts on the state and possible improvements. Evaluate new opportunities for package agencies in rural and underserved areas and educate the public about these businesses.
 - **Metric I:** Launch a public engagement effort to inform community members about the locations of PAs and their operational methods and gather their feedback.
 - **Metric II:** Possible improvement measures are identified and presented to the Utah State Legislature and other decision makers.
- **Objective III:** Improve relationships with vendors and suppliers to provide better collaboration and communication between them and the DABS Division of Consumer Purchasing & Merchandising.
 - **Initiative:** Develop reliable communication methods that establish expectations for information sharing that is relevant and timely.
 - **Metric:** Starting in October 2025, establish quarterly virtual meetings and a monthly newsletter.
- ⚙️ **[GRIT] Objective IV:** Improve the customer shopping experience by significantly reducing empty shelves and out-of-stock items.
 - **Initiative:** Develop a collaborative strategy between DABS operations divisions and staff in which causes of out-of-stocks are identified and mitigation solutions are operationalized.
 - **Metric I:** Reduction in staff hours spent identifying and fixing out-of-stock items in both the store and warehouse.
 - **Metric II:** Store staff report monthly on the amount of empty shelf space in each store.
- **Objective V:** Ensure the DABS website is a user-friendly resource for all stakeholders and members of the public who visit the website to conduct business and find information.
 - **Initiative:** Evaluate the website's usability for current and future visitors' needs and develop a plan to improve accessibility, user efficiency, and transparency.

- **Metric:** DABS, with professional website designers, redesign the website in a way that considers various user groups and prioritizes ease of usability.
- **Objective VI:** Support on-premise licensees' (restaurants, bars, etc.) understanding of Utah's evolving alcohol laws and policies so they can ensure legal business operations.
 - **Initiative:** Following the conclusion of each session of the Utah State Legislature in which many alcohol laws are adjusted, host a virtual meeting for all on-premise licensees and stakeholders across the state explaining the legislative changes.
 - **Metric:** Meeting takes place within two months after the legislative session closes and 40 percent of on-premise licensed establishments are represented as attendants at the meeting.
- **Objective VII:** Improve warehouse distribution center efficiency and capacity to meet increased economic and population growth.
 - **Initiative:** Complete warehouse distribution center improvements to better support split casing, direct to licensee delivery, and other efficiencies.
 - **Metric:** Completion of improvements.

Goal 3: Improvements to Internal Controls and Processes

Strategic Importance: *Improving internal controls and processes will lead to a more efficient and effective department.*

Summary: By improving internal controls and processes, the DABS can continue to become more efficient and effective as a department and ultimately provide better customer service. To leave a legacy of transformative and improved government, it is imperative for the DABS to continually improve on this goal.

Objectives:



[GRIT] Objective I: Enhance the internal Enterprise Resource Planning (ERP) system to modernize current processes and provide better access to usable data related to DABS operations.

- **Initiative:** Configure the cash control, approval workflow, and inventory modules in D365.
 - **Metric:** Modules are configured.



- **Objective II:** Continue to improve product inventory data practices to improve forecasting and other inventory-related processes.
 - **Initiative:** Conduct annual full inventory count that is on par with retail industry standards.
 - **Metric:** Conduct annual full inventory count. (Dependent on funding)
- **Objective III:** Review and rewrite all internal procedures to properly address needed internal controls related to privacy, inventory, and risk assessment.
 - **Initiative:** Establish an internal controls committee comprising key DABS members to oversee and review procedures. These procedures include conducting a privacy risk assessment, reviewing warehouse & storefront processes, and developing a risk control matrix.
 - **Metric I:** Measure the percent of procedures reviewed and updated each quarter to track improvements and success.
 - **Metric II:** Log privacy incidents and any inventory reconciliations to determine the level of success of updates to internal procedures.
- **Objective IV:** Collaborate with the Alcoholic Beverage Commission to evaluate and formalize responsibilities and practices of the commission, including the commission's oversight of the DABS Office of Internal Auditor.
 - **Initiative:** Establish a joint working group between the Alcoholic Beverage Commission, DABS leadership, and the DABS internal auditor.
 - **Metric:** Launch the working group by April 1st, 2026, with meetings scheduled for each quarter.

Goal 4: Workforce

Strategic Importance: *Enhancing the DABS workforce will lead to a better experience for both consumers and employees while ensuring the DABS is a desirable place to work, reducing staff turnover, and retaining employee knowledge.*

Summary: Emphasizing and promoting the DABS's workforce will assist in attracting, retaining, and developing professional staff and leaders to ensure the DABS continues to function effectively and efficiently.

Objectives:

- **Objective I:** Continue to improve and prioritize DABS's ability to retain and attract employees.
 - **Initiative:** Provide competitive wages to DABS staff, particularly retail and warehouse employees.
 - **Metric:** Partner with DHRM to conduct an annual market analysis comparing DABS employees' pay to that offered in similar fields to inform staffing needs.
- **Objective II:** Prepare staff and team members for development and promotions.
 - **Initiative:** Encourage the executive team and division leaders to develop succession planning within the DABS by training staff members to assume new roles with increased responsibility. Begin communicating these opportunities and motivate employees to strive for additional opportunities within the DABS or other areas of interest in state government.
 - **Metric I:** All senior and mid-level managers identify motivated employees who would benefit from mentoring and development opportunities.
 - **Metric II:** Measure staff turnover rates, internal promotions, and sentiments of growth within the department to determine if the DABS is capitalizing on existing staff capabilities.
- **Objective III:** Provide employees access to training tools that empower them to perform work duties with confidence and help them to feel connected to the DABS and the state of Utah.
 - **Initiative:** Evaluate employee training materials and access to determine if training materials have all the required information and if updates need to be made.
 - **Metric I:** Measure the number of employees who sign up for product knowledge training. and the number of employees behind on required training.

- **Metric II:** Survey employees about the ease of use and value of required and optional training.

Goal 5: Build Upon Technological Advancements

Strategic Importance: *Building upon technological advancements will ensure the DABS remains future-facing and provides consumers with a shopping experience they expect from a modern store. Proper technology also improves efficiencies and transparency of operations that are vital for a public organization.*

Summary: The DABS has made considerable progress in technological advancement from the previous strategic plan. Following interviews and survey results, there are still areas where the department can continue to improve.

Objectives:

- **Objective I:** Completion of a modern e-commerce solution, including order tracking and history, online account history, saved payment information, and profile preferences.
 - **Initiative:** Complete development on the e-commerce platform to be ready for launch.
 - **Metric:** Development completion.
 - **Initiative:** Provide necessary training to staff on the e-commerce platform, and define and realign job roles, workflow, and processes.
 - **Metric I:** Compare the number of transactions completed by customers using the e-commerce platform and in-store to understand traffic volume for each retail channel and to develop strategic staffing opportunities.
 - **Metric II:** Ensure point-of-sale systems at state liquor stores are consistently up-to-date with ever-evolving technology and can perform as needed for business operations. (Dependent on funding)



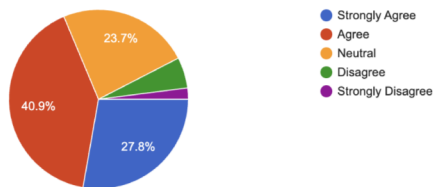
[GRIT] Objective II: Reduce reliance on paper, moving to digital-only records where feasible.

- **Initiative:** Implement a system to provide electronic receipts by default and only print physical receipts when the customer affirms they would like the printed receipt.
 - **Metric:** Update point-of-sale functionality to print receipts only when the store clerk selects to do so and train retail staff to ask every customer if they would like a printed receipt.
- **Initiative:** Significantly reduce paper reports and documents used in retail stores and by retail staff.
 - **Metric:** Develop a count of all reports and documents used in retail operations and measure the number of reports transferred to digital-only.

APPENDIX A: SURVEY RESULTS

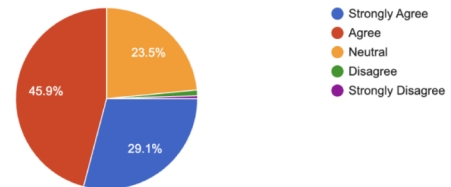
The online licensee product ordering system is user-friendly and effective.

198 responses



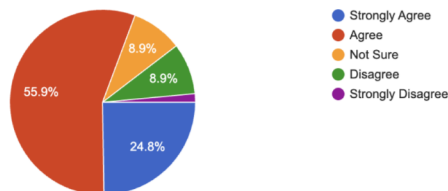
The quarterly licensee e-newsletter shares useful and timely information.

196 responses



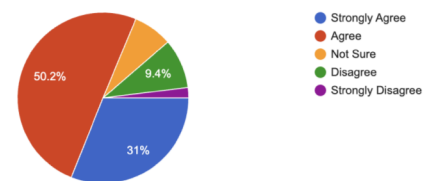
The DABS website (abs.utah.gov) has useful information and is easy to navigate

202 responses



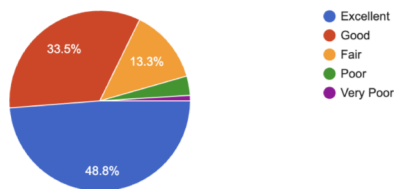
The Online Licensing & Permitting System is user-friendly and helps to manage records effectively.

203 responses



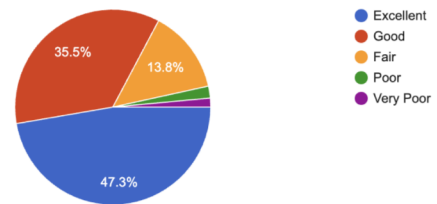
How do you feel communication has been between your business and the DABS?

203 responses



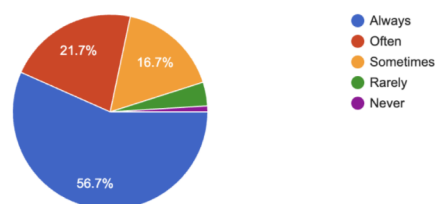
How would you rate your overall experience with the DABS?

203 responses



Do you feel the DABS works with you and your business to be successful?

203 responses



Common themes found within the open-ended question of “What can the DABS do to be better partners to Utah hospitality, food & beverage businesses?” include:

- Streamline permitting & licensing
- Clear, timely communication of rules
- Fix the website/online portal
- Provide improved ordering, delivery & product availability

Common themes found within the open-ended question of “If you were training compliance specialists, what three items would you focus on?” include:

- Consistent and responsive communication
- Deeper training on Utah’s many statutes, rule changes, and how they apply across different license types.

Common themes found within the open-ended question of “If you were training liquor store employees, what three items would you focus on?” include:

- Product knowledge
- Customer service
- Speed of service

APPENDIX B, LICENSING & COMPLIANCE

Strengths

- The department boasts highly knowledgeable staff with a deep understanding of alcohol codes and regulations, crucial for guiding licensees.



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- The department boasts highly knowledgeable staff with a deep understanding of alcohol codes and regulations, crucial for guiding licensees.
- A recent departmental restructuring has significantly improved efficiencies, with initial results proving promising.
- Licensees generally report positive experiences with the department's customer service.
- An online application system has been successfully implemented, enhancing accessibility for initial license applications.

Weaknesses

- Licensees frequently encounter difficulties due to inconsistent communication and guidance from compliance officers throughout the application process.
- A significant challenge is overcoming long-standing "institutional practices" that may not align with current statutory requirements, leading to reliance on historical, potentially incorrect, procedures.
- Applicants often face delays in the application process due to difficulties understanding and securing "local consent" or control, a necessary prerequisite before DABS can process state licenses.
- Common post-licensing violations include issues with serving alcohol with food (e.g., maintaining required ratios) and, critically, serving alcohol to minors.

Opportunities

- There's an opportunity to find a better balance between the department's "service mindset" and its enforcement role, focusing on effective law enforcement without being perceived as overly rigid.
- A key improvement would be making "better compliance information readily available on the website" through a user-friendly interface, reducing direct inquiries and misunderstandings.
- While proactive compliance coaching (webinars, office hours) is generally not favored due to liability concerns, creating "better layout in print and on the website" for informational materials would allow for precise control of language, ensuring accuracy and mitigating risk.

Threats

- Major event surges, such as the All-Star Weekend and the 2034 Olympics, pose a significant threat, as they are anticipated to strain current staffing and operational capabilities, requiring additional appropriations for warehouse space and increased staffing hours.
- The primary underlying threat is the "adherence to institutional practices" that may be outdated and do not accurately interpret current statutes, highlighting a need for greater flexibility to adapt to new laws and regulations.
- A lack of effective communication with lawmakers also poses a risk, potentially leading to laws that are difficult to comply with or enforce effectively.
- The department faces the challenge of continually providing "better, thought-out publications" that licensees can rely on to navigate ever-changing alcohol laws.

APPENDIX C, OPERATIONS

Strengths

- The majority of DABS retail stores are well-maintained and clean, creating a positive shopping environment.
- Stores are generally well-stocked with a wide variety of products, and inventory is well-managed.
- Employees are recognized as helpful and friendly, contributing to positive customer experiences.
- The current product request system, where customers fill out a card, effectively captures product demand.
- There's a recognized benefit to moving towards a better enterprise system for overall operations.
- Newer stores are being designed with modern aesthetics and improved layouts.
- DABS demonstrates resilient sales performance, consistently on track and outperforming other control states.

- Strong new leadership and reorganization have improved efficiencies, morale, and internal communication within the organization.
- Staff are highly dedicated, knowledgeable, adaptable, and committed to customer service.
- Competitive pay and benefits, resulting from a recent market study, attracting higher-quality employees.
- A clear directive from the Governor emphasizes upholding public safety while maintaining a customer-service-driven approach.
- DABS is performing well, and there's genuine excitement among the team.
- Their core mission is firmly centered on serving Utah taxpayers and being fiscally responsible.
- The strategic vision is clear and focused on supporting all of Utah's needs, unclouded by political influence.
- The in-store pickup process is smooth and efficient, demonstrating strong operational execution.

Weaknesses

- Inconsistency in store policies and enforcement across different locations is a significant issue, leading to customer confusion.
- The special order process is cumbersome and frustrating for customers, often resulting in lost orders or lack of follow-up.
- Website usability for finding product information and making online purchases is poor.
- Many store designs are outdated, with poor layouts, limited space, and inadequate lighting.
- There's a lack of standardized training for employees, leading to inconsistencies in product knowledge and customer service.
- Some employees face challenges with existing technology and a proliferation of passwords.
- DABS faces challenging economic and market pressures, including post-pandemic spending normalization, inflation, and changing consumer preferences.
- Past leadership caused significant budgetary issues and internal conflicts.
- Operational bottlenecks exist due to distribution unreliability, inadequate man-hours, and faulty technology.

- Communication gaps, though improved, still exist, leading to inconsistent information flow and confusion.
- Succession planning is a critical gap; DABS needs better ways to support team growth and transitions.
- Communication flow needs improvement to ensure the right information reaches the right person efficiently.
- DABS often "band-aids" problems instead of addressing root causes, leading to recurring issues.
- Allocation of hours could be more strategic, focusing on effective utilization rather than just quantity.
- DABS tends to over-rely on technology, sometimes overlooking the importance of well-equipped staff.

Opportunities

- Implementing an online product ordering and notification system would significantly enhance customer convenience and reduce manual processes.
- Standardizing policies and procedures across all stores would improve consistency and customer experience.
- Investing in modernizing older store layouts and improving their aesthetics would enhance the shopping environment.
- Developing comprehensive and standardized training programs for employees would improve product knowledge and service consistency.
- Utilizing technology to provide better product information and availability online could reduce in-store inquiries.
- The new organizational structure provides a strong foundation for future success.
- There's an opportunity to optimize workforce and operations by improving scheduling, staffing, and fixing technology.
- Strategic product diversification can adapt offerings to evolving consumer tastes and maintain profitability.
- Enhancing the online presence with improved e-commerce and curbside pickup can meet modern consumer expectations.
- Refining the compliance approach can establish a clear balance between customer service and enforcement.

- Fostering a culture of trust will significantly boost morale, teamwork, and collaboration.
- DABS can empower their team through internal growth and development, focusing on long-term retention.
- There's a chance to enhance efficiency by strategically developing technology and improving internal knowledge sharing (intranet).
- By improving leadership and process determination, DABS can streamline communication and collaboration.

Threats

- Maintaining consistency in operations and customer experience across all 52 stores is a constant challenge.
- The current special order process risks losing customer loyalty due to its inefficiency and lack of transparency.
- Outdated technology and store infrastructure could hinder efficiency and customer satisfaction.
- Lack of comprehensive employee training could lead to ongoing service inconsistencies and customer complaints.
- Economic downturns and shifting consumption patterns pose a significant challenge to profitability goals set by the legislature.
- Political pressure for maximum profitability puts DABS under continuous strain despite market headwinds.
- Employee morale and retention are at risk due to budget reductions, perceived job insecurity, and compensation compression.
- Operational failures, such as supply chain disruptions from a single warehouse or unreliable trucking, could severely impact product availability.
- Public perception and political liability are risks if there is ineffective management, communication breakdowns, or a perceived imbalance between service and enforcement.
- Political interference and the strong public optics, especially concerning issues like curbside pickup, pose ongoing legislative hurdles.
- The risk of "death by a thousand cuts" exists if numerous small, unaddressed issues accumulate.
- Misguided question escalation to top leadership can create significant inefficiencies and overwhelm key individuals.

- Implementing new processes may face resistance to change if not managed carefully.
- Market shifts, such as younger generations reducing alcohol consumption due to financial constraints, could impact revenue.

APPENDIX D, WORKFORCE

Strengths

- The DABS Help Desk effectively manages public, licensee, and vendor interactions with a dedicated three-person team.
- They excel at initial intake and ensure follow-through, connecting callers with other teams if necessary.
- Customer experience is measured using Qualtrics, allowing for analysis of survey comments and aggregated responses from recent tech upgrades.

Weaknesses

- There's a lack of unified communication across DABS departments, as only the Help Desk uses ServiceNow, hindering tracking of other teams' response times.
- Common complaints include inconsistent store policies and difficulty for licensees to find applicable rules and receive automated invoices.
- Website navigation is problematic for all user groups, making it hard to find resources for retail groups (vendor forms) and product information.
- Employees struggle with technology and training, leading to frequent calls to the help desk regarding processes and passwords.

Opportunities

- Expanding ServiceNow use across all teams could improve response tracking and overall customer service.
- Improving the website with guided resources could significantly reduce help desk calls (e.g., cutting 30 calls/week) and enhance user experience.

- There's an opportunity to offer more avenues for customer feedback and product requests online.

Threats

- Frequent requests for invoices from licensees are a constant pain point due to the lack of automated invoicing.
- Difficulties with website navigation and the non-intuitive product search are ongoing challenges for consumers seeking information.
- Inconsistent training and technology issues among store employees are a major source of help desk calls.

APPENDIX E, PREVENTION EDUCATION

Strengths

- The program's core strength lies in its strong parental focus, accurately identifying parents as the most influential factor in preventing underage drinking, which leads to highly effective campaigns.
- Funding is dedicated and stable, tied directly to alcohol revenue through DABS, providing a consistent financial source less susceptible to general budget cuts.
- All campaigns and strategies are rigorously research-driven, based on published data and evidence, ensuring effectiveness and credibility.
- The program fosters comprehensive community mobilization, involving political leaders, law enforcement, and local coalitions beyond simple media campaigns.
- High-quality media production, achieved through investment in professional creative firms, ensures ads are impactful and resonate with the target audience.
- Proven results demonstrate success in reducing underage drinking rates faster than other regions, supported by data from student and parent surveys.

Weaknesses

- The division operates with a "division of one," indicating a significant limitation in staffing for a broad mission.

- There's a constant need to balance the DABS's role in selling alcohol with the prevention division's mission to address negative impacts, which can be a delicate act.
- The program's effectiveness can be challenged by the need for continuous leadership support and consistent annual budget allocation.
- While effective, the program's focus is primarily on underage drinking, and pressure to expand to other substances could dilute its core message and funding.

Opportunities

- Continued political support is crucial to ensure ongoing funding and backing for the program's mission.
- Focusing on "hot spots" with targeted campaigns can further reduce underage drinking rates where they are most concentrated.
- The annual influx of new 5th and 6th graders and their parents presents a continuous opportunity for education and norm reinforcement.
- Maintaining focus on the clear research regarding alcohol's impact on young people can reinforce the program's importance and justification for its existence within DABS.

Threats

- Budget concerns are perennial, as ensuring sufficient funding to maintain the program's focus and avoid jumping to the "most popular drug" is critical.
- "Mission creep," or pressure from other groups to expand the program's scope to address other substances, could dilute its effectiveness and confuse its core message and funding structure.
- The persistent challenge of adults, including parents, supplying alcohol to minors remains a significant barrier to further reduction in underage drinking.
- Increased alcohol density through the approval of more alcohol outlets (e.g., bars) can lead to increased consumption and associated public safety issues like drunk driving, potentially undermining prevention efforts.
- There's a risk of public complacency as underage drinking rates decrease, potentially leading to a reduced perception of the ongoing need for prevention efforts.

APPENDIX F, HELP DESK SURVEYS

Top 10 case types from constituents:

1. Product Availability (383)
2. Law Question (359)
3. Licensee Training (246)
4. Special Order Training (138)
5. Policy Question (128)
6. RHDP Training (108)
7. Special Order Status (90)
8. Licensee Fingerprinting (88)
9. RHDP Login Assistance (75)
10. Double Charge (69)

Top 10 case types from businesses:

1. Licensee Training (401)
2. Creating Licensee Login (291)
3. OpenGov Training (271)
4. Law Question (230)
5. Licensee Orders Login Assistance (221)
6. Invoice PDF Request (131)
7. Vendor Training (110)
8. Licensee Orders Training (96)
9. Policy Question (79)
10. Compliance Process Issue (67)

Top 10 case types from staff:

1. Receiving Orders Process Issue (330)
2. Learning Portal Login Assistance (327)
3. KnowBe4 Login Assistance (198)
4. Store Office Computer (171)
5. Credit Card Reader (149)
6. Register (102)
7. Zebra Scanner (97)

8. Security Cameras (85)
9. D365 Software Issue (83)
10. Sale Orders (77)

Top 10 case types from all combined:

1. Licensee Training (647)
2. Law Question (592)
3. Product Availability (424)
4. Learning Portal Login Assistance (397)
5. Receiving Orders Process Issue (330)
6. OpenGov Training (311)
7. Creating Licensee Order Login (297)
8. Licensee Orders Login Assistance (227)
9. Policy Question (208)
10. KnowBe4 Login Assistance (198)

Total FY25 DABS Survey Responses 6,302

6,302

▲ +4 over previous week

DABS Survey Responses by Quarter 6,302



Overall Store Experience 5,491

4.82 ★★★★★

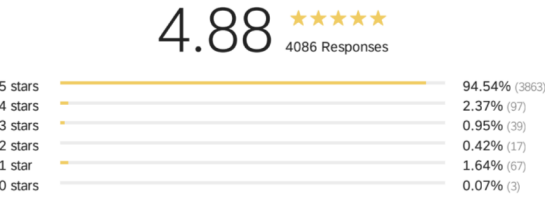
5491 Responses



Avg Overall Store Experience by Quarter 5,491



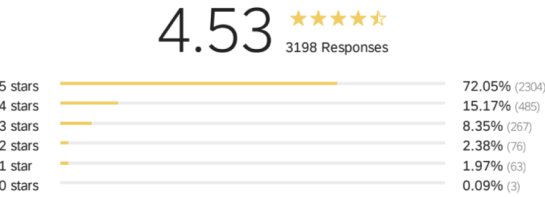
Store Checkout Experience 4,086



Avg Store Checkout Experience by Quarter 4,086



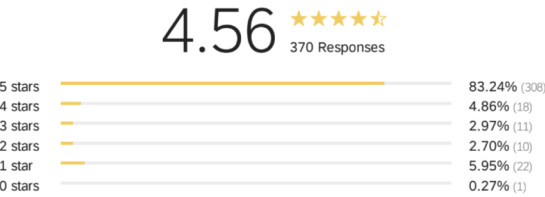
Product Variety Experience 3,198



Avg Product Variety Experience by Quarter 3,198



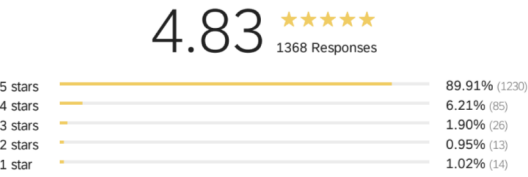
Overall Help Desk Experience 370



Avg Overall Help Desk Experience by Quarter 370



Overall CSAT



CSAT by Time 1,354

