



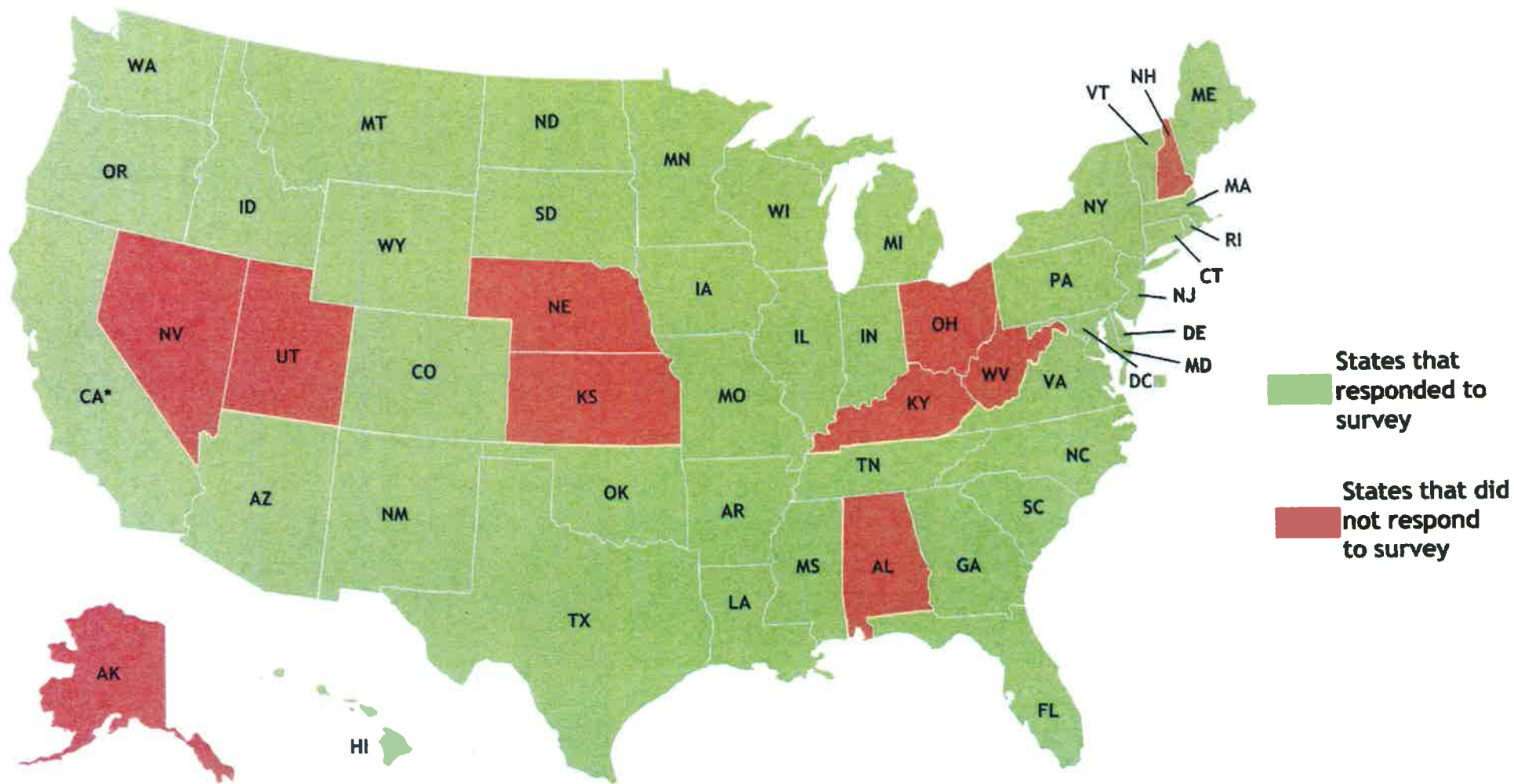
2015 Regulator Survey of Communication Preferences

National Conference of State Liquor Administrators

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Prepared by:

**strike
&techel**
ALCOHOLIC BEVERAGE LAW



SURVEY OF STATE REGULATORS

In early 2015, we put together a survey and sent it out to liquor regulators in all 50 states and Washington, D.C. The survey was designed to help industry members and regulators streamline the process of communication by giving regulators a chance to describe their unique agency and the way they are best able to assist and answer questions. In this survey, we asked the following questions and summarized each respondent's answers:

Describe the organization of your liquor control agency. Are there different departments within the agency? If so, please list the number of people in each department.

How many total licensees do you regulate in your state?

Where is the liquor control department housed in your state (i.e. Public Safety Department, Attorney General, Revenue, stand-alone Department)?

Does your agency have an attorney that is focused exclusively on liquor control issues? If yes, how many do you have?

Is there a department within your agency that lets licensees know what they can and cannot do with their license? If yes, how many dedicated employees are in that department?

Who is the ultimate decision maker in your agency? A Director? A Commission? Someone else? How many years of experience with liquor regulation does the senior decision maker have?

How does your agency prefer that industry contact you with questions?

Are there key individuals responsible for different types of inquiries? If yes, please provide names, areas of responsibility and contact information.

Will your agency put responses in writing? If yes, what is the process?

How much time does it typically take for a response to an inquiry?

Anything else you'd like to note about how your agency handles industry inquiries?

Any requests for things that industry could do to more effectively communicate with you?

What valuable web resources does your agency provide?

We heard back from 43 state agencies, their answers are attached here.

ARIZONA

Organization of Agency: The purpose of the Arizona Department of Liquor is to regulate liquor, enforce liquor laws, and issue/renew liquor licenses.

- Investigation Division = 17 staff
- License Division = 12 staff
- Administration Division = 9 staff

Number of Licensees: 11,936

Agency: Stand alone

Department Attorneys: We share an Assistant Attorney General with several other agencies

Best Practices: All three divisions assist with licensee “can and cannot do” inquiries as follows:

- Investigation Division = 1 fulltime “answer person” responsibilities are rotated amongst all sworn officers with a focus on regulatory and enforcement questions, and 1 fulltime Industry Trade Practice officer
- License Division = 2 staff share this responsibility and focus on in – and out-of-state, permanent and temporary license issuance and renewal questions
- Administration Division = 2 staff answer licensees questions and focus on website content and functionality with the goal to respond in 3 or less keyboard clicks

Decision Maker: Director

Contact Preferences: No preference between phone, email, letter, personal “drop-in” or scheduled visit

Contacts: Investigation Division = 1 fulltime “answer person”, currently on light duty, Alan “Buz” Paris. Responsibilities are normally rotated amongst all sworn officers with a focus on regulatory and enforcement questions, and 1 fulltime Industry Trade Practice officer

- Alan “Buz” Paris, Special Investigator, alan.paris@azliquor.gov, 602-542-9074
- Jeffrey “Craig” Miller, Industry Trade Practice Unit, jeffrey.miller@azliquor.gov, 602-542-9041

License Division = 2 staff share this responsibility and focus on in – and out-of-state, permanent and temporary license issuance and renewal questions

- Connie Wagner, Asst. Dir. Licensing, connie.wagner@azliquor.gov, 602-542-9055
- Cynthia Bejar, License Mgr, cynthia.bejar@azliquor.gov, 602-542-9032

Administration Division = 2 staff share this responsibility and focus on website content and functionality with the goal to answer licensees questions in 3 or less keyboard clicks

- Marlene Buffa, IT Specialist, marlene.buffa@azliquor.gov, 602-542-9030
- Lee Hill, Communication Dir., lee.hill@azliquor.gov, 602-364-1936

Written Responses: Yes, but we don’t give legal or business advice. Make sure you provide reference/attachment/excerpt/etc. of statute, rule, policy, procedure, form.

Timing: We strive to respond within 24 business hours.

Other: Industry inquiries are a priority. Being responsive, clear, accurate and confirming with the inquirer that the response they received was helpful is a priority.

Web Resources:

Statutes/Regulations	Statutes: http://azliquor.gov/LiquorLaws/Title4.cfm Rules: http://azliquor.gov/LiquorLaws/rules.cfm Printable Lawbook: http://azliquor.gov/assets/documents/Title%204%20Law%20Book/7-24-14_t4_lawbook.pdf
FAQs	General FAQ: http://www.azliquor.gov/faq.cfm Search by category or keyword: http://www.azliquor.gov/faq/faq2.cfm
Trade Practice Guidelines	http://www.azliquor.gov/IndustryAdvisory.cfm
Retail Operation Manual (Best Practices)	Search by category or keyword: http://www.azliquor.gov/faq/faq2.cfm
Advisory Opinions Based on Questions from the industry	http://www.azliquor.gov/IndustryAdvisory.cfm
Licensing Instructions and Forms	http://www.azliquor.gov/forms.cfm

ARKANSAS

Organization of Agency: Alcoholic Beverage Control is separated into an Administration Department (11 employees) and Enforcement Department (19 employees).

Number of Licensees: 4,779

Agency: Department of Finance and Administration

Department Attorneys: Yes. There are two attorneys on staff in ABC Administration.

Best Practices: ABC Enforcement and Administration work together to advise licensees.

Decision Maker: ABC Admin and ABC Enforcement each have a Director. The Alcoholic Beverage Control Board has ultimate authority over both divisions.

Contact Preferences: Telephone or Email

Contacts: All questions can be directed through our general email or telephone number.

Written Responses: Generally, yes. A written response should be requested.

Timing: It depends on the scope of the inquiry.

Web Resources:

Statutes/Regulations	http://www.dfa.arkansas.gov/offices/abc/rules/Pages/default.aspx
Advisory Opinions Based on Questions from the industry	http://www.dfa.arkansas.gov/offices/abc/Pages/policyMemos.aspx

CALIFORNIA

Organization of Agency: The California Department of Alcoholic Beverage Control Headquarters is located in Sacramento, California. The following offices/units are located at Headquarters: The Director's Office, Accounting, Administrative Services, Grant/Trace Unit, Files, Grant Assistant Program, Hearing and Legal Unit, Human Resources, Information Technology, Legal, Legislative Office, Licensing, Mail & Supply, Public Information Office, Trade Enforcement/Price Posting Unit, and Professional Standards/Training Unit.

Headquarters also oversees two field Divisions which are Northern Division and Southern Division. Each Division oversees a number of District Offices and a Special Operations Unit. (See attached list of *ABC Offices* which list the areas in which they are located and their respective office contact information.)

There are approximately 150 sworn and 250 non-sworn personnel which work for the Department.

Number of Licensees: There are approximately 88,000 licenses issued in the State.

Agency: The Department is part of the Business, Consumer Services, and Housing Agency which is headed by a Secretary who is part of the Governor's Cabinet.

Department Attorneys: The Department has eight attorneys and one Chief Prosecutor assigned to the Legal Unit and one General Counsel assigned to the Director's Office.

Best Practices: Although most Department employees are capable of responding to licensee's inquiries only one HQ part-time employee is specifically tasked with that assignment as his primary duty.

Decision Maker: The Director, appointed by the Governor and confirmed by the State Senate, is the ultimate decision maker. He has been with the Department for approximately 22 years.

Contact Preferences: E-mail is the preferred method.

Contacts: See attached list of *ABC Offices* and list of *ABC Headquarters Contacts* which outline the areas in which they are located and their respective office contact information.

Written Responses: Depending on the nature of the inquiry, the Department may respond in writing. We routinely respond in writing if that is requested.

Timing: Depending on the type and complexity of the inquiry, it may be responded to the same day, several weeks or months. We strive to respond within a reasonable amount of time but that is not always possible.

Other: For all inquiries, the more detailed information that is provided to us helps with a timely response. Since some of our employees work in the field, e-mail is the preferred method to communicate with Department employees. Also, be clear and candid in your inquiry.

Web Resources:

Statutes/Regulations	http://www.abc.ca.gov/LawsRulesReg.html
FAQs	http://www.abc.ca.gov/questions.html
Trade Practice Guidelines	http://www.abc.ca.gov/trade/tradeenforcement.html
Retail Operation Manual (Best Practices)	http://www.abc.ca.gov/forms/PDFLicee.html
Advisory Opinions Based on Questions from the industry	http://www.abc.ca.gov/trade/tradeenforcement.html
Licensing Instructions and Forms	http://www.abc.ca.gov/permits/permits.html http://www.abc.ca.gov/forms/PDFlist.html
Relevant case law	http://www.abc.ca.gov/trade/Legislation.html
Other (Home Page)	http://www.abc.ca.gov/index.html

ABC HEADQUARTERS

3927 Lennane Drive, Suite 100
Sacramento, CA 95834
(916) 419-2500
HQ.Direct@abc.ca.gov

PRICE POSTING (MALT BEVERAGE PRICE SCHEDULE)

Department of Alcoholic Beverage Control
Attn: Price Posting
3927 Lennane Drive, Suite 100
Sacramento, CA 95834
Phone: (916) 419-2571
Fax: (916) 568-5064

GRANT ASSISTANCE PROGRAM (GAP)

Wendy Jackson, Grant Coordinator
3927 Lennane Drive, Suite 100
Sacramento, CA 95834
Phone: (916) 419-2555
Fax: (916) 419-2599

TRADE ENFORCEMENT UNIT

Brett Musselman, Supervising Agent in Charge
3927 Lennane Drive, Suite 100
Sacramento, CA 95834
Phone: (916) 419-2507
Fax: (916) 419-2599

TEU@abc.ca.gov

STATE PROCUREMENT SMALL BUSINESS/DVBE ADVOCATE

Ging Tucker, Fiscal Officer and State Procurement Small Business/DVBE Advocate
Email: Ging.Tucker@abc.ca.gov
Phone: (916) 419-2595
Fax: (916) 419-2599

ABC Offices

Office hours are from 8:00 a.m. to 5:00 p.m. with the exception of Eureka, which is open between 8:00 a.m. and 12:00 p.m.

NORTHERN DISTRICT OFFICES

Office	Address/Phone/E-Mail	Counties Served	Primary Contact
Eureka View Street Map	1105 Sixth St., Suite C Eureka, CA 95501 (707) 445-7229 (707) 445-6643 FAX EKA.Direct@abc.ca.gov	Del Norte and Humboldt	Tony Carrancho
Fresno View Street Map	3640 E. Ashlan Ave. Fresno, CA 93726 (559) 225-6334 (559) 225-8740 FAX FSO.Direct@abc.ca.gov	Fresno, Kings, Madera and Tulare	Christine Weldon
Oakland View Street Map	1515 Clay Street, Ste 2208 Oakland, CA 94612 (510) 622-4970 (510) 622-4990 FAX OAK.Direct@abc.ca.gov	Alameda, Contra Costa and Solano	Erik Szakacs
Redding View Street Map	1900 Churn Creek Rd., Suite 215 Redding, CA 96002 (530) 224-4830 (530) 224-9338 FAX RDG.Direct@abc.ca.gov	Butte, Glenn, Lassen, Modoc, Plumas, Shasta, Siskiyou, Tehama and Trinity	Matt Seck
Sacramento View Street Map	2400 Del Paso Road, Suite 155 Sacramento, CA 95834 (916) 419-1319 (916) 419-3994 FAX SAC.Direct@abc.ca.gov	Alpine, Amador, Colusa, El Dorado, Nevada, Placer, Sacramento, Sierra, Sutter, Yolo and Yuba	Matt Seck
Salinas View Street Map	1137 Westridge Parkway Salinas, CA 93907 (831) 755-1990 (831) 755-1997 FAX SAL.Direct@abc.ca.gov	Monterey, San Benito and Santa Cruz	Karyn Nielsen
San Francisco View Street Map	33 New Montgomery St., Suite 1230 San Francisco, CA 94105 (415) 356-6500 (415) 356-6599 FAX mailto:Rose.meyer@abc.ca.gov	San Francisco and San Mateo	Justin Gebb
San Jose	100 Paseo de San Antonio,		

View Street Map	Room 119 San Jose, CA 95113 (408) 277-1200 (408) 971-9421 FAX SNJ.Direct@abc.ca.gov		
		Santa Clara	Karyn Nielsen
Santa Rosa View Street Map	50 D Street, Room 130 Santa Rosa, CA 95404 (707) 576-2165 (707) 527-9537 FAX SRO.Direct@abc.ca.gov		
		Lake, Marin, Mendocino, Napa and Sonoma	Tony Carrancho
Stockton View Street Map	31 E. Channel St., Room 168 Stockton, CA 95202 (209) 948-7739 (209) 546-7853 FAX STK.Direct@abc.ca.gov		
		Calaveras, Mariposa, Merced, San Joaquin, Stanislaus and Tuolumne	Paul Fuentes
Northern Division Administrative Offices Only View Street Map	3780 Rosin Court, Suite 260 Sacramento, CA 95834 (916) 263-6882 (916) 263-7908 FAX ND.Direct@abc.ca.gov License application and enforcement calls should be directed to local district offices.		
		Northern California ABC Offices	Chris Albrecht

SOUTHERN DISTRICT OFFICES

Office	Address/Phone/E-Mail	Counties Served	Primary Contact
Bakersfield View Street Map	4800 Stockdale Highway., Suite 213 Bakersfield, CA 93309 (661) 395-2731 (661) 322-5929 FAX BKF.Direct@abc.ca.gov		
		Inyo, Kern and Mono Counties	Joshua Porter
Long Beach/ Lakewood View Street Map	3950 Paramount Blvd., Suite 250 Lakewood CA 90712 (562) 982-1337 (562) 982-1396 FAX LBH.Direct@abc.ca.gov		
		Southeastern part of Los Angeles County	Vincent Cravens
Los Angeles/ Metro View Street Map	888 S Figueroa Street, Ste.320 Los Angeles, CA 90017 (213) 833-6043 (213) 833-6058 FAX LAM.Direct@abc.ca.gov		
		Central part of the City of Los Angeles	Will Salao
Monrovia	222 E. Huntington Dr., Ste		

View Street Map	114 Monrovia, CA 91016 (626) 256-3241 (626) 357-4173 FAX MNR.Direct@abc.ca.gov	Northeastern part of Los Angeles County	Gerry Sanchez
Palm Desert View Street Map	34-160 Gateway Dr., Suite 120 Palm Desert, CA 92211 (760) 324-2027 (760) 324-2632 FAX PDO.Direct@abc.ca.gov	Imperial County and desert areas of Riverside and San Bernardino Counties	Armando Gonzalez
Riverside View Street Map	3737 Main Street, Suite 900 Riverside, CA 92501 (951) 782-4400 (951) 781-0531 FAX RIV.Direct@abc.ca.gov	Riverside and San Bernardino Counties	Armando Gonzalez
San Diego View Street Map	1350 Front St., Room 5056 San Diego, CA 92101 (619) 525-4064 (619) 231-1171 FAX SDG.Direct@abc.ca.gov	Southern part of San Diego County	Jennifer Hill
San Marcos View Street Map	570 Rancheros Drive, Suite 240 San Marcos, CA 92069 (760) 471-4237 (760) 471-6142 FAX SMC.Direct@abc.ca.gov	Northern part of San Diego County	Melissa Ryan
Santa Ana View Street Map	605 W Santa Ana Blvd, Bldg 28, Suite 369 Santa Ana, CA 92701 (714) 558-4101 (714) 953-4486 FAX STA.Direct@abc.ca.gov	Orange County	Dan Hart
San Luis Obispo View Street Map	3220 S. Higuera St., Suite 233 San Luis Obispo, CA 93401 (805) 543-7183 (805) 543-3814 FAX SLO.Direct@abc.ca.gov	San Luis Obispo and Northern part Santa Barbara County	Leslie Pond
Van Nuys View Street Map	6150 Van Nuys Blvd., Room 220 Van Nuys, CA 91401 (818) 901-5017 (818) 785-6731 FAX VNY.Direct@abc.ca.gov	North and Northwestern parts of Los Angeles County	Bradley Beach
Ventura	1000 South Hill Road,		

View Street Map	Suite 310 Ventura, CA 93003 (805) 289-0100 (805) 289-0110 FAX VNT.Direct@abc.ca.gov	Ventura and Southern part of Santa Barbara County	Leslie Pond
Southern Division Administrative Offices Only View Street Map	12750 Center Court Drive, Suite 700 Cerritos, CA 90703 (562) 402-0659 (562) 402-0659 SD.Direct@abc.ca.gov License application and enforcement calls should be directed to local district offices.	All Southern California ABC Offices	Beth Goldberg

FIELD ENFORCEMENT OFFICES

Office	Phone/E-Mail	Counties Served	Primary Contact
Bay Area	(925) 602-7717 (925) 602-7720 FAX Enforcement Complaint Line ONLY BAFEO.Direct@abc.ca.gov	Alameda, Contra Costa, San Francisco, San Mateo and Solano Counties	Richard Seghieri
Cerritos Enforcement Office	(562) 924-2827 (562) 865-8263 FAX Enforcement Complaint Line ONLY mailto:CEO.Direct@abc.ca.gov	Central Part of Los Angeles County	Will Salao

ABC HEADQUARTERS

Office	Address/Phone/E-Mail	Primary Contact
* Sacramento View Street Map	3927 Lennane Drive, Suite 100 Sacramento, CA 95834 (916) 419-2500 (916) 419-2599 FAX HQ.Direct@abc.ca.gov	David Bailey

COLORADO

Organization of Agency: Director (1), Chief (1), Agent in Charge of Enforcement (1), Agent in Charge of Licensing (1), Criminal Investigative Supervisor in Enforcement (4), Criminal Investigative Supervisor in Licensing (1) Criminal Investigators in Enforcement (12) , Criminal Investigator in Licensing (1), Licensing Specialists (5).

Number of Licensees: Approximately 13,500, although this number does not include Special Event permits, temporary manufacture sales room, or temporary tasting festivals.

Agency: Department of Revenue, Enforcement Division, Liquor Enforcement Division

Department Attorneys: No, we receive assistance from the State Attorney General's office when needed.

Best Practices: The entire division works to educate licensees.

Decision Maker: Director Patrick Maroney has been with the agency five years.

Contact Preferences: Email

Contacts:

Chief Donia Amick, donia.amick@state.co.us, 303/205-2927

Agent in Charge Jack Chism—Enforcement, jack.chism@state.co.us , 303/205-2363

Agent in Charge—Licensing (currently vacant) 303/205-2304

Written Responses: Please refer to Regulation 47-200: Declaratory Orders Concerning the Colorado Liquor, Beer or Special Event Codes.

- A. Any person may petition the Liquor Enforcement Division of the Colorado Department of Revenue for a statement of position concerning the applicability to the petitioner of any provision of the Colorado Liquor, Beer, or Special Events Codes, or any regulation of the state licensing authority. The Division shall respond with a written statement of position within thirty days of receiving such petition.
- B. Any person who has petitioned the Division for a statement of position and who is dissatisfied with the statement of position or who has not received a response within thirty days, may petition the state licensing authority for a declaratory order pursuant to C.R.S. 1973, 24-4-105(11). If a petitioner is dissatisfied with a statement of position, a petition for declaratory order must be filed within thirty days after issuance of the statement of position. Any petitioner who has not received a statement of position within thirty days may petition the state liquor licensing authority at any time thereafter. Such petition shall set forth the following: 1. The name and address of the petitioner; whether the petitioner is licensed pursuant to the Colorado Liquor, Beer, or Special Events Codes and if so, the type of license/permit and address of the licensed premises. 2. The statute, rule or order to which the petition relates. 3. A concise statement of all of the facts necessary to show the nature of the controversy or the uncertainty as to the applicability to the petitioner of the statute, rule or order to which the petition relates. 4. A concise statement of the legal authorities, if any,

and such other reasons upon which petitioner relies. COLORADO LIQUOR RULES Page 5 of 57 5. A concise statement of the declaratory order sought by the petitioner.

For an explanation of what follows after a petition has been filed, please refer to Regulation 47-200(C)-(F).

Timing: A position statement will take 30 days. Depending on question, inquiries can usually be answered the next business day.

Web Resources:

Statutes/Regulations	https://www.colorado.gov/pacific/enforcement/liquor-enforcement-laws-rules-regulations
FAQs	https://www.colorado.gov/pacific/enforcement/liquor-frequently-asked-questions
Trade Practice Guidelines	https://www.colorado.gov/pacific/enforcement/liquor-tobacco-publications
Retail Operation Manual (Best Practices)	https://www.colorado.gov/pacific/sites/default/files/RetailLicenseHandbook.pdf
Advisory Opinions Based on Questions from the industry	https://www.colorado.gov/pacific/enforcement/liquor-2015-liquor-industry-working-group
Licensing Instructions and Forms	https://www.colorado.gov/pacific/enforcement/apply-license-or-permit-liquor-enforcement-division
Other	https://www.colorado.gov/pacific/enforcement/liquor

CONNECTICUT

Organization of Agency: The Liquor Control Division is a division within the State of Connecticut Department of Consumer Protection. It is headed by a Division Director. Its Hartford office is staffed by four licensing and clerical staff. The Division has two enforcement units, one unit having five agents and/or supervisors, and the second unit having four agents/supervisors. The Division has one applications unit, which has ten agents/supervisors. The Division has a Casino Unit, which regulates liquor distribution/sales at the two casinos on the Indian tribal land in Connecticut. We have five casino agents and a supervising agent. The Licensing Division of Consumer Protection processes all brand/label registrations.

Number of Licensees: We regulate approximately 7500 licenses (permits).

Agency: The Division of Liquor Control is part of the state Department of Consumer Protection.

Department Attorneys: The Division uses the department's Legal Division for legal issues involving liquor control. The Legal Division Director is involved in most legal matters and one staff attorney is working on mostly legal issues. One paralegal works exclusively on liquor related matters and one legal secretary works part-time on liquor related matters.

Decision Maker: The Commissioner of Consumer Protection is the ultimate decision maker. The commissioner can and sometimes does delegate such responsibilities to the liquor control director, the legal director, or two-part time liquor commissioners.

Contact Preferences: Inquiries should be directed to john.suchy@ct.gov.

Contacts:

Complaints – Supervising Agent Kevin Mercado (860) 713-6242 kevin.mercado@ct.gov ; or

Supervising Agent Stan Burk (860) 713-6211 stanley.burk@ct.gov

Applications – Supervising Agent Robert Willard (860) 713-6241 robert.willard@ct.gov

Brand/Label Registrations – Venice Nelson (860) 713-6205 venice.nelson@ct.gov

Written Responses: Yes, direct inquiries to Director John Suchy at john.suchy@ct.gov

Timing: Depending on the nature of the question, it could take up to two weeks. Most are within five business days however.

Web Resources:

Statutes/Regulations	http://www.cga.ct.gov/current/pub/chap_545.htm
FAQs	http://www.ct.gov/dcp/lib/dcp/pdf/factsheets/liquor_top_ten2009.pdf
Advisory Opinions Based on Questions from the industry	http://www.ct.gov/dcp/cwp/view.asp?a=1623&q=321100
Licensing Instructions and Forms	http://www.ct.gov/dcp/cwp/view.asp?a=1623&q=288378

DELAWARE

Organization of Agency: The Office of the Alcoholic Beverage Control Commissioner (OABCC) is the agency which hears licensing applications, renews licenses and acts as an administrative law judge to hear allegations of wrong doing by licensees. There are five persons employed in this agency.

Division of Alcohol and Tobacco Enforcement (DATE) is the agency which investigates all persons who sell alcohol and tobacco. There are eighteen persons employed in this agency.

Number of Licenses: There are just over 1,200 licenses in Delaware.

Agency: OABCC is a stand-alone agency that receives personnel and other support service from the Department of Safety and Homeland Security.

DATE is a Division of the Department of Safety and Homeland Security.

Department Attorneys: The Office of the Attorney General provides attorneys for OABCC and DATE, but the attorneys work for other agencies as well.

Best Practices: Both OABCC and DATE try to respond to questions posed by licensees but there are no persons dedicated solely to this task.

Decision Maker: The OABCC is headed by the Commissioner who has been Commissioner since 2001 (14+ years). DATE is headed by the Director who has been Director for more than four years.

Contact Preferences: Either e-mail or phone calls.

Contacts: For all inquiries contact Robert Wiest, Robert.wiest@state.de.us, (302) 577-5212.

Written Responses: Depending upon the nature of the questions, we do not provide "advisory opinions."

Timing: Typically within a week.

Web Resources:

Statutes/Regulations	http://delcode.delaware.gov/title4/ http://regulations.delaware.gov/AdminCode/title4/index.shtml#TopOfPage
Licensing Instructions and Forms	http://date.delaware.gov/OABCC/forms-applications.shtml

FLORIDA

Organization of Agency: The Florida Division of Alcoholic Beverages & Tobacco (Division) is a division of the state's Department of Business and Professional Regulation (DBPR). DBPR is an executive agency led by a Secretary appointed by the Governor and confirmed by the Florida Senate. The Division currently maintains a staff of 328.25 full-time employees across 12 field offices throughout the state. Division staff is assigned to three bureaus whose primary focus supports one of the Division's core functions in licensing, auditing, or enforcement.

Number of Licensees: As of May 15, 2015, the Division regulates the following active and operating licenses, permits, and registrations:

- 48,350 wholesale and retail beverage licenses
- 29,847 wholesale and retail tobacco permits
- 67,381 registered brands

Agency: The Florida Division of Alcoholic Beverages & Tobacco (Division) is a division of the state's Department of Business and Professional Regulation (DBPR). DBPR is an executive agency led by a Secretary appointed by the Governor and confirmed by the Florida Senate.

Department Attorneys: Yes. Currently, the Department has a team of four attorneys which focuses primarily on matters arising in the regulation of alcoholic beverages and tobacco. Three attorneys are supervised by a chief attorney who reports to the DBPR Deputy General Counsel for Business Regulation. Additionally, the Division currently employs a staff attorney focused solely on enforcement matters in the Division's regulatory jurisdiction.

Best Practices: The Division routinely facilitates inquiries regarding licensee qualifications and operations through Division staff based on the subject of the inquiry. The DBPR Customer Call Center additionally provides assistance to applicants and interested parties when inquiries related to alcoholic beverages and tobacco are received through the main department hotline.

Decision Maker: The Secretary of the Department of Business and Professional Regulation exercises final agency authority in oversight of the Division. Authority for final agency action on license applications, administrative and disciplinary actions, enforcement and auditing subpoenas, and other routine regulatory actions is delegated to the Division Director for daily operational efficiency.

Contact Preferences: The Division welcomes a continuing dialogue with industry in the format most appropriate and convenient for the subject of each inquiry. Currently, the Division receives inquiries routinely by phone, e-mail, and on-site meetings.

Contacts: The Division relies on subject matter experts in each bureau and in other offices of the department when necessary. Inquiries are assigned and facilitated through staff contacts as appropriate based on the subject of the inquiry.

Written Responses: Yes, the Division frequently responds to written inquiries from industry and other interested parties when appropriate. Depending on the nature of the inquiry, the Division may clarify the intended scope of the response to emphasize whether the Division's response is considered binding or non-binding. Additionally, the Division may direct an individual to seek independent counsel or file a petition for declaratory statement when necessary in the context of the inquiry.

Timing: The Division is committed to providing timely and informative responses to all inquiries. The Division subscribes to the DBPR Core Values, which emphasize “Responsiveness” in committing that “We are approachable and empathetic, we provide timely, accurate, and consistent information, and we offer alternative solutions when available.”

Other: The Division is receptive to the need for clarity in planning and operating businesses under licenses regulated by the Division. Wherever possible, the Division is committed to supporting industry with information regarding the Division’s regulations, current interpretations, and other advisory matters that help sustain a cooperative regulatory-industry partnership in the sale and service of alcoholic beverages and tobacco in Florida. The Division encourages industry representatives and other interested parties to:

- Review a range of helpful information resources provided on the Division’s website to the extent these resources may immediately address a question or topic of interest;
- Anticipate follow-up clarification from Division staff assisting with the inquiry by providing complete and specific information pertaining to the topic of interest at the initial contact with the Division;
- Direct challenging inquiries or inquiries involving multiple bureau functions to a senior staff contact in the Division who can ensure a response is comprehensive and coordinated to address the topic of interest;
- Avoid hypothetical scenarios and questions contingent on factors not yet applicable to the matter at hand as the Division is not inclined to make broad assumptions in providing regulatory guidance on which substantial business plans or decisions may rely;
- Consider whether the primary focus of the question or inquiry solicits a legal opinion more appropriate for an alternative process such as the petition for declaratory statement.
- Notify Division staff handling an inquiry of any pertinent industry deadlines to be considered in assigning and facilitating a timely response.

Web Resources:

Statutes/Regulations	http://www.myfloridalicense.com/dbpr/abt/statutes.html
FAQs	http://www.myfloridalicense.com/dbpr/abt/faq.html
Advisory Opinions Based on Questions from the industry	http://www.myfloridalicense.com/dbpr/abt/Declaratorystatement.html
Licensing Instructions and Forms	https://www.myfloridalicense.com/intentions2.asp?chBoard=true&boardid=400&SID=
Relevant case law	Yes, as necessary in advisory notices.
Other	The Division website provides an assortment of helpful information, publications, and data related to the licensing and regulation of alcoholic beverages and tobacco in Florida. Daily reports are generated and automatically synchronized to the website for real-time license data. Additionally, a record of disciplinary actions and the current status of licenses and permits is available through the data search functions of the website. The Division welcomes industry suggestions for other web-based information that may be of assistance to applicants and licensees or of common interest to other interested parties.

GEORGIA

Organization of Agency: The Alcohol & Tobacco Division is housed within the Department of Revenue. The division is responsible for administering Alcoholic Beverage laws in Georgia. The division is comprised of two sections; Licensing and Enforcement.

Number of Licensees: There are 21,000 active alcohol licenses in the State of Georgia

Agency: Georgia Department of Revenue

Department Attorneys: No, the Department of Revenue has a Legal Affairs and Tax Policy Division that is used as a resource to address policy issues. The Attorney General's Office functions as counsel for the Department in liquor control issues. There is not a dedicated attorney solely focused on liquor control issues.

Best Practices: The Division Director, Assistant Directors and Enforcement Agents answer questions in regards to what a licensee can and cannot do.

Decision Maker: The Commissioner of The Department of Revenue is the ultimate decision maker.

Contact Preferences: We prefer that questions come to the Director's Office

- Howard Tyler, Director (Howard.Tyler@dor.ga.gov)
- Christopher Luncheon, Assistant Director (Christopher.Luncheon@dor.ga.gov)
- Mike Earnest, Assistant Director (Mike.Earnest@dor.ga.gov)

Contacts:

- Iseeta Richardson- Upper Tier Licensing (Iseeta.Richardson@dor.ga.gov)
- Valda Brown- Lower Tier Licensing (Valda.Brown@dor.ga.gov)
- Joseph Sewell- Audit and Excise Tax (Joseph.Sewell@dor.ga.gov)

Written Responses: We do put responses in writing. Request for analysis can be made through the Alcohol & Tobacco Division. (ATDIV@dor.ga.gov) Request for a formal letter ruling on a particular matter can be made through the Legal Affairs and Tax Policy Division. Those requests, if they are in regard to alcoholic beverage law, can also be submitted through ATDIV@dor.ga.gov. Our written responses are through letter or email.

Timing: Depending on complexity of the question from 2-10 days.

Web Resources:

Statutes/Regulations	http://dor.georgia.gov/alcohol-tobacco
FAQs	http://dor.georgia.gov/faqs
Licensing Instructions and Forms	http://dor.georgia.gov/licensing

HAWAII – HAWAII

Organization of Agency: County of Hawaii Department of Liquor Control has 2 major divisions:

Administrative/Licensing: 8 employees

Enforcement: 8 employees

Number of Licensees: County of Hawaii: 450 licensees

Agency: Stand-alone Department under the County of Hawaii

Department Attorneys: No, legal support is provided by County's Corporation Counsel Office, which provides support through its attorneys as one of their assignments.

The Liquor Director is also licensed attorney.

Best Practices: Duties to inform licensees of what they can and cannot do fall to both licensing and enforcement areas.

Decision Maker: Commission is the ultimate authority, commissioners have staggered five year terms. Director is day to day decision maker with 30 years of liquor regulation experience.

Contact Preferences: E-mail is the most efficient and preferred means, but all forms of communication are acceptable.

Contacts: All inquiries should be made through the Director.

Written Responses: Yes, just send in inquiry through any available written communication means. Verbal requests will be taken, but typically asked to send written communication.

Timing: Requests can typically be answered within a couple of days, depending on the complexity or length of inquiry.

Other: We try to answer all inquiries in a timely manner. E-mail follow-ups to any requests are always appreciated and will typically ensure that any requests are not lost on someone's desk.

Web Resources:

Statutes/Regulations	http://www.hawaiicounty.gov/liquor-control/
Licensing Instructions and Forms	http://www.hawaiicounty.gov/liquor-control/

HAWAII – HONOLULU

Organization of Agency: Five member Commission; agency headed by Liquor Control Administrator, with two branches (Administrative Services Branch; Field Services Branch).

We have twenty-two full time employees in the Administrative Branch and thirty in Field Services.

Periodically, we use contract personnel for special projects or to accommodate a temporary increase in workload, etc. We are currently pursuing a reorganization to address changing agency needs.

Number of Licensees: Approximately 1,400 in Honolulu County.

Agency: We are “administratively attached” to the City & County of Honolulu Department of Budget & Fiscal Services, but we are a special fund agency (separate budget).

Department Attorneys: The Department of the Corporation Counsel provides assigned advisory and adjudication deputies, but they are not exclusively assigned to the Liquor Commission. There are currently about ten attorneys on staff.

Best Practices: Inquiries from licensees are usually addressed by three or four employees, depending on topic (licensing, enforcement, etc.).

Decision Maker: The five-member Commission is the ultimate decision maker in the agency; the current Chair was first seated on the Commission in 2009.

Contact Preferences: Email works best (particularly if time zone differences are involved).

Contacts: All inquiries can be sent to liquor@honolulu.gov; or

Anna Hirai, Assistant Administrator, ahirai@honolulu.gov; or

Ross Shinsato, Supervising Investigator/Licensing, rshinsato@honolulu.gov

Written Responses: Yes, we respond to all telephone, fax, email and snail mail inquiries.

Timing: For telephone and email inquiries, we try to respond within 24 hours (even if the response is that we need more time in which to respond); we try to respond to fax and snail mail inquiries within 24-72 hours.

Other: We recently revamped our website so we encourage inquirers to visit there first: <http://www.honolulu.gov/liq/default.html> . Please make sure you provide an accurate, reliable response address; occasionally we get complaints that we failed to respond to an inquiry but we’re able to provide evidence of an emailed or faxed response that was never received by the inquirer.

Web Resources:

Statutes/Regulations	http://www.honolulu.gov/liq/liqlawsrules.html
FAQs	http://www.honolulu.gov/liq/faqs.html
Licensing Instructions and Forms	http://www.honolulu.gov/liq/licensingpermits.html http://www.honolulu.gov/liq/formsdocuments.html

HAWAII – KAUA'I

Organization of Agency: Stand-alone Department of Liquor Control for the County of Kaua'i. Total employees: 8, including 4 field investigators.

Number of Licensees: 210 liquor licenses are issued in the County of Kaua'i.

Agency: Stand-alone department per County Charter.

Department Attorneys: The County Attorney's office has a deputy county attorney assigned to the department for consultation but not exclusive to this department.

Decision Maker: The Director is appointed by the Liquor Control Commission. The Director has the responsibility of the day to day operations of the department as well as budget. Liquor Control Commission approves license applications & adjudicates violations committed by licensees.

Contact Preferences: Either e-mail or regular mail.

Contacts: All correspondence can be sent to grapozo@kauai.gov or mailed to 4444 Rice Street, Suite 120 Līhu'e, HI 96766.

Written Responses: Yes. Requests sent to the department either by e-mail or regular mail will be addressed ASAP. Usual response time is same day it's received.

Web Resources:

Statutes/Regulations	www.kauai.gov/liquor
FAQs	http://www.kauai.gov/Government/Departments/LiquorControl/FAQs/tabid/170/Default.aspx
Licensing Instructions and Forms	http://www.kauai.gov/Government/Departments/LiquorControl/FormsampApplications/tabid/174/Default.aspx

IDAHO

Organization of Agency: The Idaho State Liquor Division (ISLD) is organized in the executive office of the governor. There is no board or commission. The director reports to the governor. We regulate the importation, distribution, and retail sale of distilled spirits. Beer & wine are regulated by alcohol beverage control in an "open market" model. We operate 66 state stores run by state employees out of storefronts leased from the private sector. We have 104 contractor/agent stores in smaller communities where a state store is not feasible. There are three deputy directors: (1) cfo/hr; (2) it/security; (3) procurement, distribution, & retail. We have 350 employees working in the central office (25), warehouse (20), and retail stores (305).

Number of Licensees: None. On-premise licensees are regulated by alcohol beverage control. Licensees must purchase product only from ISLD.

Agency: Executive Office of the Governor

Department Attorneys: None

Decision Maker: The Director

Contact Preferences: Any contact method is fine.

Contacts: All inquiries start with the CFO who is the chief deputy. The Director is also available.

Written Responses: Yes

Timing: It depends on the complexity of the request and whether it needs legal input from the Attorney General.

Web Resources:

Statutes/Regulations	www.liquor.idaho.gov
FAQs	www.liquor.idaho.gov ; www.mixblendenjoy.com
Retail Operation Manual (Best Practices)	www.liquor.idaho.gov

ILLINOIS

Organization of Agency: The ILCC is a small operation, primarily due to Illinois decentralized retail license regulatory framework. Administrative staff consists of 18 people with an additional team of 20 investigators. Divisions are Legal, Licensing, Industry Education, Tobacco Compliance, Parental Responsibility and Investigations. There are 7 Commissioners (1 Chairman which is currently vacant) which set policy and adjudicate compliance cases. Position of Agency Director is vacant. ILCC is also an administrative division of the Illinois Department of Revenue even though the Commissioners and Director are appointed directly by the Governor.

Number of Licensees: Approximately 30,000 (of which about 23,000 are retail licenses).

Agency: Department of Revenue

Department Attorneys: Three lawyers that exclusively handle liquor matters. One exclusively manages Underage Sales to Minor cases. One handles all other compliance matters. Chief Legal Counsel oversees both and focuses on trade practice interpretation, legislative matters, Commission relations.

Best Practices: The industry Education Division (1 person) conducts industry outreach through quarterly newsletters and website management. They manage website inquiries.

Decision Maker: The Director (vacant) is the administrative head of the agency. The Commissioning body directs policy and adjudicates cases when necessary. Commissioner agenda is primarily determined by the legal staff.

Contact Preferences: Website inquiries, email inquiries, phone inquiries are all acceptable. Requests for formal advisory opinions or opinions that could impact more than just the person requesting will probably be presented to the Commissioning body in an open meeting.

Contacts: Dusanka Marijan and licensing staff can answer all license application and renewal inquiries. Richard Haymaker/Ivan Fernandez and legal staff can answer requests for a legal interpretation or trade practice related questions. All inquiries can be emailed through the Commission email inquiry system (ilcc@illinois.gov) or phone calls to the Chicago office at (312) 814-2206.

Written Responses: Simple, standard (non-controversial) questions will receive written email replies. Formal advisories require more thorough vetting and potential voting by the Commissioning body.

Timing: Simple inquiries usually take 1-2 days. Formal advisories take a few months.

Other: We receive frequent requests about age to sell/serve and age to enter bar or restaurant.

Web Resources:

Statutes/Regulations	https://www.illinois.gov/ilcc/Divisions/Pages/Legal/Illinois-Liquor-Control-Act.aspx
FAQs	https://www.illinois.gov/ilcc/about/Pages/FAQ.aspx
Trade Practice Guidelines	https://www.illinois.gov/ilcc/Divisions/Pages/Legal/Trade-Practices-Policies.aspx
Licensing Instructions and Forms	https://www.illinois.gov/ilcc/Pages/Forms-and-Applications.aspx
Relevant case law	Part of Trade Practice Guidelines

INDIANA

Organization of Agency: The Commission licenses and regulates nearly 10,000 permits for the manufacture, operation or sale of alcoholic beverages at all restaurants, breweries, wineries, grocery stores, hotels, drug stores, package stores, stadiums, civic centers, social and fraternal clubs, horse tracks and river boats throughout the State of Indiana. In addition, the Commission also licenses and regulates the permits of every bartender, waiter, waitress, salesperson and clerk associated with the sale or service of alcoholic beverages in the State of Indiana - almost 100,000 in number. The Commission is responsible for raising revenue of approximately \$42 million for the citizens of Indiana.

Number of Licensees: Nearly 10,000

Agency: The Alcohol & Tobacco Commission and the Indiana state Excise Police are both located in Indianapolis at the Government Center.

Department Attorneys: We have two department attorneys – a Commission Counsel and a Hearing Judge/Executive Secretary.

Best Practices: General questions can be answered by officers in the field.

Decision Maker: The 4 member Commission.

Contact Preferences: We prefer to correspond via email.

Contacts:

Officer – Scott Bedwell , sbedwell@atc.in.gov

Hearing Judge – David Rothenberg, drothenberg@atc.in.gov

Commission Counsel – Jessica Allen, jeallen@atc.in.gov

Written Responses: Yes – Formal request to the Hearing Judge/Executive Secretary.

Timing: Generally quick turnaround – Some complex questions might take 7-10 days.

Web Resources:

Statutes/Regulations	www.in.gov/atc
FAQs	www.in.gov/atc
Trade Practice Guidelines	www.in.gov/atc
Retail Operation Manual (Best Practices)	www.in.gov/atc
Advisory Opinions Based on Questions from the industry	www.in.gov/atc
Licensing Instructions and Forms	www.in.gov/atc
Relevant case law	www.in.gov/atc

IOWA

Organization of Agency: Administration (6); Regulatory Compliance: Licensing, regulation, compliance, tobacco enforcement (11); Financial & Asset Management: Financial management, inventory management, buildings and grounds (9); Spirits & Distribution: Product management, spirits fulfillment, transportation (47).

Number of Licensees: Approximately 15,000

Agency: The Alcoholic Beverages Division is under the umbrella of the Department of Commerce.

Department Attorneys: Assistant Attorney General

Best Practices: Regulatory Compliance (6)

Decision Maker: Administrator (5 years)

Contact Preferences: The Division maintains open communication with all of its stakeholders. Industry may contact the Division in person, via telephone, email, U.S. Postal service or personal service.

Contacts: Administration:

Stephen Larson, Administrator
515-281-7402
Larson@iowaabd.com

Operations:

Tim Iversen, COO
515-281-7406
Iversen@iowaabd.com

Government Relations:

Stephanie Strauss
515-281-7432
strauss@iowaabd.com

Regulatory Compliance:

Karen Freund
515-281-7414
Freund@iowaabd.com

Communications:

Robert Bailey
515-725-2260
bailey@iowaabd.com

Written Responses: Yes, based on the type of inquiry, the Division may respond in writing.

Timing: This depends on the nature of the inquiry – from a simple response to a telephone call (minutes) or providing more in-depth data/information (days).

Web Resources:

Statutes/Regulations	http://iowaabd.com/alcohol/regulation/alcohol_laws
FAQs	http://iowaabd.com/search?q=faq
Trade Practice Guidelines	http://iowaabd.com/alcohol/regulation/alcohol_laws
Retail Operation Manual (Best Practices)	http://iowaabd.com/education/partnerships/alcoholic_beverages_laws_you
Advisory Opinions Based on Questions from the industry	http://iowaabd.com/alcohol/regulation/regulation
Licensing Instructions and Forms	http://iowaabd.com/files/client_files/822/2286/elicensing_user_guide.pdf http://iowaabd.com/files/client_files/822/2285/elicensing_user_guide_wholesalers.pdf
Relevant case law	http://iowaabd.com/alcohol/features/alcohol_laws/judicial_review
Other	http://iowaabd.com/alcohol/products/listing

LOUISIANA

Organization of Agency: The Louisiana Office of Alcohol and Tobacco Control (ATC) consists of 4 full time administrative employees; 6 employees in the legal department; 18 enforcement employees; and 14 business employees.

Number of Licensees: 11,371 alcohol permit holders.

Agency: Louisiana Department of Revenue.

Department Attorneys: There are 3 department attorneys who focus primarily on liquor control issues.

Best Practices: There is not a single department responsible for letting permit holders know what they can and cannot do. Instead, all of our divisions have a fundamental understanding of the applicable laws and what is permissible. More complex issues are directed to the Legal Division.

Decision Maker: The head of ATC is the Commissioner. The current commissioner was appointed to his position in November 2010.

Contact Preferences: Via email, phone, or in person.

Contacts: The heads of Legal, Enforcement and Business divisions are responsible for matters that fall within the jurisdiction of each division.

Written Responses: There is no formal advisory opinion process. However, ATC generally responds to written requests relative to specific questions (not hypotheticals) in writing. ATC also frequently works with industry members, permit holders and applicants to explain Louisiana's laws and regulations and to provide alternative options within the scope of the law for proposed business practices.

Timing: The average time for responding to inquiries ranges from one day to one week, contingent upon the complexity of the issue and amount of information requested. Providing exceptional customer service is a primary focus of the LA ATC. It helps when people provide detailed information and narrowly tailored, direct questions.

Web Resources:

Statutes/Regulations	http://www.atc.la.gov/law-book.php
FAQs	http://www.atc.la.gov/AlcoholFAQs.php
Trade Practice Guidelines	http://www.atc.la.gov/policy-documents-notifications.php
Licensing Instructions and Forms	http://www.atc.la.gov/alcohol-applications-retailer.php
Other	ATC's website also allows individuals to submit questions online, as well as contains a list serve for receiving policy and press updates, a special events guidebook, a searchable license database and interactive map, a list of individuals who have received violations for underage sales, policy memoranda, and online applications for receiving responsible vendor permits.

MAINE

Organization of Agency: 11 person unit with 5 office staff; 2 excise collection, label registration, territory designation, advertising, price posting, bonding, licensing of suppliers, and wholesalers; 2 licensing (1 off premise for agency spirits, sacramental permit, pure ethanol permits, qualified catering and special permitting and 1 on premise for catering, special permitting, local option, salesmen); 1 admin clerk, administrative court action, Bureau appeal hearing and hearings for spirits placement.

5 field licensing and enforcement staff without powers of arrest. They issue all licenses and supervise day-to-day enforcement of all licensees.

Number of Licensees: About 7500

Agency: In the capital of Augusta at 10 Water street, Hallowell, ME.

Department Attorneys: 1 attorney general used for other functions such as taxation.

Best Practices: No dedicated department to respond to licensee's questions of what they can and cannot do, we handle all of the duties in one unit.

Decision Maker: A Director with 1 year of regulatory experience but has worked in the industry in the sales and fulfillment business.

Contact Preferences: Emails and phone call or through NABCA or NCSLA

Contacts: Email inquiries should be sent to the general office and we will direct it to the correct division – the division manager of Licensing and Enforcement or the Deputy Director of the Bureau of Alcoholic Beverages and Lottery Operations.

Written Responses: It depends on the request but we try to provide written responses.

Timing: Because of staffing and the extent of the requested data it could be a week.

Web Resources:

Statutes/Regulations	http://maine.gov/dafs/bablo/statutes_rules/liquor.htm
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MARYLAND

Organization of Agency: The Field Enforcement Division has seven (7) staff members who are assigned the alcoholic beverage regulatory function, as well as other duties within the Comptroller of Maryland. The Revenue Administration Division, Licensing & Registration Unit has four (4) staff members who are assigned to issue/renew the alcoholic beverage licenses and permits, as well as other duties within the Revenue Administration Division.

Number of Licensees: The Revenue Administration Division, Licensing & Registration Unit regulates 530 Licensees and 5,973 Permittees.

Agency: Retail licenses (bars, restaurants, package goods, etc.) are issued by Board of License Commissioners for each of the 23 counties and 2 city municipalities in Maryland. The Comptroller of Maryland oversees licensees beyond the retail level.

Department Attorneys: One attorney.

Best Practices: The Field Enforcement Division has two (2) employees that advise licensees/permittees on the limitations of their license/permit. The Revenue Administration Division, Licensing and Registration Unit has four (4) employees that advise licensees/permittees on the limitations of their license/permit.

Decision Maker: The Director of the Field Enforcement Division, with close to 8 years of experience.

Contact Preferences: Questions of a regulatory nature can be directed to: The Field Enforcement Division, Comptroller of Maryland at 410-260-7388.

Licensing questions can be directed to: Von Comer at vcomer@comp.state.md.us or by phone at 410-260-7327; Aaron Greenfield at agreenfield@comp.state.md.us or by phone at 410-260-7315; Patricia Anthony at panthony@comp.state.md.us or by phone at 410-260-7532

Regulatory questions should begin with the main contact number (410-260-7388) and would then be directed to the appropriate individual.

Written Responses: Yes, if requested.

Timing: That would depend on the complexity of the request. A frequently asked question would be responded to within a matter of days.

Other: Our communication with the alcoholic beverage industry is open and clear. We currently have a respected working relationship with members of the Maryland industry. The agency also remains in direct contact with national industry associations.

Web Resources:

Statutes/ Regulations	http://taxes.marylandtaxes.com/Business_Taxes/Business_Tax_Types/Alcohol_Tax/Tax_Information/Tax_Regulations/
FAQs	http://taxes.marylandtaxes.com/Business_Taxes/Business_Tax_Types/Alcohol_Tax/Tax_Information/Frequently_Asked_Questions/
Trade Practice Guidelines	http://www.dsd.state.md.us/comar/SubtitleSearch.aspx?search=03.02.05.*
Advisory Opinions Based on Questions from the industry	http://taxes.marylandtaxes.com/Business_Taxes/Business_Tax_Types/Alcohol_Tax/Tax_Information/Tax_Regulations/Alcohol_Tax_Releases.shtml http://taxes.marylandtaxes.com/Business_Taxes/Business_Tax_Types/Alcohol_Tax/Tax_Information/Tax_Regulations/Alcohol_Tax_Bulletins.shtml
Licensing Instructions and Forms	http://taxes.marylandtaxes.com/Business_Taxes/Business_Tax_Types/Alcohol_Tax/Filing_Information/Alcohol_Tax_Forms/

MASSACHUSETTS

Organization of Agency: Our agency, the Massachusetts Alcoholic Beverages Control Commission, is broken into four separate units: the Commission (3 commissioners); Administration (5 people); Licensing (9 people); and Investigation (14)

Number of Licensees: Roughly 25,000 a year

Agency: Office of the Massachusetts State Treasurer

Department Attorneys: There is one general counsel that assists with most any matter that comes up in the agency.

Best Practices: There is no department dedicated to letting licensees know what they can and cannot do, but the Investigation Unit investigates license applications and potential violations. The Licensing Unit issues licenses when appropriate. The General Counsel and Executive Director will field calls from licensees and members of the public regarding any alcohol-related issues.

Decision Maker: The Chairwoman of the Commission

Contact Preferences: The industry should contact the general counsel, Kris Foster, either via email at kfoster@tre.state.ma.us or at 617-727-3040 x 717. Phone calls are preferable.

Contacts: Most inquiries pass through the General Counsel (contact info above)

Written Responses: Yes, on a case by case basis for informal opinions. If an advisory opinion is wanted from the Commission, a more formal written request with a memorandum explaining the request is required.

Timing: Over-the-phone inquiries via the general counsel are usually resolved same day. Requests for written responses and/or more formal opinions take a week or more.

Web Resources:

Statutes/Regulations	http://www.mass.gov/abcc/regsanddecisions.htm
FAQs	http://www.mass.gov/abcc/faqs.htm
Advisory Opinions Based on Questions from the industry	http://www.mass.gov/abcc/advisories.htm
Licensing Instructions and Forms	http://www.mass.gov/abcc/licensing.htm

MICHIGAN

Organization of Agency: There are several different departments within the Michigan Liquor Control Commission (MLCC):

Commission Office – 8
Enforcement – 60

Executive Services – 12
Licensing – 42

Administrative Services – 2
Financial Management – 15

Number of Licensees: We have 13,729 manufacturer and wholesaler licensees and 18,502 retail licensees for a total of 32,231 licensees.

Agency: While the MLCC is functionally housed within the State of Michigan's Department of Licensing and Regulatory Affairs (LARA), the MLCC is a Type I Agency. This type of agency operates independently of the department.

Department Attorneys: The MLCC does not have an attorney on staff. The Attorney General's Office has an Alcohol & Gambling Division, which provides legal representation to the Commission as needed or requested.

Best Practices: Our Enforcement Division has 60 staff members who advise licensees on what they can and cannot do with their licenses.

Decision Maker: Chairman Andrew Deloney is the head of the MLCC; he was appointed in June of 2011 and reappointed in May of 2015 for another 4-year term. His experience prior to the MLCC includes expertise in the hospitality industry.

Under MCL 436.1209, the Commission is statutorily created to include 5 members. Two of the members are referred to as Hearing Commissioners, tasked with deciding violation matters. The other three members are referred to as Administrative Commissioners, with responsibility over administering the Michigan Liquor Control Code particularly in licensing, purchasing, enforcement, merchandising and distribution.

Contact Preferences: The MLCC strives for excellent customer service and receives questions through many means. Depending on the nature of the question, it may be best to send an email. Simple questions are easily answered by phone or email. The Commission holds public meetings regularly, and welcomes anyone desiring to attend to discuss a matter.

Contacts:

- Licensing inquiries – Director Sharon Martin, 517-284-6290
- Inquiries regarding listing products in Michigan:
 - Spirits – Financial Management, 517-284-6260
 - Beer/Wine – Manufacturers & Wholesalers, 517-284-6300

Written Responses: Declaratory Rulings are accepted under the Michigan Administrative Procedures Act (MCL 24.263) and administrative rule R 436.1971. Depending on the nature of the request, a response may be in writing. The Commission has public meetings four times a week for the purpose of reviewing applications, presentations, other requests, etc.

Timing: It depends on the nature of the request.

Other Comments: The industry would be best served by discussing more issues with the Commissioners, either with individual Commissioners or with all of the Commissioners at a public meeting. There have been times when the Commission is made aware of an issue at the point of a problem, but not prior to that. More communication, on a regular basis, is welcome.

Web Resources:

Statutes/Regulations	http://www.michigan.gov/lara/0,4601,7-154-35299_10570_14895---,00.html
FAQs	http://www.michigan.gov/lara/0,4601,7-154-35299_10570_16941---,00.html
Retail Operation Manual (Best Practices)	http://www.michigan.gov/lara/0,4601,7-154-35299_10570_43070---,00.html
Licensing Instructions and Forms	http://www.michigan.gov/lara/0,4601,7-154-35299_10570_14177---,00.html

MINNESOTA

Organization of Agency: On the liquor enforcement side we have three investigators, two licensing staff, one administrative supervisor and one enforcement supervisor for a total of 7 personnel.

Number of Licensees: 27,000 according to our internal database master list.

Agency: Department of Public Safety

Department Attorneys: Share an attorney with all departments within Department of Public Safety.

Decision Maker: Our Director is the head of the agency and has been with the agency for 3.5 years.

Contact Preferences: We prefer to receive emails or phone calls; as a small department we cannot always make time for in person meetings.

Contacts: We have divided the state into counties and each investigator is responsible for inquiries in their areas. The enforcement supervisor oversees all inquiries and responds to those that contact him directly.

Written Responses: When we received a formal request for an inquiry, we will put the response in writing.

Timing: Please allow a week to 10 days for a response. It may take longer when consult with our attorney is needed.

Web Resources:

Statutes/Regulations	https://dps.mn.gov/divisions/age/alcohol/Pages/default.aspx
FAQs	https://dps.mn.gov/divisions/age/alcohol/Pages/enforcement-faq.aspx
Licensing Instructions and Forms	https://dps.mn.gov/divisions/age/forms-documents/Pages/default.aspx
Relevant case law	https://dps.mn.gov/divisions/age/alcohol/Pages/regulation-history.aspx

MISSISSIPPI

Organization of Agency: Administration, Enforcement & Permits, Accounting, Processing and Warehouse.

Number of Licensees: Approximately 2,100

Agency: Mississippi Department of Revenue

Department Attorneys: Yes, one.

Best Practices: The ABC Permit department and the Office of Enforcement – 28 employees

Decision Marker: The Commissioner of Revenue with about 6 years of experience.

Contact Preferences: Through the Administration Section or Enforcement Section

Contacts: Chief Rusty Hanna – Enforcement; Jamie Eubanks – Administration

Written Responses: Yes, answers regarding legal opinions will be sent out by letter ruling when requested.

Timing: Inquiries should be handled in 2-3 days. Letter rulings could take 2-4 weeks.

Web Resources:

Statutes/Regulations	http://www.dor.ms.gov/abc/regulations.html
FAQs	http://www.dor.ms.gov/info/faqs/TobaccoBeerandAlcohol.html
Retail Operation Manual (Best Practices)	http://www.dor.ms.gov/abc/abc_liquorenforcement.html
Licensing Instructions and Forms	http://www.dor.ms.gov/abc/forms/main.html
Proposed Regulations	http://www.dor.ms.gov/NewInfo/main.html

MISSOURI

Organization of Agency: Missouri Division of Alcohol and Tobacco Control – 17 employees consisting of State Supervisor, Chief of Enforcement, 5 Special Agent/Agents, 1 Tobacco Control Manager, 1 Administrative Services Manager, 1 Auditor, 1 Licensing Section Manager, 3 Executives, 2 Administrative Office Support Assistants, 2 Senior Office Support Assistants.

We take care of Excise Tax Collection, Licensing, Regulation of Liquor Control Law, and Administrative Disciplinary Process.

Number of Licensees: Approximately 14,000 licensees, 30,743 licenses issued in FY'2014.

Agency: Department of Public Safety

Department Attorneys: ATC does not employ an attorney that is focused exclusively on liquor control issues. ATC utilizes the DPS attorney, and the Attorney General's Office represents the Division in Court Issues.

Best Practices: ATC responds to licensees questions. ATC doesn't educate the licensees because of the budget cuts in the past 5 years.

Decision Maker: State Supervisor

Contact Preferences: Email at Karen.gaut@dps.mo.gov

Contacts: Agent Contacts - http://atc.dps.mo.gov/about/contact_us.html#d2Contact; Central Office Contacts - http://atc.dps.mo.gov/about/central_staff.php

Written Responses: If an industry member wishes for a response in writing, he must submit his inquiry in writing.

Timing: Generally within 1 week.

Web Resources:

Statutes/Regulations	http://atc.dps.mo.gov/regulations/
FAQs	http://atc.dps.mo.gov/licensing/faqs_alcohol.php http://atc.dps.mo.gov/licensing/faqs_mfg_wholesale_solicitors.php
Licensing Instructions and Forms	http://atc.dps.mo.gov/licensing/

MONTANA

Organization of Agency: Liquor Control Division is within the Montana Department of Revenue. The division has two bureaus – Liquor Licensing and Liquor Distribution.

Number of Licensees: Over 5,000

Agency: Department of Revenue

Department Attorneys: Yes, one specifically for Liquor and 10 Department of Revenue attorneys who help with overflow.

Best Practices: There are 8 employees in liquor licensing who answer licensee's questions as well as license establishments.

Decision Maker: The Director is the ultimate decision maker. The administrator weighs in heavily on most decisions. The Director is a political position and often has limited liquor regulation experience, the administrator has 15 years of experience.

Contact Preferences: Telephone

Contacts: Most inquiries should be directed to the Bureau Chiefs

Written Responses: It depends on the circumstances.

Timing: It depends on the circumstances.

Web Resources:

Statutes/Regulations	http://revenue.mt.gov/home/liquor/resources
FAQs	http://revenue.mt.gov/home/liquor
Trade Practice Guidelines	http://revenue.mt.gov/home/liquor/resources#horizontalTab3
Licensing Instructions and Forms	http://revenue.mt.gov/home/liquor/forms
Online Account Management	https://tap.dor.mt.gov/_/#1

NEW JERSEY

Organization of Agency: Within the New Jersey Alcoholic Beverage Control there are four bureaus:

1. Counsel to the Director: 8
2. Enforcement Bureau: 8
3. Licensing Bureau: 25 people
4. Investigations Bureau: 20 people

Number of Licensees:

6,296 On-Premise

1,834 Off-Premise

950 Club Licenses

96 Special State Permits

404 Wholesale Licenses

18,000-20,000 one day special permits

Agency: Department of Law and Public Safety; Office of the Attorney General

Department Attorneys: Yes, there's legal staff of (16), split between enforcement and regulatory.

Best Practices: The Licensing Bureau (which has 25 people) interacts with licensees to provide guidance on the limitations of their liquor license. Any issues beyond their knowledge are referred to the Counsel to the Director's Bureau.

Decision Maker: The Director, Michael I. Halfacre, Esq., is the ultimate decision maker in the NJ ABC. Director Halfacre has been with the ABC for approximately 3 years, and had experience with liquor laws prior to joining the Division.

Contact Preferences: The NJ ABC can be contacted during normal business hours via telephone. Online inquiries can also be made through our website: <http://www.nj.gov/oag/abc/index.html>. If a formal legal opinion is desired, the request must be made in writing.

Written Responses: Yes. If a written inquiry is made, typically a response will be issued in writing by one of the Deputy Attorneys General of either Counsel to the Director's Office, or the Enforcement Bureau, depending on the nature of the inquiry.

Timing: The response time varies based on the complexity and novelty of the issue.

Other: The Division strives to operate as a source of information for the liquor industry in New Jersey. If an industry member wants a written response, please make that clear in the request, and provide all relevant information necessary to answer the inquiry completely.

Web Resources:

FAQs	http://www.nj.gov/oag/abc/faqs.html
Trade Practice Guidelines	http://www.nj.gov/oag/abc/abc-hb-eng-esp.html
Retail Operation Manual (Best Practices)	See above: ABC Handbook
Advisory Opinions Based on Questions from the industry	http://www.nj.gov/oag/abc/library.html
Licensing Instructions and Forms	http://www.nj.gov/oag/abc/licensing-files.html

NEW MEXICO

Organization of Agency: New Mexico's Alcohol & Gaming Division has 14 employees. Our enforcement arm, the Special Investigations Division, is housed at a separate state department, the Department of Public Safety. It has 28 employees.

Number of Licensees: We have about 4500 establishment licensees with 29 different license types, 11 alcohol server education providers and about 200,000 certified alcohol servers.

Agency: The Alcohol & Gaming Division is a division of the New Mexico Regulation & Licensing Department, a Cabinet level state department.

Department Attorneys: Yes, we have a division attorney. In addition, the Regulation & Licensing Department has an Office of General Counsel. The sitting Director of Alcohol & Gaming is also an attorney.

Best Practices: Complex questions regarding license limitations are often fielded by the Deputy Director, who has 20 years of liquor regulation experience. Day-to-day questions are fielded by the Hearing Officer assigned to the liquor license application.

Decision Maker: The Director of Alcohol and Gaming is the ultimate decision maker. The sitting Director has been in law practice for 26 years with 2 of those years in liquor regulation and 12 years of statewide policy experience in the executive and legislative branches of government. On certain matters, such as the disposition of Liquor Control Act violation administrative citations involving a fatality or great bodily harm, the Superintendent of Regulation & Licensing and the Office of the Governor are also consulted.

Contact Preferences: For general questions, emails and telephone calls are best. For complex matters, meetings are preferred for first contact with email and telephone follow-up as matters move forward.

Contacts:

Inquiries regarding pending establishment license applications go to the Hearing Officers.

Inquiries regarding the disposition of citations go to the Citation Manager.

Inquiries regarding complex business transactions may go to the Attorney, the Deputy Director or the Director, depending on the transaction.

Please refer to our website, www.rld.state.nm.us, for a list of email addresses.

Written Responses: Email requests for approval of offers or inquiries regarding "can I do this in New Mexico" will receive a brief email response. Responses requiring the exercise of the Director's discretion or legal interpretation may be sent via email, discussed by telephone or explained in a meeting, depending on the level of sensitivity.

Timing: Simple inquiries that have factual answers will be answered the same day whenever possible. Complex matters requiring the exercise of the Director's discretion or policy decision-making will need more time.

Other Comments: We prefer that industry consult us when in doubt about any issue or in the planning stages of complex matters. We are happy to assist in problem-solving, generating options and mapping a path in gray areas.

Please contact us early in the process, before substantial investments have been made, in order to get the information you need to make informed decisions. We can help you achieve your goals by discovering how to work with your business model inside New Mexico's regulatory structure. While we are happy to work with corporate counsel at out-of-state headquarters on citations, structure changes or other routine matters, we encourage coordination with local counsel to assist with licensing and compliance matters.

Web Resources:

Statutes/Regulations	www.rld.state.nm.us
FAQs	www.rld.state.nm.us
Licensing Instructions and Forms	www.rld.state.nm.us
Other	The annual message from the Director is posted on our website.

NEW YORK

Organization of Agency:

The New York State Liquor Authority has six departments.

- 1- Licensing - 55 employees
- 2- Enforcement – 36 employees
- 3- Counsel's Office – 25 employees
- 4- Hearing Bureau - 14 employees
- 5- Secretary's Office – 4 employees
- 6- Public Affairs - 2 employees

Licensing is composed of all licensing examiners who review applications. It is headed by the Deputy Commissioner of Licensing.

Enforcement consists of Beverage Control Investigators and support staff members who investigate retail violations of the ABCL. It is headed by the Director of Enforcement.

Counsel's Office consists attorneys and support staff that prosecute and investigate violations of the ABCL, draft and review legislation, handle industry trade practice issues and field questions from the public and industry. Within Counsel's Office is the Wholesale Bureau which consist of attorneys and investigators who investigate and prosecute ABCL violations committed by wholesalers and manufacturers. General Counsel oversees Counsel's Office.

Hearing Bureau consists of Administrative Law Judges who preside at disciplinary hearings.

Secretary's Office consists of four employees who administratively handle all matters that come before the Board. It is headed by the Secretary to the Board.

Public Affairs responds to legislative questions, FOIL requests and press inquiries. There are two employees in this division. It is headed by our Public Affairs Officer.

Number of Licensees: 53,000 licenses in total.

Agency: The New York State Liquor Authority is an executive agency under the Governor's Office.

Department Attorneys: The NYSLA employs 13 attorneys all who focus on the ABCL (if that is what is meant by liquor control issues)

Best Practices: Retail licensees may call or e-mail the Authority. Those questions are answered either by a licensing staff member or a member of the state call center. Others may e-mail or call Counsel's Office. Finally, wholesalers and manufacturers may call or e-mail the Wholesale Bureau. On daily basis there are a minimum of 6 employees across the units who are responsible for answering questions from the public.

Decision Maker: The Chair of the New York State Liquor Authority has sole administrative authority – meaning they alone can hire/ fire staff and make all administrative decisions. However, licensing, disciplinary and positions of law (eg. Declaratory rulings) are all matters for the Full Board (all three

Commissioners). As for experience, the Governor has just named a new Chair to the NYSLA. The Chair has yet to be confirmed by the state Senate. The new Chair has no prior experience with liquor regulation.

Contact Preferences: Via e-mails, calls for formal requests for declaratory rulings.

Contacts: Wholesale matters – Paul Karamanol - 518-486-6743 – paul.karamanol@sla.ny.gov

Price Posting – Wendy Kennedy - 518-474-3114 – wholesale.bureau@sla.ny.gov

Licensing – Call Center – 518-474-3114 – licensing.info@sla.ny.gov

Legal – Mark Frering – 518-474-3114 –option 4-2-2 – legal@sla.ny.gov

FOIL – Michael Smith – 518-474-3114 – option 3- foil@sla.ny.gov

Enforcement – 518-474-3115 – option 2 - enforcement@sla.ny.gov

Written Responses: Yes, Counsel issues “Opinion of Counsel” letters and the Members issue written responses to requests for declaratory rulings.

Timing: An opinion of Counsel Letter should take no longer than 2 weeks. Oral rulings from the Members will be heard generally within a month of submission. Written decisions for requests for declaratory rulings may unfortunately take three months.

Web Resources:

Statutes/Regulations	http://www.sla.ny.gov/abc-law
FAQs	http://www.sla.ny.gov/frequently-asked-questions
Retail Operation Manual (Best Practices)	http://www.sla.ny.gov/system/files/StateLiquorAuthority-RetailLicenseesHandbook.pdf
Advisory Opinions Based on Questions from the industry	http://www.sla.ny.gov/bulletins-divisional-orders-and-advisories
Licensing Instructions and Forms	http://www.sla.ny.gov/forms-quick-find#retail

NORTH CAROLINA

Organization of Agency:

Administration – 5

Audit / Application Investigations – 11

Council on Underage Drinking Prevention – 4

Education – 1

Information Technology – 1

Legal – 6

Local ABC Board Audit and Pricing – 3

Permit and Product Compliance - 11

Number of Licensees: 18,000

Agency: The ABC Commission is an independent agency housed under the Department of Public Safety for administrative purposes only. In 2014, the NC General Assembly moved us from the Department of Commerce.

Department Attorneys: There are three attorneys on staff at the ABC Commission.

Best Practices: Various departments answer permit questions (except IT and Local ABC Board Audit)

Decision Maker: Administrator makes the day-to-day decisions; 4.5 years

Contact Preferences: Email, telephone, US Mail, fax

Contacts: Staff Directory - <http://abc.nc.gov/About/Staff>

Written Responses: Written responses will be provided for written inquiries.

Timing: Varies from immediate to a couple of weeks depending on the complexity of the inquiry

Web Resources:

Statutes/Regulations	http://abc.nc.gov/Documents/Index/10
FAQs	http://abc.nc.gov/FAQ
Licensing Instructions and Forms	http://abc.nc.gov/Permit

NORTH DAKOTA

(Supplier and Distributor Tiers)

Organization of Agency: The Office of State Tax Commissioner, Sales and Special Tax Compliance Section, administers alcohol regulations relating to the first two tiers of the three tier system, including licensing, reporting, and regulation. The Office of Attorney General administers the retail tier.

Number of Licensees: We have over 2000 manufacturers, suppliers, wholesalers, direct shippers, logistics shippers and alcohol carriers licensed.

Agency: Revenue and Attorney General, State Capitol.

Department Attorneys: None

Best Practices: There is one employee on staff who lets licensees know what they can and cannot do with their licenses.

Decision Maker: The senior decision maker would be the Tax Commissioner, who has been in office for 1 ½ years.

Contact Preferences: We prefer to receive emails, sent to alcoholtax@nd.gov.

Contacts:

Blane Braunberger, Sales and Special Tax Compliance Section Supervisor, 701-328-3011

Missy Tesky, Attorney General's Office, 701-328-3539

Written Responses: Send email to alcoholtax@nd.gov and we will respond in writing.

Timing: We generally respond within a couple of days depending on staff availability.

Web Resources:

Statutes/Regulations	http://www.nd.gov/tax/centurycode/
FAQs	http://www.nd.gov/tax/misc/faq/
Trade Practice Guidelines	http://www.nd.gov/tax/alcohol/pubs/
Retail Operation Manual (Best Practices)	http://www.nd.gov/tax/alcohol/cal/
Licensing Instructions and Forms	http://www.nd.gov/tax/alcohol/forms/ http://www.nd.gov/tax/alcohol/electfiling/
Other – Calendar Info-	http://www.nd.gov/tax/alcohol/cal/

NORTH DAKOTA

(Retail Tier)

Organization of Agency: Licensing Section of the Criminal and Regulatory Division (2 employees)

Number of Licensees: 1,500 state retail alcoholic beverage licenses (in addition to 10 other license types issued)

Agency: North Dakota Attorney General

Department Attorneys: One Assistant Attorney General whose portfolio contains alcoholic beverages among other areas.

Best Practices: Licensing Section provides any information to retail licensees.

Decision Maker: Licensing Administrator, 15 years

Contact Preferences: Telephone to (701) 328-2329 or email to mtesky@nd.gov.

Contacts: Missy Tesky, Licensing Administrator

Written Responses: Our office is unable to provide legal advice or interpretation of the law to the public.

Web Resources:

Statutes/Regulations	www.ag.nd.gov – Licensing/Alcoholic Beverage License
FAQs	www.ag.nd.gov
Licensing Instructions and Forms	www.ag.nd.gov – Licensing/Alcoholic Beverage License

OKLAHOMA

Organization of Agency: The Director oversees the entire agency (32 full-time and 6 part-time contract employees, plus 29 people employed on a limited, part-time basis by our Enforcement Division for FDA contract purposes). The Director reports to Commission (7 persons appointed by Governor). Assistant Director is over Enforcement (19 personnel plus 29 FDA personnel noted above) and Licensing (3 personnel). The Business Director is over the Business Office (6 personnel). There is also a Legal Division (2 full-time employees and a half-time/contract attorney), and an- HR/Brand /Label Registration Division (1 person).

Number of Licenses: Over 60,000.

Agency: Stand-alone, Constitutionally created agency.

Department Attorneys: One part-time, contracted Assistant Attorney General plus one Administrative Law Judge.

Best Practices: Licensing Department with 3 full-time and 2 part-time employees.

Decision Maker: The Director is normally the ultimate decision maker but with some decisions referred to Commissioners who have oversight authority over agency. The Director has over 35 years of experience.

Contact Preferences: In writing or by e-mail.

Contacts: Keith Burt - Director; Jim Hughes - Enforcement/Licensing; Kathy Sharp - Director's Executive Secretary and Legal Secretary; Karen Pilkington - HR/Brand and Label Registration; Brent Fairchild and Carla Clanton - Licensing; Nikki Nickols and Luke Simms - Legal; Maureen Shanta - FDA Contract/Enforcement Statistics; and Ron Malone - Business.

Written Responses: We will respond to written requests received as soon as possible.

Timing: 1-5 days (written).

Web Resources:

Statutes/Regulations	http://www.ok.gov/able/Laws__Rules/index.html
Advisory Opinions Based on Questions from the industry	Attorney General Opinions are available on Attorney General's web site.
Licensing Instructions and Forms	http://www.ok.gov/able/Licensing_and_Application/index.html
Relevant case law	http://www.ok.gov/able/Laws__Rules/index.html
Proposed Rules	http://www.ok.gov/able/index.html

OREGON

Organization of Agency:

Administrative Policy and Process: 9
Communications: 4
Distilled Spirits Program: 67
Financial Services: 22
Human Resources: 4
Information Services: 15
License Process: 18
Management Services: 10
Public Safety: 75
Recreational Marijuana: 4

Number of Licensees: 12,725

Agency: Stand-alone agency – Oregon Liquor Control Commission

Department Attorneys: Contract with Oregon Department of Justice.

Decision Maker: Oregon Liquor Control Commission has an Executive Director who reports to a Commission comprised of five volunteers.

Contact Preferences: Industry and public can reach us many ways through in-person, email, phone and social media.

Contacts:

Distilled Spirits:

Accounts payable/receivable for liquor/freight calls – 503-872-5157

Liquor Stores: 503-872-5020

Oregon Laws:

Rule Making: Bryant Haley, 503-872-5000 ext. 5136

Distributing: Wholesale, manufacturing: Kelly Routt; 503-872-5007 kelly.routt@state.or.us

Advertising: Kelly Routt; 503-872-5007 kelly.routt@state.or.us

Bottle Bill – Jan Smith, 503-872-5217 or Kelly Routt 503-872-5007

Licensing:

Change to existing license: Lanette Clayton 503-872-5123 lanette.clayton@state.or.us

License Renewals: 503-872-5138

Temporary Liquor License: Marialana LeClair -503-872-5198

Liquor Liability Insurance: Gwenn McNeal, ext. 5127 or Fax to 503-872-5074

Certificate of approval (out of state): Kelly Routt; 503-872-5007 kelly.routt@state.or.us

Public Safety:

Complaints – Liquor Law Violations: Field Operations Dispatch, 503-872-5070

Keg Tags: Licensees requesting keg tags contact Field Operations, 503-872-5070

Alcohol Server Education:

Responsible Vendor Program: 503-872-5133

Server Education/Clerk Training: 503-872-5133

All other questions: OLCC Receptionist 503-872-5000

Written Responses: Yes. Process differs depending on the topic.

Timing: The time differs depending on the complexity of the topic.

Other: Communicate with OLCC staff early to allow time for research, if necessary.

Web Resources:

Statutes/ Regulations	http://www.oregon.gov/olcc/Pages/laws_and_rules.aspx
FAQs	http://www.oregon.gov/OLCC/LIC/pages/faqs_liquor_licensing.aspx
Trade Practice Guidelines	http://www.oregon.gov/olcc/docs/publications/supplierretailerguidelines.pdf
Licensing Instructions and Forms	http://www.oregon.gov/olcc/LIC/pages/license_types.aspx
Relevant case law	http://www.oregon.gov/olcc/Pages/laws_and_rules.aspx#Case_Digest_and_Final_Orders

PENNSYLVANIA

Organization of Agency: The Pennsylvania Liquor Control is responsible for the oversight of more than 600 wine and spirits stores within the commonwealth as well as the issuance and oversight of liquor licenses granted in PA.

Number of Licensees: Over 17,000 of which 12,811 are retail licenses and 1,254 are wholesale licenses. Other licenses include brewery, distillery, limited distillery, importer, transporter-for-hire, sacramental wine, limited winery, winery, direct wine shipper, etc.

Also, over 2,109 special wine exposition permits, 2,479 special occasion permits, and 1,619 off-premise catering permits were issued in 2014.

Agency: Stand-alone Department

Department Attorneys: We have a Legal Bureau which consists of a Chief Counsel and thirteen staff attorneys.

Best Practices: The Bureau of Licensing which consists of a total of 143 employees (in-house and field personnel) advises licensees on what they can and cannot do with their licenses.

Decision Maker: The Commissioners, Executive Directors and Directors of each bureau. Their years of experience varies from two years to thirty-seven years of service.

Contact Preferences: Email or telephone

Communication should be handled via our public website portals which provide telephone numbers and email addresses. Articulating the inquiry in detail helps us to more effectively and timely respond to an inquiry.

Contacts: Our public website at www.lcb.state.pa.us lists the various portals for licensees, industry partners, alcohol education, consumers, legal, fine wine and good spirits stores and provides contact information by email and telephone number.

Written Responses: Yes, we will respond if a written or emailed inquiry is received.

Timing: Depending on the nature of the inquiry, most are responded to within a few days. Legal inquiries may take longer as do Right to Know Requests.

Additional Info: We also avail ourselves to meetings requested by the General Assembly or individuals requiring guidance on policy, procedures, processes and regulations. We have field personnel in the bureau of Licensing which provide statewide seminars for our licensees and attend community meetings as requested.

Our bureau of Alcohol Education holds an annual conference and participates in various events throughout the state. They are also responsible for our Responsible Alcohol Management Program (RAMP) which provides owner/manager and server/seller training to licensees.

Web Resources:

Statutes/Regulations	www.lcb.state.pa.us "Legal" "PA Liquor Code" "Title 40, PA Code"
FAQs	www.lcb.state.pa.us "Legal" and "Licensing"
Trade Practice Guidelines	www.lcb.state.pa.us "Industry Partners"
Retail Operation Manual (Best Practices)	www.lcb.state.pa.us "Industry Partners"
Advisory Opinions Based on Questions from the industry	www.lcb.state.pa.us "Legal" "Legal Advisory Search"
Licensing Instructions and Forms	www.lcb.state.pa.us "Licensing" "Application Packet/Forms"

RHODE ISLAND

Organization of Agency: Rhode Island's liquor control functions are vested in the Department of Business Regulation, Division of Commercial Licensing. There is one full time employee in the Liquor Control Section. There is a Chief Public Safety Inspector that does liquor inspections, however, he also conducts inspections for all the remaining divisions of the Commercial Licensing sections. Liquor is supervised by a Deputy Director, however, she also supervises all the remaining divisions of the Commercial Licensing section as well as the Securities and Racing and Athletics divisions. There is one Director that heads the entire agency; however, he also oversees the aforementioned divisions as well as the Banking and Insurance divisions.

Number of Licensees: 653 licenses issued by the Department. Retail licenses are issued by municipalities.

Agency: Department of Business Regulation, Commercial Licensing Division

Department Attorneys: No. The Department has 4 attorneys that service all of the divisions of the Department.

Best Practices: There is one full time employee in the Liquor Control Section.

Decision Maker: A Director.

Contact Preferences: All inquiries can be made via email to MaryAnn Dube (DBR) at MaryAnn.Dube@dbri.gov.

Written Responses: The Department will respond to most inquiries via e-mail.

Timing: One week.

Web Resources:

Statutes/Regulations	Regulations are available at http://www.dbr.state.ri.us/documents/rules/comm_licensing/Commercial_Licensing_Regulation_8.pdf
Advisory Opinions Based on Questions from the industry	The Department issues Bulletins on issues in the industry. http://www.dbr.state.ri.us/news/commerciallicensing.php
Licensing Instructions and Forms	http://www.dbr.state.ri.us/divisions/commlicensing/liquor.php
Relevant case law	Enforcement Action are posted at http://www.dbr.state.ri.us/decisions/decisions_commlicensing.php#liquor

SOUTH CAROLINA

Organization of Agency: Alcohol is regulated by two separate State Agencies in South Carolina. The Licensing part of Alcohol is regulated by The Department of Revenue (SCDOR) – Alcohol Beverage Section, which has 15 employees. The Enforcement part of Alcohol is enforced by The South Carolina Law Enforcement Division (SLED).

Number of Licensees: South Carolina has 40 different types of licenses and currently has 19,308 open licenses.

Agency: Licensing is housed in the Department of Revenue and Enforcement is housed in the South Carolina Law Enforcement Division.

Department Attorney: No

Decision Maker: The SCDOR does have a Director appointed by the Governor. He has been the Director since July '14.

Contact Preferences: SCDOR prefers to be contacted by Email.

Written Responses: The agency will put certain responses in writing. The question would need to be looked at by our Policy Section according to SC Revenue Procedure #09-3.

Timing: SC Revenue Procedure #09-3 states that questions are answered in the order received, so the response time would depend on the other amount of questions sent to the Policy Section.

Web Resources:

Statutes/Regulations	http://www.dor.sc.gov/policy/index
FAQs	http://www.dor.sc.gov/tax/abl
Advisory Opinions Based on Questions from the industry	http://www.dor.sc.gov/policy/advisory-opinions-abl
Licensing Instructions and Forms	http://www.dor.sc.gov/tax/abl

SOUTH DAKOTA

Organization of Agency: The South Dakota Department of Revenue, Special Taxes Division, is responsible for alcohol taxation and regulation. We are a small division with several other areas of responsibility as well. Approximately two FTE are utilized for alcohol issues. Local law enforcement agencies also assist with regulation of alcohol licensees.

Number of Licensees: Approximately 5,500.

Agency: The South Dakota Department of Revenue, Special Taxes Division, is responsible for alcohol taxation and regulation.

Department Attorneys: No.

Best Practices: The South Dakota Department of Revenue, Special Taxes Division, is responsible for alcohol taxation and regulation. We are a small division with several other areas of responsibility as well. Approximately two FTE are utilized for alcohol issues.

Decision Maker: The Director of the Property and Special Taxes Division is the ultimate decision maker. He has been with the Department approximately four years.

Contact Preferences: We prefer either telephone or email.

Contacts: There are not specific contacts for different questions, all inquiries can be directed to our general number.

Written Responses: Yes, typically written responses will be provided to written inquiries.

Timing: It could be a couple of weeks, depending upon workload.

Other: I'd like to reiterate that we are a small division with several other areas of responsibility. Patience is much appreciated.

Web Resources:

Statutes/Regulations	http://legis.sd.gov/statutes/DisplayStatute.aspx?Statute=35&Type=Statute http://legis.sd.gov/Rules/DisplayRule.aspx?Rule=64:75
Licensing Instructions and Forms	http://dor.sd.gov/Taxes/Special_Taxes/Alcohol/Alcohol_Licenses/default.aspx http://dor.sd.gov/Taxes/Special_Taxes/Forms/Alcohol.aspx
Other	http://dor.sd.gov/Taxes/Special_Taxes/

TENNESSEE

Organization of Agency: The Tennessee Alcoholic Beverage Commission (TABC) has three commissioners appointed by the Governor. The three commissioners appoint an Executive Director, an Assistant Director and a Chief Law Enforcement Officer (CLEO).

The Assistant Director oversees the staff in the Nashville office, while the CLEO oversees the Special Agents in Charge (SAC) in each POD. The TABC's main office is in Nashville, the state capitol, but it has POD's in Memphis, Knoxville, and Chattanooga, as well as several smaller satellite offices. The SAC oversees the staff in their offices, as well as the Special Agents in their respective office. These are not different departments, but the TABC functions as a regulatory agency with some law enforcement jurisdiction. All Special Agents are post certified law enforcement officers. At this time the TABC has thirty-eight Special Agents (including SAC's and CLEO) and approximately forty staff members, including Management and Commissioners.

Number of Licensees: Approximately 7,400 total licensees.

Agency: The TABC is a stand-alone department.

Department Attorneys: There is one Staff Attorney and the Executive Director and Assistant Director are also attorneys, for a total of three department attorneys. (The Assistant Director is not required to be an attorney but always has been.)

Best Practices: The TABC does not have specialized departments, however, the different licenses are handled by specifically dedicated staff members. Also, the agents answers questions and discuss changes in the laws with licensees at inspections.

Decision Maker: The Director is the ultimate decision maker, however, the Director reports to the Commissioners and vets any opinions prior to issuance with the Commissioners. The Director has been a trial lawyer for thirty-three years, and came to the TABC from private practice in 2011.

Contact Preferences: We prefer email inquiries.

Contacts: All three attorneys are contacts for all areas.

- Keith Bell, Executive Director, 615-741-7620, keith.bell@tn.gov
- Ginna Winfree, Assistant Director, 615-741-7628, ginna.winfree@tn.gov
- Josh Stepp, Staff Attorney, 615-741-8916, Joshua.stepp@tn.gov

Written Responses: Opinions may be disseminated in writing after research and discussion amongst the three attorneys and advice from the Commissioners. Often times, members of the industry are asked for input prior to publication.

Timing: It depends on the request.

Web Resources:

Statutes/ Regulations	http://www.tn.gov/abc/TN%20Laws%20&%20Regulations%20lead%20page.shtml
Licensing Instructions and Forms	http://www.tn.gov/abc/licensing%20-%20lead%20page.shtml http://www.tn.gov/abc/Forms.shtml
Other	http://www.tn.gov/abc/updates%20-%20lead%20page.shtml http://www.tn.gov/abc/commission%20matters%20-%20lead%20page.html http://www.tn.gov/abc/links%20-%20lead%20page.shtml

TEXAS

Organization of Agency: The agency has several different divisions: Executive, Field Operations (Audit and Enforcement), Licensing, Legal, Tax and Marketing Practices, Education and Prevention, Training and various support divisions (Business Services, Information Resources, HR).

Number of Licensees: Approximately 50,000

Agency: Stand-alone

Department Attorneys: 10 department attorneys on staff.

Decision Maker: Executive Director Sherry Cook

Contact Preferences: Email or Telephone by topic

http://www.tabc.state.tx.us/contact_us/headquarters.asp

http://www.tabc.state.tx.us/contact_us/local_field_office.asp

Contacts: Public Information – Chris Porter – questions@tabc.texas.gov

Written Responses: Yes, we ask that requests be detailed in writing and submitted to the agency for review. Appropriate staff evaluates the request and then provides a written response.

Timing: Response time varies depending upon the complexity or the request, generally response require approximately 1-3 weeks.

Web Resources:

Statutes/Regulations	http://www.tabc.state.tx.us/laws/index.asp
FAQs	http://www.tabc.state.tx.us/faq/introduction.asp
Trade Practice Guidelines	http://www.tabc.state.tx.us/marketing_practices/index.asp
Retail Operation Manual (Best Practices)	http://www.tabc.state.tx.us/publications/licensing/IndustryGuide.pdf
Advisory Opinions Based on Questions from the industry	http://www.tabc.state.tx.us/marketing_practices/advisories.asp
Licensing Instructions and Forms	http://www.tabc.state.tx.us/licensing/index.asp
Other	http://www.tabc.state.tx.us/PublicInquiry/Default.aspx

VERMONT

Organization of Agency: There are several different divisions within the Department of Liquor Control. The Administrative side of the house handles the purchasing, warehousing, distribution and sale of Spirituous Liquors as well as the accounting aspect. The Divisions: Education, Licensing and Enforcement. Education is tasked with educating industry members and their employees with the laws and regulations pertaining to the preparation, sale and service of alcoholic beverages. Licensing is just that. Enforcement is tasked with enforcing alcoholic beverage laws and regulations on licensed and permitted locations. Enforcement has 16 sworn law enforcement officers. Licensing has 2. Education has 3. There is also a support staff of 3. All comprised the Department has a total of 56 full time employees

Number of Licensees: We issue over 9,000 licenses and permits each year.

Agency: We are a stand-alone agency.

Department Attorneys: We have one Attorney assigned to us by the Attorney General's Office. That Attorney is responsible for several departments.

Best Practices: Yes, the Education Division which is comprised of 2 sworn Investigators and one civilian.

Decision Maker: William Goggons, Director, has the ultimate decision making authority on the day to day basis for three divisions. Commissioner Michael J. Hogan has decision making authority over the entire department. The Commissioner is a direct report to the Liquor Control Board.

Contact Preferences: Email or phone call. (802) 828-2339

Written Responses: Depends on the nature of the question and the manner in which it was received.

Timing: ASAP

Web Resources:

Statutes/Regulations	http://liquorcontrol.vermont.gov/enforcement/laws
FAQs	http://liquorcontrol.vermont.gov/faq
Licensing Instructions and Forms	http://liquorcontrol.vermont.gov/downloads
Other	liquorcontrol.vermont.gov

VIRGINIA

Organization of Agency: Virginia is a control state engaged in both wholesaling and retailing spirits; with approximately 3,300 employees. Of those employees, 2,300 are part time and 1,000 are full time. Our Retail Division has the vast majority of employees with approximately 2,800, most of which are part time. Virginia ABC's Bureau of Law Enforcement has 150 employees and nearly 350 of our employees are in various support roles (IT, HR, Accounting, Logistics, Property Management, Tax Management, Hearings, etc.).

Number of Licensees: Nearly 18,000

Agency: Secretary of Public Safety and Homeland Security

Department Attorneys: We have attorneys on staff focused on administrative hearings and appeals, with no dedicated in-house legal resource to focus exclusively on general liquor control issues and questions.

In addition, our Chief Operating Officer, who directly oversees most agency divisions and serves as the agency's main legislative contact, is an attorney and actively participates in the daily interpretation of ABC related laws and regulations.

Finally, we have counsel assigned from the Office of the Attorney General which we utilize frequently.

Best Practices: All employees in the Bureau of Law Enforcement assist licensees with general inquiries, as well as what is allowed under the privileges of the various licenses. Approximately 150 employees work in this unit.

Decision Maker: The ultimate decision making body is a three-member Board (a Chair and two Commissioners) appointed by the Governor. The Chairman has 5 years of experience with liquor control issues and over 20 years of senior leadership experience in the legislative and regulatory arenas. Our second Commissioner has one year of service on the Board, having served two previous Governors with distinction in the Secretary of Technology's office (technology upgrades are a large part of the current Board's focus). Our third Commissioner has one year of service on the Board, with a legal and legislative career spanning 50 years.

Contact Preferences: Issues that deal with manufacturers and wholesalers should be addressed to Mr. Marc Haalman, Special Agent in Charge, PO Box 27491, Richmond, Va. 23261 – 804.213.4400. Retailers should contact their assigned agent; however, if it is a complex issue or if the inquiry impacts a chain operation across multiple locations, the inquiry should be addressed to Mr. Shawn Walker, Director, at the same address and phone number.

Written Responses: Yes. We will respond to inquiries in writing. The process is as follows: If there is clear precedent on an issue, then an employee will communicate that in writing to the inquirer. If the issue is without precedent, we typically refer the matter to an internal "Standards Committee" which will consider the issue and respond. If the question is one that has a general application, then we will issue a Circular Letter (guidance document) to all licensees that could be impacted by the decision.

Timing: Most inquiries are of a routine nature and can often be answered on the phone or within 24 hours. More complex inquiries may require 10 days to two weeks, depending on the nature and scope of the request.

Web Resources:

Statutes/Regulations	https://www.abc.virginia.gov/enforcement/virginia-codes-and-regulations
FAQs	https://www.abc.virginia.gov/licenses/get-a-license/licensing-faqs
Retail Operation Manual (Best Practices)	https://www.abc.virginia.gov/licenses/retail-resources
Advisory Opinions Based on Questions from the industry	Recent guidance documents on ABC website, but all are located on "Townhall" website - https://www.abc.virginia.gov/licenses - for ABC guidance documents, and - http://townhall.virginia.gov/L/GDocs.cfm?boardid=2 for those on Townhall
Licensing Instructions and Forms	https://www.abc.virginia.gov/licenses/get-a-license
Relevant case law	Most relevant case law may be found via a LexisNexis search or in the annotated case in the applicable section of the Code of Virginia or the Virginia Alcoholic Beverage Control Regulations via https://www.abc.virginia.gov/enforcement/virginia-codes-and-regulations
Other	Our new website is very user friendly and contains a great deal of information on products, stores, ABC laws and regulations, customer and licensees information and more. One important aspect of our work is our educational outreach, which may be viewed at: https://www.abc.virginia.gov/education

WASHINGTON

Organization of Agency: The Washington State Liquor Control Board (WSLCB) is composed of three members appointed by the Governor for six year terms. Board members hire the agency director who manages the day to day operations. The Board holds public meetings, work sessions with stakeholders, and makes policy decisions. The director is involved with day to day operations.

- Licensing Division (licenses on- and off-premises locations, issues permits, etc.)
- Enforcement Division (Limited authority officers enforce liquor laws and regulations).

Number of Licensees: 21,783 alcohol licensees in Washington State.

Agency: Stand-alone agency

Department Attorneys: The WSLCB is represented by the state Attorney General's Office. We do not have any specific agency attorneys.

Best Practices: Employees of the Licensing and Enforcement Divisions communicate regularly with licensees.

Decision Maker: The Board is the ultimate policy decision-maker. Board members are appointed to staggered six-year terms. The Director makes day-to-day decisions. The Director has been with the WSLCB since 1997 (18 years).

Contact Preferences: Formal industry inquiries may be addressed to Director Rick Garza - Rick.Garza@lcb.wa.gov or 360-664-1650

Contacts:

Informal industry inquiries may be addressed to:

- Laws and Rules Coordinator Karen McCall, Karen.McCall@lcb.wa.gov or 360-664-1631
- Enforcement Chief Justin Nordhorn, Justin.Nordhorn@lcb.wa.gov or 360-664-1726
- Licensing Director Rebecca Smith, Rebecca.Smith@lcb.wa.gov or 360-664-1615
- Chief Financial Officer Mike Kashmar, Mike.Kashmar@lcb.wa.gov or 360-664-1690

Written Responses: The WSLCB responds in multiple ways.

- Informally via email
- Formally via mail, rule-making, AAG response on behalf, or policy advisory.

Timing: Most inquiries are responded to immediately or within weeks. Some formal requests may take months depending on circumstances, such as a request for a legal opinion.

Other: Most inquiries, where there is a clear answer, are responded to quickly. If an industry member makes an inquiry to multiple employees within the agency, please note that they have done so and who else they have asked the same question.

Web Resources:

Statutes/Regulations	http://lcb.wa.gov/laws/laws-and-rules
FAQs	Yes, multiple locations. Start here... http://lcb.wa.gov/licensing/licensing-services
Trade Practice Guidelines	http://lcb.wa.gov/enforcement/education
Retail Operation Manual (Best Practices)	http://lcb.wa.gov/enforcement/education
Advisory Opinions Based on Questions from the industry	Limited Advisories. http://lcb.wa.gov/advisories/intro
Licensing Instructions and Forms	Yes, multiple locations. Start here... http://lcb.wa.gov/licensing/licensing-services
Other	Our website is an excellent source of information. www.lcb.wa.gov

WASHINGTON D.C.

Agency Organization: The District of Columbia's Alcoholic Beverage Regulation Administration (ABRA) issues and renews licenses that enable qualified businesses to sell and serve alcoholic beverages. The agency also monitors compliance with ABC laws and takes appropriate enforcement action when licensees violate these laws. When necessary, ABRA proposes new laws regulating the manufacture, distribution and sale of alcoholic beverages in the District of Columbia. ABRA also offers education programs that help licensed establishments prevent the sale of alcohol to underage individuals. The agency consists of four divisions, including the following:

Licensing Division

ABRA's Licensing Division processes applications, issues licenses and provides information to the public about the licensing process. Licensing personnel work with Advisory Neighborhood Commissions (ANCs) and other community organizations to facilitate open dialogue among these groups. In addition, licensing staff members evaluate and recommend changes in licensing processes, regulations and licensing fees. There are 13 staff members in this department.

Enforcement Division

The Enforcement Division enforces compliance with D.C. Official Code Title 25 and D.C. Municipal Regulations Title 23. ABRA investigators conduct routine inspections, investigate consumer complaints such as violations of settlement agreements, alleged incidents in or around ABC establishments, and conduct operations involving the prevention of sales and service of alcohol to minors. Investigators submit their findings to the Alcoholic Beverage Control Board (Board) for review and appropriate enforcement action. The Enforcement Division includes a compliance analyst who conducts fiscal audits of licensed establishments. There are 20 staff members in this department.

Adjudication Division

Adjudication personnel support the Board by preparing their weekly hearing agenda, notifying the necessary parties of upcoming hearings, facilitating staff settlements and communicating Board decisions. Adjudication staff members monitor the status of protest hearings, settlement agreements and establishment security plans. This division also ensures the enactment of Board decisions and orders. This division has seven staff members.

Administrative Services

Administrative Services provides administrative and operational support to critical agency components such as procurement, payroll, human resources, performance management and information technology. The records management component of the Administrative Services Division provides document and database information to the Board, licensees, ANCs and members of the public. This component also provides certification services, responds to and tracks Freedom of Information Act (FOIA) requests and responds to subpoena requests. In addition, the division houses ABRA's public affairs and community outreach teams, which provide training to ANCs, community associations and ABC licensees. The team also provides informational support to members of the media and general public. This division has seven staff members.

Alcoholic Beverage Control Board

In addition to the agency divisions, the Alcoholic Beverage Control Board (Board) is an independent body that meets once each week to adjudicate, administer and enforce alcoholic beverage laws. Board members are appointed by the Mayor and confirmed by the DC Council for a four-year term. There are seven members on the Board, with three members constituting a quorum.

Number of Licensees: Approximately 1,950 licensees.

Agency: The Alcoholic Beverage Regulation Administration (ABRA), which is an agency within District of Columbia government.

Department Attorneys: The agency has three attorneys that focus on alcoholic beverage regulation as it relates to the District of Columbia.

Decision Maker: The Alcoholic Beverage Control Board (Board) is a seven-member Board that adjudicates, administers and enforces alcoholic beverage laws in the District. Fred Moosally is the Director of ABRA and has served more than 13 years with agency, including six years as ABRA's director and seven years as ABRA's general counsel.

Contact Preferences: Questions can be submitted via email to abra@dc.gov.

Written Responses: Yes, please submit inquiries to abra@dc.gov.

Timing: A response is normally provided within 24 hours or the next business day.

Web Resources:

Statutes/Regulations	http://abra.dc.gov/node/677092
FAQs	http://abra.dc.gov/page/abc-quick-guides
Trade Practice Guidelines	http://abra.dc.gov/page/abc-quick-guides
Retail Operation Manual (Best Practices)	http://abra.dc.gov/page/abc-quick-guides http://abra.dc.gov/publications/best-practices-nightlife-establishments http://abra.dc.gov/node/794902
Advisory Opinions Based on Questions from the industry	http://abra.dc.gov/service/search-abra-records http://abra.dc.gov/page/abc-board-orders-year
Licensing Instructions and Forms	http://abra.dc.gov/page/licensing
Relevant case law	http://abra.dc.gov/page/court-decisions-abc-cases
Other	http://abra.dc.gov/

WISCONSIN

Organization of Agency:

Alcohol & Tobacco Enforcement Unit – 10 people

Excise Tax Unit – 13 people

Number of Licensees: About 8,000

Agency: Department of Revenue

Department Attorneys: 3 - Not exclusively liquor control issues

Best Practices: Alcohol & Tobacco Enforcement Unit – 10 people; Excise Tax Unit – 2 people

Decision Maker: Ultimate decision is done with consultation with legal and 2 other people.

Contact Preferences: Letter, email, or phone

Contacts: Industry – Chris Roy (608) 266-7453 christopher.roy@revenue.wi.gov PO Box 8900 Madison WI 53708-8900

Municipal – Tom Ourada (608) 266-8875 thomas.ourada@revenue.wi.gov

Written Responses: Yes – we will answer all questions in writing if requested.

Timing: Depends on the technical nature of the question, but typically with a couple of days.

Web Resources:

Statutes/Regulations	http://www.revenue.wi.gov/businesses/liquor.html
FAQs	http://www.revenue.wi.gov/businesses/liquor.html
Licensing Instructions and Forms	http://www.revenue.wi.gov/businesses/liquor.html

WYOMING

Organization of Agency: The Wyoming Liquor Division (WLD) is a separate division within the Wyoming Department of Revenue. The WLD consists of 4 sections – Compliance, Accounting, Purchasing and Warehouse. The Compliance Section has 3 employees, Accounting Section 10 employees, Purchasing Section has 8 employees and Warehouse Section has 18 full-time employees and 7 temporary employees.

Number of Licensees: The WLD regulates approximately 1350 various retail liquor licenses. We are also the licensing authority for 874 Out-Of-State Shippers Licenses (wine direct shippers), 154 Industry Representative (brokers) licenses, 6 Manufacturers (distillers/rectifiers), 3 Importers and 32 Malt Beverage Wholesalers licenses that we license and regulate.

Agency: The WLD is a separate Division within the Wyoming Department of Revenue. The Wyoming Legislature created the Wyoming Liquor Commission in 1935 after the repeal of the Eighteenth Amendment and passage of the Twenty-First. The Wyoming Liquor commission was a stand-alone agency until 1996 when government reorganization moved the Wyoming Liquor Commission into the Department of Revenue.

Department Attorneys: The Wyoming Liquor division uses the services of an attorney through the Attorney General's office where they have assigned an attorney to the WLD.

Best Practices: The WLD educates licensees through all of our Sections within the WLD. For legal compliance the Compliance Section will educate licensees, this will also include alcohol education programs and responsible alcohol server training.

Decision Maker: The director of the Department of Revenue is the ultimate decision maker, for day-to-day operations the WLD has an Administrator.

Contact Preferences: The WLD is flexible, Email, phone, web contact, fax and mail are all acceptable forms to contact us.

Contacts: Dan Noble, Director-responsible for all divisions within the Department of Revenue

Greg Cook, Administrator-responsible to day-to-day operation at WLD

Tom Montoya, Chief of Enforcement-responsible for enforcement, licensing and education.

Arlis Bauer, Accounting Manager-responsible for all accounting functions and order input.

Angela Lebeda, Purchasing Manager-responsible for inventory control and purchasing of product.

Scott Workman, Warehouse Manager-responsible for all warehouse functions.

Written Responses: Depends on what was asked. Usually we do not object, we simply ask that a written request be presented.

Timing: Depends on the inquiry but we strive to get an answer as soon as possible.

Other Comments: The WLD is not the licensing authority for retail liquor licenses within Wyoming. Retail liquor licenses are issued by local authorities. Statutes require that the WLD review all applications to be sure that they comply with statute requirements but the decision to issue or deny is made on the local level.

Web Resources:

Statutes/Regulations	http://eliquor.wyoming.gov/information.htm
FAQs	http://eliquor.wyoming.gov/index.aspx
Licensing Instructions and Forms	http://eliquor.wyoming.gov/index.aspx
Relevant case law	http://eliquor.wyoming.gov/information.htm