

DABS STRATEGIC PLAN

DEPARTMENT OF ALCOHOLIC BEVERAGE SERVICES

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MESSAGE FROM THE DIRECTOR

Utah's Department of Alcoholic Beverage Services is a service focused agency that prioritizes safety and the people we serve above all else. To help convey our commitment to service, our department name was recently changed, approved by the Utah State Legislature in their 2021/2022 session, to the Department of Alcoholic Beverage Services. This strategic framework will help to keep our department focused on accomplishing goals while establishing accountability measures, all under our service-oriented umbrella.

The DABS serves retail store customers, business owners and managers in the food and beverage industry, health and safety advocates in Utah's alcohol prevention community, and all Utahns whether or not they consume alcohol. Our department is proud of the substantial financial contributions we make to state and local governments. Fiscal year 2021 resulted in \$214.72 million of revenue generated by the DABS that went directly into community programs such as police and fire, public health, transportation and infrastructure, and education. I'm excited for this strategic plan because it will ensure the DABS bolsters our commitment to serving and supporting hardworking Utahns.

I want to extend my sincere gratitude to those who contributed to setting our strategic goals. This strategic plan is the result of several conversations with DABS staff members and community stakeholders representing alcohol safety and prevention, leaders in our state's hospitality and tourism industries, and Utah economic development representatives. A successful strategic plan requires broad input and honest feedback from those who understand the different aspects of our organization. I am confident we achieved that in this plan.

I am pleased to present the findings, strategic goals, and roadmap for accomplishing those goals in the DABS's first-ever multi-year strategic plan. I pledge that my team and I will set out to achieve the things outlined in this plan and continue working hard for all Utahns.

Tiffany Clason



Tiffany Clason
Executive Director, Department of Alcoholic Beverage Services

ABOUT THE DABS

Who We Are

The Department of Alcoholic Beverage Services was first created in 1935 by the Utah State Legislature, and was granted the authority to conduct, license and regulate the sale of alcoholic beverages within the state. The purpose of the DABS is to safely and reasonably make alcoholic beverages available to age-eligible Utahns who choose to consume responsibly. The DABS is required to not promote the sale of alcohol.

The DABS oversees the sale of alcoholic beverages to both private citizens and to food and beverage hospitality businesses. Therefore, the department plays a role in the state of Utah's hospitality and tourism economies

The DABS is also focused on promoting moderation and ensuring that there is enforcement of existing liquor laws. The department operates under the belief that every Utahn deserves to reach the age of twenty-one with a healthy and well-developed brain, and partners with Utah's alcohol prevention community to help reduce harmful underage drinking.

Utah's system of controlling the sale of alcoholic beverages is not as unique as many people believe. There are eighteen states and one county in Maryland that control the sale of alcoholic beverages at either the wholesale or retail level. These jurisdictions account for nearly one-third of the nation's population. These states share a common purpose - to promote moderation in the consumption of alcoholic beverages and to discourage excess and abuse.



What We Do

The DABS operates a statewide network of state stores and package agencies that sell all alcoholic beverages, except beer containing less than 5% alcohol by volume (which is sold in grocery and convenience stores). Additionally, the department administers the liquor laws, alcohol education, and regulates the sale, service, storage, manufacture, distribution, and consumption of alcoholic products.

The DABS is proud of its financial contribution to all Utahns through state and community programs and projects, its support and partnerships with state and local business communities, its commitment to health and safety of Utah families, and its work preventing underage drinking through its Parents Empowered program.

Divisions of the DABS:

- Communications
- Finance
- Licensing and Compliance
- Operations
- Prevention

Alcohol Prevention Education:

Protecting public health and safety is at the forefront of all the DABS does, and the DABS alcohol education division leads the way. The division manages Parents Empowered, Utah's underage drinking prevention and community-based education campaign, which coordinates with statewide partners to reduce underage drinking. Our goal is to have every Utah child reach the age of 21 alcohol-free so they can enjoy the benefits of a healthy brain and a bright future. The DABS also works to promote the reduction of impaired driving and the harmful effects of excessive-consumption of alcohol.



Communications:

Provides communication support across the department to ensure proper information is shared with members of the public, licensee business partners, stakeholders in the prevention community, and state and local government and community officials.

Finance:

Finance delivers timely and accurate financial reporting and provides proper oversight of all expenditures and revenue collections in order to maintain the department's fiscal responsibility. The division oversees \$522 million in annual revenues, the proper categorization and payment of about \$338 million in operating and other expenses, and the return of \$184 million to the state of Utah's general fund, education, prevention and law enforcement programs, plus payment from our liquor stores to the state and their local communities of more than \$30 million in sales taxes (June 30, 2021 data). Finance assists the department's various divisions by planning, organizing, and directing fiscal activities in accordance with all applicable federal, state, and local laws and policies as well as generally accepted accounting principles.

Licensing and Compliance:

Supports Utah businesses that are licensed to manufacture and/or sell alcoholic beverages to ensure they operate legally and safely. The division also works with the Alcoholic Beverage Services Commission to support commissioners in making informed policy decisions.

Operations:

This robust division involves many offices that coordinate with worldwide product vendors and manages our state-of-art warehouse operation, and then distributes products to the many businesses and retailers throughout the state, including our network of retail stores. Additionally, this division manages training for all DABS staff and security throughout the department. Operations includes Product Lifecycle Management, purchasing, receiving and shipping in our warehouse, merchandising, training, accounting, and state-wide retail stores. The purchasing division coordinates and authorizes all purchase order creation and processes for over 6,000 individual products at a given time, and the warehouse receives and ships up to 12,000 cases every day of operation.



Executive Summary



The purpose of the Department of Alcohol and Beverage Services Strategic Plan is to provide transparency and opportunities for collaboration in addition to measurable goals and objectives for the DABS, built on pillars that meet the needs of the people it serves. This plan is a collaboration of DABS leadership, management, and staff, as well as external stakeholders, and professionals that work with the DABS.

Between November 2021 and January 2022, the Department of Alcohol and Beverage Services along with its partner Honey Communications conducted:

- A comprehensive review of their transition reports
- A review of sales and survey data
- Meetings and interviews with DABS executives, management, members of DABS departments, and external stakeholders

Information gathered from these processes led to the creation of the strategic plan.

Research indicated different challenges and successes of the DABS. DABS management initially believed the challenges at hand were employee retention, job satisfaction, inventory and warehouse management, and technological infrastructure. These challenges were confirmed after comprehensive meetings and interviews with DABS professionals and stakeholders. In the fiscal year 2021, the DABS received \$517 million. In the fiscal year 2016, the DABS received \$405.91 million. The increased demand and sales have only exacerbated these issues.

Strategic Plan Research

DABS Licensee Survey Results

On July 28, 2021, the DABS emailed a survey to nearly 2,000 licensees. The purpose of this survey was to gather information from Utah business owners, managers, and manufacturers in the alcohol industry. The initial findings were that 62.2% of respondents claimed to have an excellent or good experience with the DABS. Recommendations for how the DABS can improve include: more frequent email communication with regular updates, reliable and quick response to emails and phone calls, and improved customer service. These common concerns were verified in the stakeholder meetings.

Overall, survey respondents believe the DABS is working to help them and their businesses be successful. In the question posed, "Do you feel the DABS works with you and your business to be successful?" 49.1% of respondents said yes, and 32.2% responded sometimes.

Survey respondents believed the DABS could improve:

- Communication, both soliciting feedback and providing information
- Special orders, both communication and speed of receiving the products
- Support for local manufactures and increase their product placement in state stores

For more information see Appendix A



DABS Division and Stakeholder Engagement

Throughout January 2022, Honey Communications conducted meetings with members of several different DABS divisions, as well as with select outside stakeholders. The list of people was developed in conjunction with the Department of Alcoholic Beverage Services. To ensure bias was minimized, the division meetings were held without DABS leadership present. The purpose of these meetings was to:

- Gain perspective into how the DABS is viewed internally
- Provide the DABS with additional understanding of how its mission and operations affect external stakeholders
- Identify areas for improvement, as spotlighted by professionals who work for, or interact with, the department on a regular basis

Meetings were held with members of the compliance, purchasing, and stores divisions within the DABS. Outside stakeholder meetings were held with the Utah Restaurant Association, Utah State Bureau of Investigation, and Utah's underage drinking prevention community. Common themes that were identified across these different groups include:

- The need for more standardized training materials for new employees
- Improvements needed in communication and transparency
- Critical infrastructure improvements
Concerns with workforce retention and employee satisfaction
- For a comprehensive summary of each meeting, please see Appendices B-I



STRATEGIC GOALS

Goal #1: Infrastructure Advancements

Goal #2: Workforce

Goal #3: Improvement Towards Greater Transparency and Efficiencies In Operations

Goal #4: An Emphasis on Customer Service

Goal #5: Prioritize Prevention

Goal #1: Infrastructure Advancements

Advocate for technological and storage infrastructure advancements

Summary: The DABS has a great need for infrastructure advancements. Most of their systems still operate through a paper system. Currently, licensees have to drive to Salt Lake City to file paper applications with the DABS. Additionally, many stores don't have wifi or the technology needed for a business. Other infrastructure challenges include the expanding sales of products in the state of Utah. The current warehouse will not be able to accommodate the increased demand and changing demographics of Utah. Addressing these challenges proactively will be paramount to DABS's continued success.

Objectives: Improve the infrastructure within the DABS by:

- Creating a paperless system for applications, renewals, payments, files, audits, and any other process that would be made easier by transitioning to an online format.
- Providing wifi and technological advancements to stores throughout the state.

- Obtaining funding for either a new warehouse in a different part of the state or an expansion of the current warehouse.

Upgrading current inventory management systems to provide item-specific settings.

Timely IT support for systems. Many requests are delayed and are put on waitlists.

Tactics:

- Work with the Utah Legislature and Governor's Office of Planning and Budget to acquire funding for both technological advancements and warehouse expansion.
- Acquire more programmers and IT support to provide support with systems.

Metrics:

- Measure the timeframe on when systems can get updates and IT requests are fulfilled.
- Measure sales each year compared to storage capacity.

Goal #2 Workforce

Engage employees and the state legislature to attract and retain DABS's workforce

Summary: The DABS has a continued staffing issue. This is not department-wide but more focused in the purchasing and store's departments. There is a significant need to not only attract but retain current employees. The DABS has an opportunity to provide boosts to morale and fulfillment within current job positions.

Objectives: Improve the DABS's ability to retain and attract employees by:

- Providing competitive wages that are comparable to similar industries
- Giving employees growth opportunities
- Improving morale, knowledge, and office culture

Tactics:

- Update job descriptions and listings to be more pertinent to the position available.
- Provide in-depth training for supervisors which include HR, managing a team, and giving employees constructive feedback.
- Conduct market analysis to determine the current pay rate and benefits necessary to attract employees.
- Conduct annual, in-depth employee survey to gauge job satisfaction and gather feedback.

Metrics:

- Measure job turnover rate each year. If the yearly turnover reaches over 80%, there should be an internal audit over salary, morale, and employee growth opportunities.
- Measure employee satisfaction year by year in each department. When satisfaction drops below a certain level, an intervention should be made.
- Reoccurring market analysis will be completed.

Goal #3: Improvement Towards Greater Transparency, Communications, and Operations

Provide greater transparency and communications with customers and stakeholders

Summary: The DABS has room for improvement in communication with their customers, stakeholders, and non-consumers. In addition, there are opportunities to improve the efficiency of their operations.

Objectives:

- Increase communication and transparency with customers and non-consumers.
- Provide greater transparency and communication with licensees and stakeholders.
- Increase efficiencies in operations department-wide.

Tactics:

- Earned media to reach both the non-consumers and consumers to illustrate what the DABS does for Utah and how much it contributes to the general fund.
- Newsletters, listening tours, and quarterly meetings for licensees and stakeholders to ensure consistent messaging and communication.
- Speak with each department about inefficiencies and opportunities for improvement. Currently, compliance officers are not given licensees that are in close proximity to each other, causing the officers to travel greater distances than necessary. This is an example of an inefficiency within the DABS that can be improved.
- Speak with package agents about inefficiencies and opportunities for streamlining and modernizing operations, including the contract process and compensation model.

Metrics:

- Each year, survey both consumers and non-consumers regarding perceptions of the DABS to measure the effectiveness of the earned media.
- Annual survey to package agents

- Survey licensees and other stakeholders to gauge their perception of communication with the DABS and their overall transparency with these groups.
- Hold annual meetings with department heads and staff to find ways to increase efficiency within each department.

Goal #4: An Emphasis on Customer Service

Provide top-tier customer service to those the DABS serves.

Summary: DABS is a service-oriented department that is committed to providing high-quality customer service. The DABS strategic plan will set an ongoing course of action for continuous improvement of its customer service.

Objective:

- Support staff in becoming knowledgeable about the products available, services the DABS offers, and the laws and regulations.
- Incentivize staff to provide good customer service.

Tactics:

- Provide staff with manuals and training materials for easy reference. Make updates to manuals quickly and efficiently when something changes.
- Show appreciation for staff that go above and beyond and complete all trainings.
- Increase focus on computer curriculum with specific module-based training.

Metrics:

- Survey customers, manufacturers, and licensees to gauge their customer service experience.
- Determine if demand is being met. Are customers leaving the stores with what they wanted or intended to buy?

Goal #5: Prioritize Prevention

Prioritize active prevention of underage drinking, excessive drinking, and irresponsible drinking.

Summary: Perhaps DABS's most important duty is the prevention of underage drinking, excessive drinking, and irresponsible drinking. The DABS does this well. Utah boasts a lower rate of underage drinking than the rest of the country. In addition, Utah's underage drinking rate is decreasing more quickly than the national rate as well. The strategic plan will set an ongoing course of action for continuous improvements to their prevention efforts.

Objective:

- Enhanced enforcement of laws to prohibit sales to minors.
- Work in tandem with restaurants, the Utah State Bureau of Investigation (SBI), and compliance to ensure everyone is on the same page.
- Strengthen the partnership between SBI and DABS.
- Build and maintain partnerships with the Alcohol Abuse Tracking Committee (AATC) and outside prevention groups.

Tactics:

- Track the number of licensees that pass SBI inspections each month and implement a recognition program for those licensees
- Keep an updated database of those who did not comply with regulations to ensure repeat offenders are known. Provide manuals to restaurants that serve alcohol as an easy reference for proper alcohol enforcement.
- Conduct in-person trainings with compliance and SBI officers regularly to maintain relationships and ensure consistent enforcement between organizations. Provide manuals to SBI and compliance officers for easy reference to laws.
- Maintain an open dialogue with AATC and outside organizations.

Metrics:

- Track the number of licensees that pass SBI inspections each month and implement a recognition program for those licensees.
- After providing restaurants, SBI, and compliance with similar manuals and materials, track the difference in violations.
- After tandem trainings using congruent manuals with SBI and compliance, track licensee and stakeholder's satisfaction with enforcement and knowledge of laws.



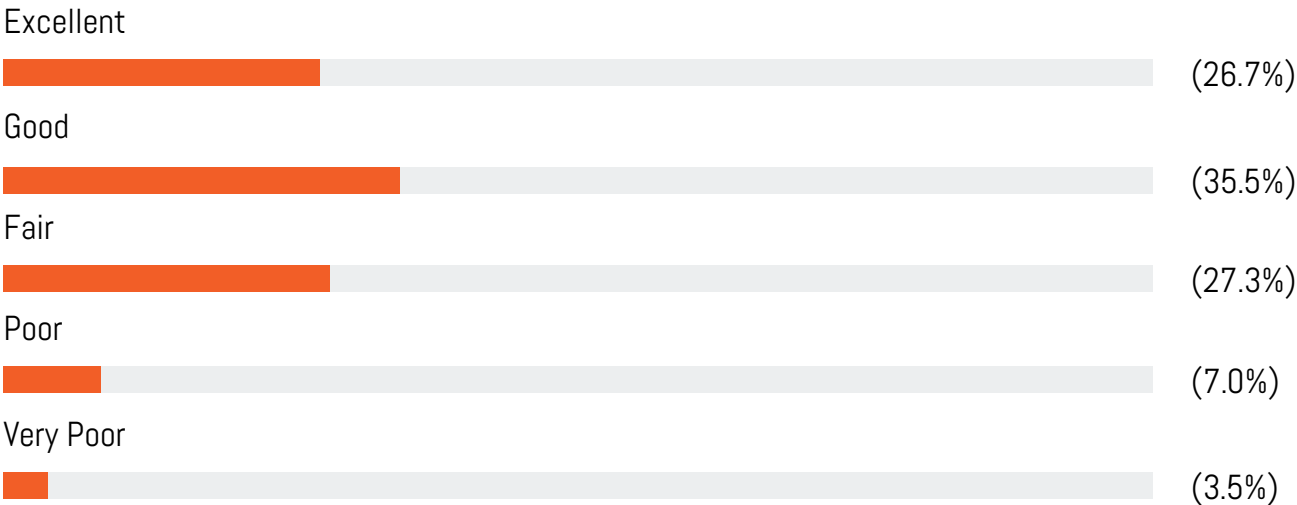
Appendix A: Licensee Survey Results

Summary

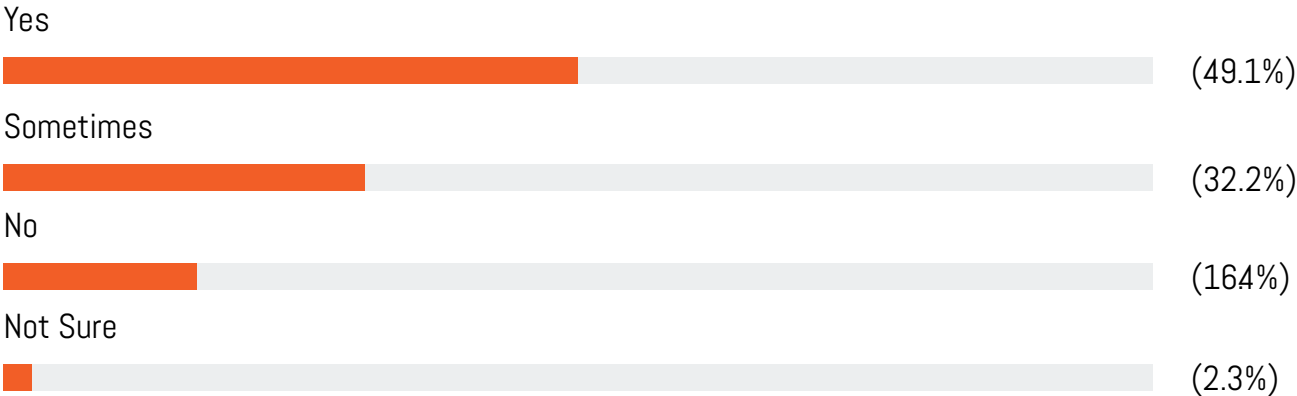
On July 28, 2021, the DABC emailed a survey to nearly 2,000 licensees. The goal of the survey is to gather feedback from this group of Utah business owners, managers, and manufactures in the alcohol industry. The DABC wants to learn from Utah licensees about how we can be better partners to advance our shared interests of supporting Utah's jobs and economy.

Survey Results

1. How would you rate your overall experience with the DABC? (172 responses)



2. Do you feel the DABC works with you and your business to be successful?



3. How do you feel communication has been between your business and the DABC?
(172 responses)



4. How can the DABC improve communications with you and your business?
(119 open-text responses)

The following areas are the top themes, listed in order of prevalence

- Frequent email communication with regular updates
- Explain liquor laws, statutes, policies, and procedures
- Reliably and quickly respond to emails and phone calls
- Consistency in how DABC staff interprets laws and procedures
- Improve special orders; including communicating on when the order will, or will not, be ready and give updates on the process
- Proactively inform licensees on the product availability changes

5. In what ways can the DABC better collaborate with you and your business?
(155 open-text responses)

The following are the top themes, listed in order of prevalence

- Improve communication, both soliciting feedback and providing information
- Improve special orders, both communication and speed of receiving the products
- Support local manufactures and increase their product placement in state stores
- Support licensees and provide consistency in communication
- Increase product selection and availability
- Support licensees on legislative issues

6. If you were training employees at your local retail DABC liquor store, what 3 items would you focus on? (155 open-text responses)

The following are the top themes, listed in order of prevalence. NOTE: the top two are overwhelming the most common answers.

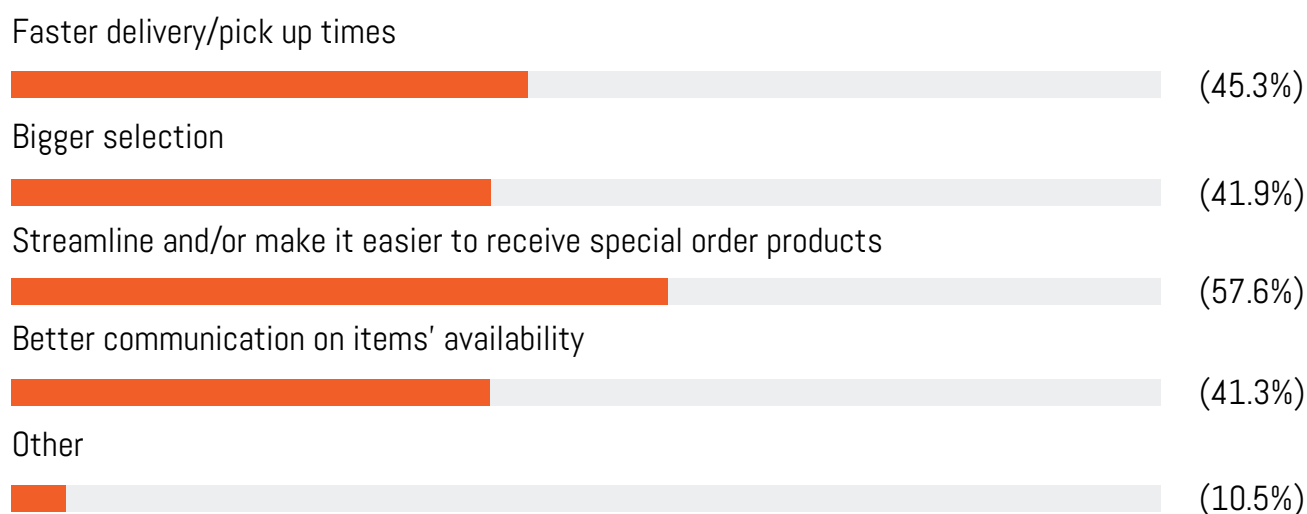
- Improve customer services
- Improve product knowledge
- Better knowledge of state liquor laws
- Improve inventory management
- Faster times to fulfill orders

7. If you were training DABC compliance officers, what 3 items would you focus on? (102 open-text responses)

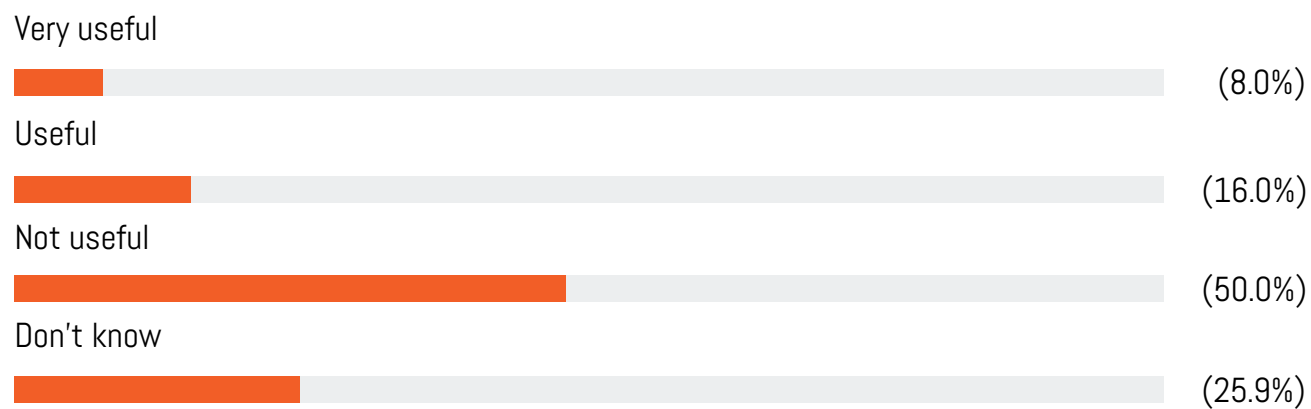
The following are the top themes, listed in order of prevalence.

- Ensure staff interprets laws and processes consistently and clearly
- Improve customer service, support, and communication
- Educate licensees on laws in a supportive and non-punitive way
- Faster response and increased accessibility

8. What improvements would you like to the special order program? (150 responses)



9. How useful would it be to receive official DABC materials in a language other than English? (163 responses)



Appendix B: Purchasing Division

January 4th, 2022: This meeting was held with members of the purchasing division within the DABS. The goal of this meeting was to learn about the structure and organization of business practices within the Product Lifecycle Management (PLM) team, current constraints, and future needs.

During the meeting, satisfaction was expressed with inventory management in regards to the replenishment to consumer stores. The team members indicate that inventory management has improved steadily for the past few years, especially since the implementation of the new inventory management software. Despite these improvements, there are still issues that need to be addressed. The software would be even more helpful if it was item specific. Though it's successful in keeping inventory replenished during normal demand, the division also experiences challenges keeping up inventory during the most high-demand times of the year, like the Christmas and New Year's holidays.

The biggest concern expressed during our meeting was employee retention and hiring new employees. Being fully staffed is a big challenge. Potential employees don't want to do the highly intensive work in the warehouse for the current wage and the state regulations make it difficult to raise the wage and keep pace with the market. There is a feeling that the division can't afford the most qualified people for the job.

Another concern is infrastructure. More stores and another warehouse are needed to meet the current demand effectively. The team members feel like it is a battle with the legislature to get more stores and if more stores were built the whole situation would improve. Despite these many challenges, the purchasing division employees in the meeting felt like they were doing a pretty good job with what they have to work with.

Appendix C: Compliance Division

Jan 5, 2022 & Jan 10, 2022: These were two separate meetings held with members of the compliance division within the DABS. The goal of these meetings was to learn about the structure and organization of business practices as well as which systems create consistency within the department.

In the meetings, there was a general feeling that compliance and licensing do a good job on the main tasks. The compliance staff is very committed to their jobs and do an excellent job ensuring that applications are complete, researching them, and making recommendations to the commission on who to grant licenses to each month. A criticism they often receive is being too inconsistent on advice, which is a complicated issue because alcohol laws change fairly frequently. With these changing laws, it's difficult for compliance to correct these accusations of inconsistency. There is also concern about the workload of compliance specialists. There is no national standard for caseload for compliance workers but the compliance staff feels that they are overloaded.

Communication with licensees was brought up as something that could be improved upon. In the past, there was a monthly newsletter that the team members had heard of, but didn't know many details about. Something like that might be helpful now, along with a quarterly meeting where licensees can meet the compliance staff and have an open forum to ask questions. There is also a technological disadvantage to communication. The division needs a more efficient way to get information out to all of their licensees at once. This was especially inconvenient at the beginning of the pandemic, when there was no way to disseminate necessary information, except for through individual emails.

Training was another area where compliance staff stressed that improvement was possible with more standardization. A set training curriculum and certification process for new employees would be beneficial to make sure every team member has the same baseline of knowledge to build from. A similar curriculum and certification program for supervisors was suggested as well, to ensure that promoted employees understand the expectations and can step seamlessly into leadership roles.

Improvement of employee culture was also discussed. Low morale was discussed as a major issue, with some team members saying it's the biggest problem the division faces. Team and morale building activities were mentioned as possible ways to curb gossip and low morale within the division. There are too many conflicts now to run effectively. Communication around the division needs major improvement to fix these issues. The team feels slightly understaffed, although they did mention that retention is generally good in the division. There were thoughts that qualifications should be adjusted to look more specifically for a legal background.

Appendix D: Stores

Jan 7th, 2022: This meeting was held with members of the stores division within DABS. The goal of this meeting was to learn about the structure and organization of business practices within the DABS stores as well as current restraints and future needs.

Customer service is a constant concern for the stores. Because the stores have a monopoly on liquor sales in the state, there is a mentality that exists among some employees that they don't need to treat the customers well. This issue is currently being addressed through training; a training checklist was recently revamped to cover customer service as well as product knowledge. Suggestions to further improve the training included increased focus on the computer curriculum with specific module-based training. These trainings already exist but are not mandatory and have been successful for those who use them. Further incentivizing the use of these trainings, or making them mandatory, could lead to more success.

Large licensee orders are usually handled well by high volume stores, however problems occur when licensees order from a smaller store. Occasionally, these large orders will cause a lower volume store to sell out of a product and create an unexpected supply issue. Employee attitudes toward licensees vary. Some employees see their orders as an obstacle unlike others who view customer service as an obstacle.

Product availability is another constant challenge. The inventory program has worked well so far and is a big improvement from the past. The system learns what products are becoming popular and what products are waning in popularity and adjusts accordingly. Team members think this has helped a lot. Despite these improvements, inventory and availability are still a challenge due to the current supply chain issues and driver shortages. There is not a lot the division believes can be done about this at this time. Employee retention is also a concern. The department offers a great benefits package but they say pay is not enough to attract new employees and keep them. It would help to be given the opportunity to operate more like a retail business, where they could make decisions based on market analysis.

The biggest thing the division would like to see addressed over the next decade is infrastructure improvement. The current stores they are working in are very outdated. Many stores still do not have wi-fi. Renovating and updating these stores would be a great way to start. In addition to those updates, there should be a goal to open new stores. One team member expressed that opening two to three new stores a year would help a lot in handling the industry's growth in the state.

Appendix E: SBI Officers

Jan 11th, 2022: This meeting was held with law enforcement officers who are members of the State Bureau of Investigation (SBI). SBI officers work in conjunction with DABS in prevention and compliance efforts. The goal of this meeting was to learn about the relationship between SBI and DABS, how it can be used more effectively, and what is going well.

SBI is very familiar with DABS practices; they work closely with the DABS but differently. The major goals of SBI are to prevent youth from gaining access to alcohol by ensuring that licensees are not selling to minors and to prevent licensees from overserving alcohol to patrons. The officers said that they try to work closely with DABS on all issues alcohol can create.

SBI closely tracks the sale and supply of alcohol to minors. In 2019 sales to minors were down to 4% but once Covid started sales skyrocketed. In 2020 the sales rate to minors went up to 12%. There are multiple contributing factors to this increase. Restaurants are hiring more frequently than normal to try to survive the high turnover rates of the pandemic. Some of these employees are new to the industry and may have received abbreviated or improper training. SBI's job is to address these problems as they come up. The ultimate goal is to chip the sales rate down to 0% for minors.

The SBI has a good relationship with the DABS but there is some sentiment that the relationship used to be better in the past. The internet has changed the relationship and there is much less face-to-face contact. The officers in the meeting believe that face-to-face communication is much better than communicating exclusively via email when it comes to planning prevention and compliance efforts. The SBI officers would like to get to know the current compliance specialists, so they can work better with them. A casualty of the less interpersonal relationship has been less frequent trainings. SBI believes joint training with the DABS are extremely helpful to their shared mission. There are still some of these trainings but not enough, especially given the higher than usual turnover rate. A training every six months would be optimal.

SBI also talked about how in the past there used to be a manual provided by DABS that would explain any changes in the law to the officers. This was extremely helpful to the SBI program and the manual was one of the most referenced resources to staying up to date with the laws and regulations as they changed.

Appendix F: Utah Restaurant Association

Jan 12, 2022: This meeting was held with members of the Utah Restaurant Association. The restaurant association works in conjunction with the DABS on issues related to alcohol service in Utah's restaurants and bars. The goal of this meeting was to learn more about DABS's relationship with the restaurant association and how the relationship can be improved or utilized more effectively.

The restaurant association's biggest concern in relation to the DABS is ordering product. They want to be able to rely on the DABS to have the product they need when they need it. Some restaurants have had to go to multiple locations to find the product they need. This is time consuming and costly for the restaurants. The stores function well when they have a product, it becomes an issue if there is an unexpected sell-out of a needed product. The association member suggested creating a new distribution system similar to Coke or Pepsi. In this new system, restaurants could combine their beverage orders with their food orders and pick them both up from the same warehouse. The member hypothesizes that this would allow DABS to become more efficient while using the existing infrastructure and not being forced to expand.

Appendix G: Utah's Prevention Community

Jan 14th, 2022: This meeting was held with a prominent member of Utah's volunteer prevention community, as well as DABS leadership. The goal of this meeting was to learn about the DABS's relationship with the prevention community and how it can be more effective.

The member detailed their 20 year relationship with the DABS and said the relationship is built on informing the community of potential harms that alcohol can cause. This harm stems from irresponsible use, underage drinking and excessive consumption. The prevention community is very interested in keeping Utah a control state, based on evidence that the state's control status greatly prevents harm. The community's interest is in curbing excessive consumption. They are not worried about the day-to-day operations of the DABS, just the harmful effects of alcohol.

The prevention community wants to strike the correct balance between common sense policy decisions and maintaining safety. It is really important to ensure the dots are connected between the prevention community, law enforcement and the DABS. Those dots have been connected well in the past but are less connected now due to Covid. SBI can only be as good as the updates and information they are given by the DABS and the prevention community.

Other areas of emphasis during the conversation include setting measurable goals to lower underage drinking and enforcing laws that we do have. Most businesses are trying to do the right thing but business controls are needed for some bad actors. Prevention wants to change the dialogue around underage drinking. People need to know that drinking too young literally rewires the brain. Every kid deserves to grow up with a healthy brain. The prevention community is committed to getting the underage drinking rate to zero.