



National Liquor Law Enforcement Association

NLLEA

**FINAL REPORT**

**CASE STUDY REPORT ON ALCOHOL LAW  
ENFORCEMENT AGENCIES THAT RECEIVE STATE  
HIGHWAY SAFETY OFFICE FUNDING**

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## TABLE OF CONTENTS

<b>List of Acronyms</b> .....	<b>iii</b>
<b>Executive Summary</b> .....	<b>v</b>
<b>Introduction</b> .....	<b>1</b>
Project Overview .....	1
Statement of Background and Purpose .....	1
<b>ALE Survey Results</b> .....	<b>2</b>
Site Selection Overview .....	2
Compilation of Data .....	3
<b>Results</b> .....	<b>4</b>
Table A .....	4
Arizona Department of Liquor Licenses and Control .....	5
Agency Background .....	5
Grant Initiatives and Results .....	5
California Department of Alcoholic Beverage Control .....	7
Agency Background .....	7
Grant Initiatives and Results .....	7
Massachusetts Alcoholic Beverages Control Commission .....	10
Agency Background .....	10
Grant Initiatives and Results .....	10
New Hampshire Liquor Commission, Division of Enforcement .....	13
Agency Background .....	13
Grant Initiatives and Results .....	13
North Carolina Alcohol Law Enforcement .....	14
Agency Background .....	14
Grant Initiatives and Results .....	15
Vermont Department of Liquor Control (DLC) .....	16
Agency Background .....	16
Grant Initiatives and Results .....	16
Virginia Department of Alcoholic Beverage Control .....	16
Agency Background .....	16
Grant Initiatives and Results .....	17
<b>Discussion and Recommendations</b> .....	<b>19</b>
<b>References</b> .....	<b>22</b>

## LIST OF ACRONYMS

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<b>ABC</b>	Alcohol Beverage Control
<b>ABCC</b>	Alcohol Beverages Control Commission
<b>ALE</b>	Alcohol Law Enforcement
<b>ARIDE</b>	Advanced Roadside Impaired Driving Enforcement
<b>CDC</b>	Center for Disease Control
<b>CUB</b>	Covert Underage Buying programs
<b>CSAP</b>	Center for Substance Abuse Prevention
<b>DECP</b>	Drug Evaluation Classification Program
<b>DLC</b>	Department of Liquor Control
<b>DLLC</b>	Department of Liquor Licenses and Control
<b>DMV</b>	Department of Motor Vehicles
<b>DUI</b>	Driving Under the Influence
<b>DWI</b>	Driving While Intoxicated
<b>DRE</b>	Drug Recognition Expert
<b>GOHS</b>	Governor's Office of Highway Safety
<b>HSD</b>	Highway Safety Department
<b>HSO</b>	Highway Safety Office
<b>IMPACT</b>	Informed Merchants Preventing Alcohol-Related Crime Tendencies
<b>LDS</b>	Last Drink Survey
<b>LEAD</b>	Licensee Education on Alcohol and Drugs
<b>NIAAA</b>	National Institute on Alcohol Abuse and Alcoholism
<b>NLLEA</b>	National Liquor Law Enforcement Association
<b>NTSB</b>	National Transportation Safety Board
<b>OTS</b>	Office of Traffic Safety
<b>POLD</b>	Place of Last Drink
<b>POLS</b>	Place of Last Sale
<b>PSA</b>	Public Service Advertising (Announcements)
<b>ROSTF</b>	Retail Operating Standards Task Force
<b>SAMHSA</b>	Substance Abuse and Mental Health Services Administration
<b>SHSO</b>	State Highway Safety Office
<b>SIP</b>	Sales to intoxicated persons
<b>SFST</b>	Standard Field Sobriety Test
<b>SPF</b>	Strategic Prevention Framework
<b>TRACE</b>	Target Responsibility for Alcohol Connected Emergencies
<b>UAB</b>	Underage Buyer
<b>UC/CSU</b>	University of California/California State University

**VA ABC**      Virginia Department of Alcoholic Beverage Control

## EXECUTIVE SUMMARY

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The National Highway Traffic Safety Administration funded the National Liquor Law Enforcement Association through a cooperative agreement to review successful alcohol law enforcement/State Highway Safety Offices (SHSO) partnerships and create a case study for the benefit of Alcohol Law Enforcement (ALE) agencies in other States. This resource will provide strategies for applying to State Highway Safety Office funding, and other funding, partnerships and collaborations to support respective ALE activities within that state.

The NLLEA identified nine ALE agencies that received State highway safety funds in either 2016, 2017, or 2018 and identified key individuals within those agencies to discuss outcomes and collect relevant documents. The NLLEA used its non-federal funds to add additional questions to the annual survey that NLLEA conducts with all agency members to get initial information about which ALE agencies have received State highway safety funds in the past three years (including 2018). Ten questions were developed for the survey:

- Did your agency receive SHSO funds in 2016, 2017 and/or 2018?
- For each of the following years please indicate how many SHSO grants your agency received and if possible, how much money your agency received as part of each grant.
- How did your agency learn of SHSO funding was available?
- How did your agency apply for the SHSO grant funding? (include examples of successful applications).
- Please describe how your agency used SHSO funds to improve alcohol law enforcement efforts to prevent impaired driving. What types of enforcement operations were conducted? Were these efforts conducted throughout the year or solely during the impaired driving crackdown periods?
- Were new partnerships fostered as a result of your agency receiving SHSO funding, and if so, please describe how the new partnerships operate?
- Please describe any media outreach and strategies, and educational efforts your agency undertook related to the SHSO grant funding project(s).
- What were the outcomes/results of your agency's the SHSO grant funded project(s)?
- Considering your agency's experience obtaining SHSO grant funding, what would you say are the benefits and challenges that ALE agencies encounter when applying for and receiving SHSO funds?
- Please describe your agency's partnerships and/or collaborations with your SHSOs and other agencies on SHSO backed initiatives which occurred independently of your agency receiving HSO funding.

## INTRODUCTION

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Over the years, many alcohol law enforcement agencies have anecdotally reported challenges or a lack of information about ways in which they can receive funding from state highway safety offices for alcohol law enforcement initiatives. In the 2016 NLLEA data collection, seven state ALE agencies reported receiving state highway safety office funds. NLLEA proposes to collect information from these seven state ALE agencies (or possibly others based on 2017 data collection to be completed in Summer 2018) regarding the application and use of these funds. This information will be compiled into an overall summary report that highlights how ALEs built relationships with their highway safety offices, how they used the funds, any outcomes reported, and future directions/lessons learned. The document is intended to serve as a guide for other state ALE agencies to encourage them to build partnerships with their state highway safety offices. Information regarding key measures detailed in *Countermeasures That Work: A Highway Safety Countermeasure Guide for State Highway Safety Offices* will be summarized in relation to the enforcement and education efforts that ALEs routinely undertake in order to assist ALEs in focusing on science-based strategies to employ in future grant applications.

The goals for this project included—

1. Create a guide for ALE agencies to encourage them to build partnerships with their SHSO in order to apply for funding to help reduce the incidence of alcohol-and drug-impaired driving; and
2. Assist ALE agencies to focus on science-based strategies to employ in their grant funding applications as detailed in the *Countermeasures That Work: A Highway Safety Countermeasure Guide for State Highway Safety Offices*.

## PROJECT OVERVIEW

This cooperative agreement project was funded over a 12-month period between September 16, 2018 and September 15, 2019. The total not to exceed amount of Federal funding provided under this Project is \$59,012. The Grantee Project Manager from September 16, 2018 to February 3, 2019 was Rebecca Ramirez. The new Grantee Project Manager, Carrie Bence was hired by the NLLEA on February 4, 2019 and took over this Project. A project modification is on file.

## STATEMENT OF BACKGROUND AND PURPOSE

In 2016, 10,497 individuals were killed in an impaired driving crash, a 1.7% increase from 2015<sup>1</sup>. Averaging one fatality every 50 minutes; alcohol-impaired driving crashes accounted for 29 percent of all the 2016 motor vehicle traffic fatalities in the U.S. While these numbers had been decreasing over the last decade, alcohol-impaired driving fatalities in both 2015 and 2016 increased from the year prior triggering concern from the traffic safety community.

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<sup>1</sup> National Center for Statistics and Analysis. (2017, October). *Alcohol-Impaired Driving*. (Traffic Safety Facts 2016 Data. Report No. DOT HS 812 450). Washington, DC: National Highway Traffic Safety Administration.

The National Highway Traffic Safety Administration promoted a comprehensive, systematic approach to reducing the number of impaired driving crashes, injuries, and fatalities. The foundation of this approach is highly visible law enforcement activities supported by specific marketing and communication techniques with messaging targeting high-risk populations. To support the strong enforcement and media component, NHTSA works with national organizations that specialize in every aspect of impaired driving law enforcement. One such law enforcement organization is the National Liquor Law Enforcement Association. NLLEA is the only national law enforcement organization made up of officers and agents who enforce liquor laws in establishments that sell liquor in the United States. NLLEA's membership consists of State and local liquor law enforcement agencies, as well as traditional law enforcement agencies, with specialized units involved in liquor law enforcement. NLLEA has the unique capability to target the impaired driver at the source of alcohol consumption, before they can get in a vehicle and drive.

Most alcohol law enforcement agencies are operating with limited resources and many ALE agencies reported barriers to receiving funding from their State highway safety offices for alcohol law enforcement initiatives. In a 2016 NLLEA member survey, seven ALE agencies reported receiving State highway safety office funds. As case studies, the agencies in these seven States can provide formal documentation of their application strategies and demonstrate the ways they used and benefited from State funding. Furthermore, the findings can highlight how ALE agencies-built relationships with their highway safety offices, outcomes reported, and lessons learned. This document can serve as a guide for other state ALE agencies encouraging them to build partnerships with their State highway safety offices.

## **ALE SURVEY RESULTS**

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### **SITE SELECTION OVERVIEW**

NLLEA data (collected independently with nonfederal funds) to identify ALE agencies that have received highway safety funds in either 2016, 2017, and/or 2018 and identify key individuals within those agencies to interview and collect relevant documents. Create list of questions to ask agencies and ideal set of documents to request as samples. A total of nine agencies were identified and submitted responses to the survey, but seven were chosen based on their successful grant application initiatives and for receiving funding all 3 years (2016, 2017 & 2019).

Below is a list of the seven ALE agencies identified:

1. Arizona Department of Liquor Licenses and Control
2. California Department of Alcoholic Beverage Control
3. Massachusetts Alcoholic Beverages Control Commission
4. New Hampshire Liquor Commission, Division of Liquor Enforcement and Licensing
5. North Carolina Alcohol Law Enforcement
6. Virginia Department of Alcoholic Beverage Control
7. Vermont Department of Liquor and Lottery Control



## **COMPILATION OF DATA**

This project sought to help local law enforcement agencies create better partnerships with the SHSO:

A total of 7 ALE agencies received funding for all 3 years, 2016, 2017 and 2018. Those agencies were identified as Arizona, California, Massachusetts, New Hampshire, North Carolina, Vermont, and Virginia.

## RESULTS

Seven ALE agencies were identified as receiving funding for 2016, 2017 & 2018. More than 7 million in funding was received among agencies.

**Table A. Funding received by State**

Funded State 2016, 2017 & 2018	Each Year of Award and Amount	Grant Initiatives	Media & Educational Outreach	Partnership Made
Arizona	2016-\$66,000 2017-\$81,000 2018-\$126,000	CUB Programs, TRACE Programs, Fake ID Training, Sporting Events, Large Scale Events, High Risk Holidays, DUI Checkpoints	Grant award media release	Local police, licensees, universities, high schools,
California	2016-\$2,000,000 2017-\$1,700,000 2018-\$1,700,000	Minor Decoy Program, Shoulder Tap Operations, Holiday Enforcement, Special Event Enforcement, Underage Drinking Prevention and Education Program, IMPACT, ROSTF Program, TRACE Program, POLS, LEAD	Paid promotion on Facebook and Twitter	Local law enforcement, stakeholders, licensees, DUI Coordinators, University Police and students
Massachusetts	2016-\$350,000 2017-\$226,000 2018-\$115,000	SIP Operations, Minimum Purchase Age Compliance Checks, Concert and Special Event Enforcement, Internet Sales and Delivery of Alcohol to Minors, POLD	Media outreach in the form of print, cable, web and radio.	State Police, Municipal Police, Licensees,
New Hampshire	2016-\$137,186.21 2017-\$173,634.51 2018-\$121,930.07	Last Drink Survey/Mobile Command Outreach Unit Initiative, DRE Program, DUI Checkpoints, DUI Saturation Patrols, Educational Initiatives, ARIDE, SFST	PSA's with local media and local talk radio. Speaking at various conferences.	Highway Safety Agency, local police, community groups, schools, private/public businesses, prevention partners, local coalition groups
North Carolina	2016-\$20,000 2017-\$20,000 2018-\$10,000	Cops in Shops Operations, Bike Week Operations, Prom Week Operations, Back to School Operations at Universities, Large Concert Events, DWI check points,	Public information programs throughout the state for a wide range of audiences including retailers, civic groups, high schools, and other educational programs.	North Carolina State Highway Patrol, local law enforcement
Vermont	2016-\$3,782.11 2017-\$8,912.39 2018-17,360.00	POLD	Training on POLD for local police, coalition, etc.	Vermont Highway Safety Alliance, Governor's Highway Safety Program
Virginia	2016-\$99,600 2017-\$99,600 2018-\$99,750	Compliance Checks	Licensee training and education programs	Local enforcement, prevention agencies, Highway Safety Office

Table A shows each state that received SHSO funding and the amount received each year.

## ARIZONA DEPARTMENT OF LIQUOR LICENSES AND CONTROL

### Agency Background

Arizona is the sixth largest State in the United States, with approximately 113,594 square miles and, in 2018, a population of 7,171,646 (U. S. Census Bureau). Arizona has fifteen counties ranging in population from approximately 7,750 to 3,990,000. In addition, Arizona has 20 Indian reservations, including the largest reservation in the United States, the Navajo Nation (United States Department of the Interior Indian Affairs).

The Arizona Department of Liquor Licenses and Control ensures compliance with state liquor laws through training, enforcement and adjudication. The DLLC has 15 sworn peace officers, including one deputy director, two sergeants and 12 officers. The 12 DLLC officers govern 11,718 liquor licenses, an approximate ratio of one officer for every 1,065 licenses.

### Grant Initiatives and Results

Arizona DLLC has been working with and receiving grant funding from the Governor's Office of Highway Safety for approximately the last 13 years. The Director of GOHS contacted the DLLC concerning the availability of federal funding to provide overtime for certain enforcement activities. The DLLC is the agency responsible by statute, Title IV, to license and regulate the nearly 12,000 liquor licensed establishments in the state of Arizona. The Department is comprised of a Licensing Section, Investigations Section and Compliance Section. The Investigations Section is currently made up of 15 sworn Arizona police officers who focus on liquor enforcement. Information, complaints and serious incidents that involve underage drinking and establishments that serve underage patrons are brought to the attention of the Department. It is the responsibility of the officers to respond statewide to ensure licensees are abiding by liquor laws and take the necessary action when they are found to be serving underage patrons by both criminal and administrative penalties. There are many large events such as sporting venues, concerts, holidays, and parties that routinely involve underage drinking that occur regularly throughout the state. Underage drinking is a huge problem in Arizona, where many underage patrons and adults have been severely injured or killed as a result of intoxication. In the last two years DLLC officers have criminally cited more than 1,000 underage people for alcohol related crimes. Underage and adult arrests have resulted in more than 2,300 criminal counts.

In an attempt to solve the problem of underage drinking the Arizona DLCC uses their grant funding to coordinate overtime enforcement activities to include: private residence parties, Covert Underage Buying (CUB) Programs, bars/restaurants checks, TRACE Programs, concerts, sporting events, college and high school campus checks, and large events as Country Thunder and Waste Management Open. It is the policy of this program that personnel take an aggressive approach to the enforcement of traffic and criminal statutes relating to underage drinking. The goal of the officer will be to correct the offender's behavior in a way that will make a lasting impression. Standard enforcement approaches may not result in such permanent change. Therefore, strict enforcement will be the methodology during this program.

Many details will be conducted with local police agencies including multi-agency task forces such as DUI programs throughout Arizona. DLLC is attempting to increase enforcement activities as other local agencies have had recent significant cut backs in their liquor/vice/youth

alcohol squads. Officers will be primarily working in a covert manner to maximize the effectiveness of each detail. This provides the officers a better advantage of observing underage alcohol related violations during the details and a better opportunity to meet our objectives. Licensees that are found to be in violation of furnishing alcohol to underage patrons will also face administrative sanctions by the Department which could include fines, suspensions and even revocation of their license.

Education activities will also be provided to underage youth, business owners/employees and public safety personnel during the details. It is important to educate public safety personnel about DLLC, Title IV, and the TRACE program and have them contact DLLC when a serious incident occurs that involves underage and alcohol. Fake ID recognition is another training program DLLC provides to law enforcement as well as members of the liquor industry.

In their grant application Arizona uses local, state, and national data to identify underage drinking as a problem in their state. In a study published in June 2014, the Centers for Disease Control and Prevention released its 2013 Youth Risk Behavior Surveillance study. The annual survey, which reviews unhealthy behavior among 9<sup>th</sup> to 12<sup>th</sup> graders, reported that more than a third of high school students had consumed alcohol and more than one in five reported having engaged in binge drinking in the past 30 days. Based on a 2011 report in *24/7 Wall St.* titled "States with the Most Underage Drinking" it identified the states where binge drinking among teens occurs most. Arizona has the highest percentage of high school students who binge drink at 26.5% and Arizona also ranks in the top 10 for the percentage of high schoolers who have reported the use of other drugs. With the increased use of fake IDs and underage drinking by high school students DLLC officers are finding more intoxicated youths in this age group at public events.

The State of Arizona has a pervasive underage drinking problem. According to the 2015 U.S. Health and Human Services Report, alcohol remains the most popular substance used by students. Arizona students who had their first drink of alcohol other than a few sips before the age of 13 was 16%. The percentage of students who had at least one drink of alcohol on one or more of the past 30 days was 35%. Also, the percentage of students who had five or more drinks of alcohol in a row, that is, within a couple of hours, on one or more of the past 30 days was 19%. The most visible consequence of underage drinking is car crashes. Teen drivers are responsible for a highly disproportionate number of collisions, injuries and deaths. There are approximately 275,000 licensed drivers under 21 years of age within the State of Arizona. In relation to the number of licensed drivers, young people under age 21 who have been drinking are involved in fatal crashes at twice the rate of adult drivers according to the NHTSA. Alcohol is also a factor in many homicides, suicides and other unintentional injuries, which along with car crashes, are four leading causes of death of people 15-20 years of age.

The Arizona DLLC files criminal and/or administrative action against all liquor licenses who violate Arizona laws, regulations and rules. A large number of these violations involve sales of alcohol to underage buyers or underage persons consuming alcoholic beverages. These disciplinary actions are the only means available to take formal administrative action against licensees who disregard the laws that bind them and their business practices. However, often the damage created by these unlawful types of practices has already occurred.

The Arizona DLLC regulates nearly 12,000 liquor licenses throughout the State of Arizona. Officers are required to work 40 hours per work week and are tasked with additional duties besides what is listed above. Bound to a 40-hour work week and the inability to compensate officers for overtime, these duties and programs the officers currently work will be severely affected. Overtime funding is necessary to continue enforcement efforts beyond the normal work week.

### **Benefits and Challenges**

The challenges are to write a successful grant proposal which is awarded grant funding for your project. An agency must define a problem and a proposed solution with anticipated results. The benefits are the additional influx in grant funding for overtime, equipment and supplies.

## **CALIFORNIA DEPARTMENT OF ALCOHOLIC BEVERAGE CONTROL**

### **Agency Background**

California is a State in the Pacific Region of the United States. With 39.3 million residents, California is the most populous state in the United States and the third most extensive by area. The California Department of Alcoholic Beverage Control Agents are peace officers under Section 830.2 of the California Penal Code and are empowered to investigate and make arrests for violations of the Business and Professions Code that occur on or about licensed premises. ABC currently has approximately 140 Agents designated to grant operation funding. Agents are further empowered to enforce any penal provisions of the law any place in the State. Licensees who violate State laws or local ordinances are subject to disciplinary action and may have their licenses suspended or revoked. These licensees are entitled to a hearing before an Administrative Law Judge and an appellate process to the State Supreme Court.

### **Grant Initiatives and Results**

The California Department of Alcoholic Beverage Control used SHSO grant funding to reduce youth access to alcohol by combining enforcement with training and educational programs. ABC agents conducted Target Responsibility for Alcohol Connected Emergencies investigation, Informed Merchants Preventing Related Crimes and Tendencies inspections, Minor Decoy Programs, Shoulder Tap Operations, High Risk Drinking Holidays, on-site and on-line Licensee Education on Alcohol and Drugs training classes. Research reflects that any one strategy is not effective by itself and that we must use multiple strategies in multiple settings to reduce the availability of alcoholic beverages to minors.

The Minor Decoy program has been used by local law enforcement in California for over twenty years. The program has been evaluated and found to be an effective means of testing and ensuring compliance of alcohol retailers.

Minor Decoy Programs are considered an Environmental Prevention Strategy, one of six prevention strategies recommended by the Center for Substance Abuse Prevention. The other strategies include: information dissemination, prevention education, alternative activities, community-based process, and problem identification and referral.

Although progress has been made since the early 1990's in reducing sales to minors, they still have relatively easy access to alcohol from licensed establishments. Minor Decoy operations are designed to educate and deter licensed locations from selling/furnishing alcohol to minors. ABC Agents, Local Law Enforcement Agencies and University of California/California State University Campus Police, will conduct Minor Decoy operations at both "On-Sale" and "Off-Sale" licensed establishments.

Shoulder Tap operations are also an effective strategy to combat youth access to alcohol. These operations are used to detect and deter adult furnishers outside of a licensed business. Shoulder Tap operations are used to apprehend adults that are unaffiliated with the licensed businesses and who are purchasing alcohol for minors outside of the stores. ABC Agents, Local Law Enforcement Agencies and UC/CSU Campus Police, conduct Shoulder Tap operations.

ABC Agents and the UC/CSU Campus Police also work Holiday Enforcement operations. This program consists of working general undercover enforcement targeting underage drinking, sales/furnishing to minors, sales to obviously intoxicated patrons, and other related violations. Holidays would be defined as Halloween weekend, New Year's Eve weekend, St. Patrick's Day, Cinco de Mayo, Memorial Day weekend, 4th of July and Labor Day weekend. In order to help reduce youth involved fatal and/or injury crashes, the dates for Holiday Enforcement operations coincide with NHTSA/OTS AVOID Campaign dates, which have been determined as holidays with an influx number of DUI crashes.

ABC Agents work Special Event Enforcement jointly with UC/CSU Campus Police. Special events are large events where alcoholic beverages are consumed, such as concerts, festivals, fairs, sporting events, fraternity/sorority sponsored events or gatherings, dorm parties, welcome weeks, back to school or other specific events related to a particular campus which can lead to alcohol involved traffic fatalities. These events may include large, unsanctioned and unlicensed locations as well. ABC Agents will work with UC/CSU Campus Police at various venues to determine if violations are occurring. Enforcement activities will be conducted at events where underage drinking may be prevalent. General enforcement will also be conducted at locations on and off campus where underage drinking is suspected. Agents/Campus Police will take immediate action to arrest violators to prevent persons under the influence from driving and help reduce the number of persons injured or killed in alcoholic involved crashes.

ABC will collaborate with Friday Night Live to develop an underage drinking prevention/education program and develop a format for survey data collection. FNL will then present the program on-site at each of the selected UC/CSU campuses. As a pilot program, at the conclusion of each prevention program FNL will have the attendees complete a survey to evaluate and determine if the program needs modification or is warranted for future use.

Prevention elements included under this grant are the Informed Merchants Preventing Alcohol-Related Crime Tendencies and Retail Operating Standards Task Force Programs. The IMPACT/ROSTF Program's primary goal is to educate licensee's on alcohol related laws to help reduce alcohol-related crime in and around licensed premises.

ABC Agents and Local Law Enforcement Agencies will conduct visits and inspections of licensed premises identifying areas of non-compliance. Although Agents will take action if they see any major violations during inspections, the focus is educating licensees of their responsibilities and accountability associated with the sale of alcohol. The program's design does allow licensees time to correct minor violations. Agents use a checklist to note any violations and a copy is given to the

licensee, along with the appropriate information on how to correct a violation. Approximately 20-30 days later ABC Agents conduct follow-up visits to ensure the licensee has corrected all the noted problems. If the corrections have not been made, disciplinary action may be filed against the license.

TRACE is statewide protocol, wherein first responders to alcohol-involved emergencies immediately notify the Department when it is apparent that an underage person was involved in a serious traffic accident or other serious crime.

The primary purpose of the training component is for ABC to provide training to local and State law enforcement agencies on the TRACE protocol. The primary purpose of the enforcement component is to conduct criminal and administrative investigations on the source of the alcohol when a minor who has consumed alcohol is involved in a serious traffic accident or other serious crime.

The TRACE program has become a statewide success and a vital tool for California law enforcement agencies. It has raised public awareness about the life-changing consequences and losses that come with the crime of furnishing alcoholic beverages to minors. It has also promoted compliance among the alcoholic beverage industry and continues to serve as an effective deterrent for underage drinking and drunk driving throughout the State. ABC Agents will work TRACE cases, provide TRACE trainings and showcase TRACE at law enforcement conferences/symposiums.

ABC Agents will work closely with DUI Coordinators to obtain information regarding Place of Last Sale (POLS) locations. Agents will then work undercover operations at the identified location to ensure that employees are compliant with following laws governing the over-service of alcoholic beverages. If obviously intoxicated patrons are observed, Agents will arrest those patrons prior to them getting behind the wheel of a vehicle to prevent DUI crashes. ABC Agents will also take appropriate action for any violations they witness while working undercover. When the Department conducts over-service enforcement at problematic locations local agencies tend to notice a reduction in calls related to those establishments.

To reduce the number of fatal and injury collisions in California, education and training is necessary to reduce youth access to alcoholic beverages, and sales to obviously intoxicated patrons. In 1991, the ABC introduced the LEAD training program which was funded through a grant from the Office of Traffic Safety. The award-winning program is designed to offer free and voluntary training to applicants, licensees and their employees. The course consists of effective and educationally sound training on business practices, alcohol responsibility, service and the law and liabilities. The curriculum includes components for reducing underage drinking and driving, availability of alcoholic beverages to minors, identifying the symptoms of intoxication, and preventing the service of alcoholic beverages to intoxicated patrons.

Education plays a crucial role in reaching our goal of reducing alcohol impaired driving and other alcohol related crimes. In fact, most of the previously mentioned programs have an educational component. Through educational efforts we are able to train ABC agents, local law enforcement, stakeholders, licensees and their employees, on prevention and detection of alcohol related crimes.

In addition to on-site training, the Department will implement a free online LEAD training course. This will allow trainees the opportunity to take the LEAD training course at a time and place convenient for them. The Department will develop the online training prior to the start of the

federal fiscal year, and will implement a contract with the selected, approved Department of General Services vendor. The Department intends to launch the online training to the public during the first quarter of the grant.

ABC has recently realized that our educational programs tend to focus on licensed locations and not necessarily on the general public. The Department would like to change this by creating social media public safety advertising (PSA) campaigns directed at underage drinking, furnishing alcohol to minors, and sales/consumption to or by the obviously intoxicated.

By combining enforcement operations with training and education programs utilizing all the above-mentioned programs - Minor Decoy/Shoulder Tap, Holiday Enforcement, Special Event Operations, TRACE, POLS, LEAD, IMPACT/ROSTF and the creation of the on-line LEAD course and utilizing social media advertising, will expand efforts in reducing youth access to alcohol and alcohol involved injuries and fatalities.

### **Benefits/Challenges**

A benefit is that grant funding has allowed ABC to enhance their liquor enforcement and education leading to successful outcomes. A challenge can be a reduction in funding or the possibility of losing grant funding all-together.

## **MASSACHUSETTS ALCOHOLIC BEVERAGES CONTROL COMMISSION**

### **Agency Background**

The State of Massachusetts, in 2018 had an estimated population of 6,902,149 (U.S. Census Bureau) and is the most populous state in the New England region of the northeastern United States. It borders on the Atlantic Ocean to the east, the states of Connecticut and Rhode Island to the south, New Hampshire and Vermont to the north, and New York to the west. Massachusetts is the 7th-smallest state in the United States. It is located in the New England region of the northeastern United States and has an area of 10,555 square miles. Special Investigators of the Investigation and Enforcement Division of the Massachusetts Alcoholic Beverages Control Commission are appointed by the Commission pursuant to Massachusetts General Laws Chapter 10 §72. Accordingly, Investigators are authorized and directed, pursuant to Massachusetts General Laws Chapter 138 §56, to make all needful and appropriate investigations to enforce the Massachusetts Liquor Control Act.

Massachusetts has the fifth lowest ratio of enforcement agents to licensees in the country. Accordingly, the Division has developed Enhanced Liquor Enforcement Programs that are scheduled to address specific geographic and seasonal challenges relating to underage drinking and impaired driving, as well as alcohol related community problems.

### **Grant Initiatives and Results**

The Massachusetts ABCC is under the Department of State Treasurer. SHDO grants are submitted to the Executive Office of Public Safety and Security Highway Safety Division. Both entities are under the Commonwealth of MA. Grant funding is used on enforcement operations to include Sales to Intoxicated Persons and Minimum Age Compliance Checks. The grant objective is to prevent the sale of alcoholic beverages to underage individuals by licensed establishments in Massachusetts. The primary focus is to educate licensees and to increase their vigilance in the



checking of identifications. To achieve this objective the Enforcement Division conducted minimum purchase age compliance checks and associated underage drinking enforcement operations in communities across the commonwealth.

This program, implemented through Highway Safety Department funding, has demonstrated that a consistent compliance check program will result in a higher, and continuous, success rate. The objective is to maintain the success achieved in recent years and to expand coverage to municipalities that have not been reached or have demonstrated higher than average failure rates.

Overall, compliance checks have resulted in Massachusetts having attained one of the highest success rates in the United States, with the failure rate falling from an average of 13% to 3%. Further, when resources allowed the ABCC to do follow up compliance checks in areas that demonstrated high failure rates; they observed the failure rates to have been reduced.

In 2016, Compliance Checks were conducted in 264 municipalities across the commonwealth. There were 3,177 licensed establishments checked, of which 114 failed (4%). Of these licensees, there were 1,318 off-premise licensees checked of which 75 failed (6%); and 1,859 on-premise licensees checked of which 38 failed (2%).

In 2017, Compliance Checks were conducted in 254 municipalities across the commonwealth. There were 3,198 licensed establishments checked, of which 96 failed (3%). Of these licensees, there were 1,233 off-premise licensees checked of which 52 failed (4%); and 1,965 on-premise licensees checked of which 44 failed (2%).

In 2018 to date, Compliance Checks have been conducted in 116 municipalities across the commonwealth. There were 1,552 licensed establishments checked, of which 39 failed (3%). Of these licensees, there were 601 off-premise licensees checked of which 27 failed (4%); and 951 on-premise licensees checked of which 12 failed (1%).

The above data supports the position that a consistent compliance check program will result in a higher, and continuous, success rate that will help to prevent alcohol related tragedies in the Commonwealth. This program, through its aggressive coverage, has placed Massachusetts in front of the national average success rate of 84%.

The objective of this operation is to prevent the sale to and use of alcoholic beverages by underage individuals at concert venues, special events and activities such as Pub Crawls, as well as specific problem locations. In 2018 to date, the ABCC conducted enforcement operations at concerts held at the Xfinity Center. The results of these enforcement operations included: 230 minors in possession of alcohol; 34 furnishing alcohol to minors; numerous medical, intoxicated or incapacitated assists as well as the seizure of 177 bottles of alcohol and 83 cases of beer. Based on the national standard for determining "binge drinking", the confiscating of this alcohol prevented delivery to approximately 2,102 underage individuals.

To conduct minimum purchase age compliance checks, as well as associated underage drinking enforcement operations, in approximately 230 communities across the commonwealth. A compliance check consists of an underage individual, under the supervision of Investigators, entering a licensed establishment and attempting to purchase an alcoholic beverage. If they are asked for identification, they simply leave, no further discussion is allowed under the guidelines. If an alcoholic beverage is sold to the underage operative, Investigators inform the licensee of the compliance check, the violation and that the licensee will receive a hearing notice to appear before the Commission.

To conduct concert and special event enforcement operations toward the prevention of underage drinking and impaired driving; focusing primarily on large venues with a capacity of 15,000 to 60,000, such as the Xfinity Center, Gillette Stadium, Blue Hills Pavilion and Fenway Park. Special event operations typically consist of enforcement at liquor stores surrounding the venue and in the venue parking lot prior to the event; with on-premises enforcement during the event.

To conduct associated underage drinking enforcement operations that will support the compliance check program through follow up investigation and enforcement of businesses that are known to be problematic for the community in which they are located.

To conduct compliance checks to address internet sales as well as the delivery of alcohol by licensed retail outlets to underage individuals at residential addresses. While only being able to conduct a few of these checks in the past, due to the challenge of the logistics, Investigators see this avenue as a growing trend, where they have observed an alarming failure rate of 67%.

The objective of this operation is to prevent the sale of alcoholic beverages, by entities licensed, to intoxicated individuals; ensure that those individuals do not drive; and to provide a long-term deterrent to the targeted bars, resulting in fewer individuals driving while impaired. The focus of this operation will be to conduct a Data Based Impaired Driving Prevention Program through Sale of Alcohol to Intoxicated persons enforcement. This operation targets specific licensees that have been most identified, as having been the last establishment to serve alcoholic beverages to a convicted drunk driver. Further, to conduct these operations in cooperation with state police and municipal police departments that can identify alcohol related harm, on the roads and highways as well as other alcohol related criminal activity, which appears to originate from specific licensed premises.

The ABCC schedules operations to take place in coordination with scheduled NHTSA Impaired Driving initiatives; as well as during identifiable times of the year and at specific events where impaired driving is likely to result. Notices are also sent out to the police chiefs of the commonwealth inviting them to join in the program if they have specific locations in their municipality that they can identify as causing alcohol related harm in their communities. To optimize resources, urban municipalities with a high concentration of bars and larger public safety considerations will be given priority.

The ABCC utilizes its §24J database to develop a GIS map of the Commonwealth that identifies the municipalities with the highest concentration of bars that have been identified as the place of last drink for a convicted drunk driver as well as a listing of the bars that have been most identified as the source of last drink for a convicted drunk driver. This provides the target locations for enforcement and the GIS map serves to optimize the allocation of resources.

The ABCC Enforcement Division will then conduct undercover operations at these premises to investigate possible SIP violations. If the licensee serves an obviously intoxicated individual an alcoholic beverage, the Investigators will charge the licensee with a violation and arrange for transportation or protective custody for the intoxicated individual.

The licensees that are charged will be summoned to appear before the ABCC for an administrative hearing. The licensee will be subject to license suspension, modification or revocation if found guilty of the charge. To further enhance the impact of the program, the Enforcement Division will request that the commission, in addition to its normal suspension for a guilty finding to the charge, mandate the following: An additional suspension period to be held in abeyance for a period of one

year providing that no further violations are found; and that the licensee conducts sever training dedicated to the prevention of service of alcohol to intoxicated individuals.

### **Benefits/Challenges**

The current ABCC budget for enforcement programs does not fully allow for the aggressive impaired driving prevention proposal outlined above. The aggressive effort to prevention impaired driving through data driving Sales to Intoxicated enforcement could not be accomplished without funding requested in this proposal. Without the requested funding, the ABCC would continue to adapt it resources and apply whatever is available to the most problematic areas that are determined through the data received through the 24J notices and place of last drink database.

## **NEW HAMPSHIRE LIQUOR COMMISSION, DIVISION OF ENFORCEMENT**

### **Agency Background**

New Hampshire is a State in the New England region of the northeastern United States. It is the 5<sup>th</sup> smallest by area and the 10<sup>th</sup> least populous of the 50 states. Concord is the state capital, while Manchester is the largest city in the state.

The Liquor Commission has been responsible for maximizing revenues and enforcement of Title XIII (Liquor Laws) through various Divisions Enforcement and Licensing. The Enforcement Division maintains control over the manufacture, warehousing, transportation, sale, service and consumption of liquor and alcoholic beverages. Liquor Investigators have authority as police officers to enforce all New Hampshire laws; their "primary function" shall be the proper prosecution of Title XIII.

### **Grant Initiatives and Results**

SHSO grant funds under the Last Drink Survey/Mobile Command-Outreach Unit allowed the Division to conduct Division Saturation Patrols in high liquor licenses density areas throughout the state. It also allowed us to work with local, county and state law enforcement agencies at DUI Sobriety Checkpoints and DUI Saturation Patrols. Additionally, the Division of Liquor Enforcement & Licensing collaborated with community groups, school districts, private-public businesses, law enforcement agencies, prevention partners and local coalition groups in offering various educational initiatives (Fatal Choices, Fatal Vision, VDI Impaired Driving Simulator) within the Division throughout each calendar year.

The Drug Recognition Expert Administration Grant allowed the Drug Evaluation Classification Program State Coordinator to facilitate Advanced Roadside Impaired Driving Enforcement, DRE Instructor Standard Field Sobriety Test and SFST Refresher trainings throughout the state in an effort to enhance efforts to deter and identify impaired driving to include all seven drug categories.

The Division of Liquor Enforcement & Licensing maintains media and outreach contracts with the University of New Hampshire, New Hampshire Fisher Cats Baseball, Manchester Monarchs and Southern New Hampshire University Arena. As such we regularly attend venues involving the above promoting educational initiatives offered by the Division and building a relationship

with attendees. The Division of Liquor Enforcement & Licensing has also completed several PSA's with local media (WMUR, WGIR) and Local Talk Radio about the dangers and consequences of underage drinking, youth access to alcohol and impaired driving. Various members have been invited to speak at various conferences on these subjects.

2016: **LDS:** 12 Sobriety Checkpoints/44 Last Drink Surveys-14 Arrested for DUI/ 13 Educational Events with Mobile Command-Outreach Unit with approximately 1,500 participants in total. **DRE:** 1 DRE School (9 DRE's Certified) / 1 ARIDE Class w/13 trained and 8 SFST Classes w/288 trained.

2017: **LDS:** 9 Sobriety Checkpoints/45 Last Drink Surveys-16 Arrested for DUI/ 29 Educational Events with Mobile Command-Outreach Unit with approximately 2,500 participants in total. **DRE:** 1 DRE Schools (9 DRE's Certified)/ 1 ARIDE Classes w/23 trained and 8 SFST Classes w/268 trained.

2018: **LDS:** 5 Sobriety Checkpoints-Saturation Patrols /31 Last Drink Surveys-5 Arrested for DUI/ 30 Educational Events with Mobile Command-Outreach Unit with approximately 1,210 participants in total. **DRE:** 2 DRE Schools (17 DRE's Certified) 1 DRE Instructor School (4 Certified)/ 3 ARIDE Classes w/106 trained and 6 SFST Classes w/238

### **Benefits/Challenges**

The grant funding the Division of Liquor Enforcement & Licensing receives through the New Hampshire Highway Safety Agency allows our agency to grow the number of DRE's in our state and provide advanced training to law enforcement professionals in the area of drug impaired driving. We've also been fortunate in forming lasting partnerships in our commitment to reducing impaired driving, eliminating youth access to alcohol, and educating about the dangers and consequences of underage drinking. Challenge: Our SHSO asks for Grant Application Request to be submitted by April 1<sup>st</sup> or there about each year as that agency works on its annual highway safety plan. For the past several years, grant funding from our HSO has been awarded well after the FFY grant start date which delays spending ability and could potentially lead to an inability to spending allocated grant amounts. Agencies are encouraged to have an open, transparent and working relationship with its HSO. As an agency, the Division of Liquor Enforcement & Licensing is fortunate to have a great partnership with the NH Highway Safety Agency. Both agencies collaborate on a frequent basis and have regular meetings to discuss goals, direction and growth.

## **NORTH CAROLINA ALCOHOL LAW ENFORCEMENT**

### **Agency Background**

The State of North Carolina is in the southeastern region of the United States. North Carolina is the 28th-most extensive and the 9th-most populous of the U.S. states. The state is divided into 100 counties. The capital is Raleigh, which along with Durham and Chapel Hill is home to the largest research park in the United States (Research Triangle Park). The most populous municipality is Charlotte.

North Carolina Alcohol Law Enforcement is the lead enforcement agency for the state's alcoholic beverage control, lottery and tobacco laws. ALE special agents target problem ABC-licensed and illegal establishments that serve as havens for violence, drugs, gang activity, organized crime, money laundering, and other criminal activity. ALE's diverse and highly-skilled workforce is measured by the positive impact it makes on communities. ALE's 109 sworn special agents are peace officers authorized to investigate, arrest, and take enforcement action for any criminal offense with territorial jurisdiction throughout North Carolina.

### **Grant Initiatives and Results**

North Carolina ALE uses SHSO funding for the following operations:

- Cops in Shops Operations – ALE Agents work in an undercover capacity to detect alcohol violations including impaired driving and sales to intoxicated persons at and around ABC licensed outlets.
- Bike Week Operations in Dare County – ALE Agents conduct enforcement regarding alcohol violations to include intoxicated drivers and sales of alcohol to underage and intoxicated persons.
- Prom Week Operations – Increased enforcement of underage drinking law and impaired driving during prom week.
- Back to School Operations around University campuses – ALE Agents focus on drunk driving, sales of alcohol to underage and intoxicated persons.
- Large Concert Events – ALE Agents regulated the distribution of alcohol, underage consumption and possession of alcohol, sales of alcohol to intoxicated persons and underage persons.

ALE works with local law enforcement agencies to foster new partnerships. This includes partnering with agencies to staff and conduct the grant operations. These relationships allow for crucial networking to facilitate future endeavors and intelligence sharing. In 2018 ALE performed 25 mobile enforcement operations statewide. 200 arrests were made that involved underage age consumption and 9 DWI arrests were made. During these operations ALE worked to prevent the sales and distribution of alcohol to minors and intoxicated persons.

### **Benefits/Challenges**

North Carolina is comprised of 109 sworn agents. Agents are stationed across the state. For larger operations, they are able to recruit agents from across the state to assist with operations and grant funding allows for lodging of agents without taxing their regular travel budget. As for challenges, finding ways to deliver programs to middle and high school students has become a bit of a hurdle in that school administrators value their instructional time and the time allotted for educational presentations about the dangers of alcohol has become more restricted. ALE collaborates with North Carolina State Highway Safety Patrol (NCSHP) and local law enforcement agencies for DWI check points, which are typically funded and supported through the SHSO.

## **VERMONT DEPARTMENT OF LIQUOR CONTROL**

### **Agency Background**

Vermont is a State in the New England region of the northeastern United States. Vermont is the second-smallest by population and the sixth-smallest by area of the 50 U.S. states. The state capital is Montpelier, the least populous state capital in the United States. The most populous city, Burlington, is the least populous city to be the most populous city in a state.

The Vermont DLC has a total of 11 investigators that cover 9,600 square miles and 7,000 outlets on any given day with the approval of special permits. Vermont is number one in the state for breweries per capita.

### **Grant Initiatives and Results**

The Vermont DLC receives SHSO funding through the Governor's Office of Highway Safety. Grants can be submitted online through an application known as e-grants. In 2016 and 2017 funds were used for proactive DUI patrols. In 2017, the Director of the DLC discontinued their participation in those operations due to evidence showing they were ineffective and not a great use of funding. In 2018, the DLC proposed funding to facilitate the addition of Place of Last Drink questioning to the DataMaster Evidentiary Test.

The DLC is using the POLD strategy to reduce impaired driving by adding the POLD question for the collection of data at the time of DUI arrest via the DMT. This is being facilitated by updating the software to include a question related to POLD by the Vermont Forensic Laboratory/Vermont Department of Public Safety. Upon collection, the data would then be transmitted from the VFL/DPS to DLC for analysis. DLC would then use the data to trigger an independent source investigation. The outcome of that investigation would allow for the allocation of education and/or enforcement resources based on the collected and verified POLD data. DLC is then able to produce in-depth analysis of POLD data to be used by local/state law enforcement, local control commissioners, and community coalitions.

### **Benefits/Challenges**

Benefits include increased fiscal flexibility to take on projects that fall outside the scope of normal department budgeting and challenges include collecting data to ensure effective program management as mentioned when making the decision to end participation in DUI patrols due to their ineffectiveness.

## **VIRGINIA DEPARTMENT OF ALCOHOLIC BEVERAGE CONTROL**

### **Agency Background**

Virginia is comprised of 39,490 square miles of land, and in 2018, had a population of approximately 8,517,685 (U. S. Census Bureau) people in 95 counties. In addition to the counties in the State, Virginia has 38 municipalities that are incorporated as independent cities and are not part of any county.

The Virginia Department of Alcoholic Beverage Control, Bureau of Law Enforcement is the lead agency for the enforcement of alcohol laws and regulations in the Commonwealth of Virginia. The

Bureau of Law Enforcement is a fully accredited State law enforcement agency under the authority of the Virginia Law Enforcement Professional Standards Commission. The VA ABC operates out of nine regional offices located throughout the State and each office provides both law enforcement and regulatory enforcement services. The bureau is broken into nine regions, providing regulatory oversight for more than 17,000 licenses Statewide.

VA ABC has approximately 140 sworn members and 60 non-sworn support staff. Every sworn member of the Bureau of Law Enforcement is vested by the Virginia General Assembly with full police powers. VA ABC agents provide training programs for both law enforcement and the licensee community.

### **Grant Initiatives and Results**

Virginia ABC has participated in the Virginia DMV grants program for over 15 years. Each year Virginia DMV offers a training seminar on how to apply for the DMV grant. The grant applications are reviewed by VA DMV personnel and awarded by them. The VA DMV grant requirements mirror all requirements set by the federal government. The VA DMV compiles a grant report for the NHTSA which is an accumulation of all the activities of sub-grantees. The VA DMV conducts their own yearly audit of all sub-grantees.

Each year, after attending a training session, VA ABC completes an application form which is submitted to DMV. This is an on-line process. A grants committee at DMV reviews all applications and awards grants based on the information contained in the application. On occasion, a grantee is required to make a presentation of their grant proposal to the committee.

Virginia ABC uses the funds provided by this grant to conduct Alcohol Underage Compliance Checks at ABC stores and licensed establishments throughout the state. These checks focus on reducing youth access to alcohol throughout the state. By reducing this access, we will lower the number of intoxicated drivers on our highways.

Alcohol Underage Compliance Checks are proven to be one of the most highly effective strategies in reducing and preventing underage drinking and youth access to alcohol.

National Institute on Alcohol Abuse and Alcoholism has recognized that environmental approaches such as Alcohol Underage Compliance Checks, are a key to reducing underage drinking.

It is the ABC strategy to conduct four types of Underage Compliance Checks. First, they check all ABC stores. Second, they check a random sampling of all ABC licensees. Third, check all businesses that: failed a check last year, opened within a year and any business that has not been checked in the previous four years. Fourth, conduct agent-initiated checks. These are checks where the agent is responding to complaints or other facts, i.e.: Virginia Highway Safety Office crash facts and previously collected ABC Information indicating a high risk for underage consumption of alcohol, drinking driving crashes, fatalities and injuries throughout the Commonwealth.

Virginia ABC maintains a broad licensee training and education program which includes extensive reviews of the Underage Compliance Program. These training and outreach efforts are not part of the DMV grant but do impact the success of the program.

Virginia ABC always receives high evaluations when audits are made of grant accountability, reporting of hours and documentation. The final results of the effectiveness on the full grant cycle for 10/1/2017 to 9/30/2018 was as follows:

**UAB Checks Completed**

For full grant cycle - 10/1/2017-9/30/2018

	<b>UAB Alcohol Checks</b>	<b>Sales Made</b>	<b>Compliance Rate</b>
<b>Totals</b>	<b>3,184</b>	<b>324</b>	<b>90%</b>

This is a regional breakdown of end of fiscal year compliance rates:

Region	Attempts	Sales	Compliance
Abingdon – Region 1	236	28	88%
Alexandria – Region 4	571	75	87%
Charlottesville – Region 9	304	35	88%
Chesapeake – Region 8	327	33	90%
Fredericksburg – Region 5	327	25	92%
Hampton – Region 7	305	31	90%
Lynchburg – Region 2	294	22	93%
Out of State/Compliance	26	0	100%
Richmond – Region 6	314	26	92%
Roanoke – Region 1	217	16	93%
Staunton – Region 3	263	33	87%
<b>TOTALS</b>	<b>3,184</b>	<b>324</b>	<b>90%</b>

ABC surpassed its goal of conducting 3000 UAB checks in FY 18 by conducting 3,184 checks. This year’s goal was also to increase the compliance rate by 2%. The final number did not reach that goal. There was a 1% drop in the compliance rate this fiscal year moving from 91% to 90%.

As the federal money is a pass-through from Virginia DMV, our interaction with the National Highway Traffic Safety Administration is limited to an occasional meeting with all grantees and federal representatives as we discuss initiatives that can be taken to make our highways safer. However, during these meetings and other meetings hosted by the state’s Highway Safety Office, the ABC is constantly interacting with community groups and other enforcement and prevention agencies in a unified effort to make our highways safer.

**Benefits/Challenges**

The ABC works closely with the state Highway Safety Office, receiving yearly audits, training classes and grant review sessions. They also support their highway safety message by leveraging an on-line presence with DUI and seatbelt messaging on their ABC webpage. When applying for these grants, ALEs must make a strong argument that pre-emptive enforcement efforts, such as compliance checks, place of last drink, and over-service initiatives are as important as DUI checkpoints and patrols (after the fact enforcement).



## DISCUSSION AND RECOMMENDATIONS

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### COUNTERMEASURES THAT WORK: A HIGHWAY SAFETY COUNTERMEASURES GUIDE FOR STATE HIGHWAY SAFETY OFFICES NINTH EDITION, 2017

The alcohol and impaired driving countermeasures identified by each state surveyed are a combination of enforcement, prevention, intervention, communication, outreach, and underage drinking and drinking and driving strategies. ALE agencies that produced successful grant applications and outcomes had a combination of these strategies to include a relationship with their SHSO and other partnerships in their community to include local/state law enforcement, prevention agencies, school districts, universities, key community stakeholders and coalition groups, to name a few. Recommendations for other states seeking grant funding are as follows:

1. Create a relationship with your State Highway Safety Office
2. Gather local data on underage drinking and impaired driving in your community and partner with prevention agencies and coalitions to assist in gathering this data.
3. Create problem statements addressing the need for funding.
4. Identify strategies that address the problem(s).
5. Create partnerships with local law enforcement and other stakeholders that can help with the implementation of proposed initiatives.
6. Involve media as a stakeholder in your efforts to inform the public on initiatives and also to help educate the public on your goals and objectives.
7. Continue to evaluate your grant goals and objectives for effectiveness, outcomes and sustainability.

#### **How can Alcohol Law Enforcement Agencies create a working relationship with their State Highway Safety Offices?**

In some States like Arizona and Virginia that have been receiving grant funding for more than 10 years, the SHSO has made contact with their ALE agencies to encourage them to submit an application for grant funding. In other states the ALE agencies need to seek out that funding application. This relationship can be dependent on how each state is set up and what department either the SHSO or the ALE agency falls under, but it should not discourage a relationship among these agencies.

Virginia ABC has found success working with their SHSO by attending grant training seminars on how to apply for funding. Once funding is acquired, they maintain success through grant review sessions, audits, and overall accountability of grant initiatives. All throughout grant funding Virginia ABC attends SHSO meetings of stakeholders and other grantees promoting collaboration with community groups, other law enforcement agencies, and prevention educators.

New Hampshire Division of Liquor Enforcement and Licensing encourages state ALE agencies to have an open transparent working relationship with their SHSO through regular meetings to discuss grant goals, direction and growth of projects.

**How can ALE agencies gather local data, create problem statements, evaluate their efforts in order to obtain grant funding; all while keeping up with regular duties of enforcing alcohol laws?**

This may be the main reason some states are unable to seek grant funding through their SHSO; as Vermont DLC reported they have a total of 11 investigators that cover 9,600 square miles and 7,000 outlets on any given day with the approval of special permits, and they are the number one state for breweries per capita.

All throughout this project one theme was clear, collaboration. The NLLEA recommends that SHSO and ALE agencies have a reciprocal relationship and build collaboration with their local community drug and alcohol coalitions. Local coalitions solicit membership from entities, agencies, and universities involved in grant writing, assessment, evaluation and implementation. Community coalitions can also help promote grant initiatives throughout their membership and local media.

Arizona DLLC has achieved success in working with their SHSO to receive grant funding through collection of data that shows the need for funding based on youth surveys. California and Massachusetts have also had success in this area to compile data that shows the need for funding. California identifies in their grant application, the Substance Abuse and Mental Health Services Administration, Center for Substance Abuse Prevention's six federal strategies to reduce substance use. They are: information dissemination, prevention education, environmental prevention, alternative activities, community-based process, and problem identification and referral. The Minor Decoy program that California and other States use is an environmental prevention strategy. This is just one of many strategies that has been identified in this report. North Carolina does a great job in implementing multiple strategies to effect change from their cops in shops operations to their large concerts and events details.

By working with and partnering with other agencies different strategies can be identified and implemented to address the problem, thus allowing for a multiple strategy approach and a combination of resources. As California and other States indicated they may see a decrease in their grant funding. These partnerships can help the funding go further by pulling resources together and having a greater impact on outcomes.

Another resource that ALE agencies can use in acquiring grant funding is the SAMHSA Strategic Prevention Framework. The SPF supports accountability, capacity, and effectiveness. These were all identified in sample grant applications as keys to success in acquiring funding. The SPF is a circle of five steps to include: assessment, capacity, planning, implementation, and evaluation. All throughout the five steps grantees need to keep cultural competency and sustainability of initiatives in motion. This resource helps to address recommendations two through seven.

It's not just a question of how does an ALE agency create a relationship with the SHSO, but why and why is it important in seeking, securing, and sustaining grant funding. Collaboration and resource allocation are key as stated above. Grantees may do more initiatives during their funding period that they do not spend grant funding on, but as Virginia pointed out it is important

to also track these educational and outreach efforts as well, as they have an impact on the success of the grant and could be used in a future grant application.

## **Conclusion**

The goals for this case study were to:

1. Create a guide for ALE agencies to encourage them to build partnerships with their SHSO in order to apply for funding to help reduce the incidence of alcohol-and drug-impaired driving; and
2. Assist ALE agencies to focus on science-based strategies to employ in their grant funding applications as detailed in the *Countermeasures That Work: A Highway Safety Countermeasure Guide for State Highway Safety Offices*.

The ALE agencies identified in this case study report are doing a good job of building relationships with their SHSO and identifying science-based strategies to address the illegal alcohol problems in their states and communities. The NLLEA recommends using these examples as a means to apply for funding and follow the steps above to secure the funding. As part of the seven recommendations NLLEA recognizes the need for ALE agencies to train their local and state police departments in enforcement of alcohol laws and violations and as Virginia noted, pre-emptive enforcement efforts, such as compliance checks, place of last drink, and over-service initiatives are as important as DUI checkpoints and patrols (after the fact enforcement). All of these initiatives play a role in reducing impaired driving.

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