1. Responsible Alcohol Sales Training Strategy

CSAP Primary Prevention Strategies

- Information dissemination
- Education
- Community-based process
- Environmental

Strategy

Responsible Alcohol Sales (RAS) training and Responsible Beverage Service (RBS) training help employees and managers understand state laws, company policies and procedures for alcohol sales and service. RAS/RBS training provides the best line of liability defense for alcohol sales and service providers.

From a community standpoint, it helps reduce alcohol sales and service to underage youth and intoxicated individuals over the age of 21.

Considerations for Planning

The RAS/RBS training model that you promote in your community will determine the long-term success of your efforts. From the standpoint of the alcohol licensee, RAS/RBS training needs to be current and reliable, cost effective, convenient and consistent in its content and delivery. Training that meets this criteria can generate enormous support from alcohol licensees and be effective in reducing underage alcohol sales.

Alcohol sales and service represent an integral part of a licensee's business. However, on- and off-premise licensees face multiple challenges, including high staff turnover. RAS/RBS training needs to contain current state laws, established practices and procedures, be cost-effective, contain an evaluation tool to verify that employees were trained and be available on-demand.

Key Terms

- 1. Alcohol licensee: A business entity that has applied for a license to sell and/or serve alcoholic beverages at their place of business. Obtaining a license to sell/serve alcoholic beverages in any state must be approved by the state granting authority.
- 2. On-premise licensee: A business that has a license to serve alcohol at their facility.
- 3. Off-premise licensee: A business that has a license to sell alcohol at their facility.
- 4. On-/off-premise licensee: A business that has a license to both sell and serve alcohol at their facility.
- 5. Compliance check: A process that utilizes underage buyers and law enforcement to identify alcohol establishments that sell and/or serve alcohol to minors.

Face-to-face training conducted once a quarter provides minimal value to a licensee who has high staff turnover. Training materials provided on an interactive CD offer a simple, flexible and cost-effective alternative for employers to train employees on responsible alcohol sales. Additionally, this resource could be viewed via a laptop or a personal computer and would be available for use at the employer's convenience. Pre/post tests offer a mechanism to measure knowledge and verify that an employee was trained. Interactive training allows participants to review and revisit areas where they tested poorly, also ensuring that they retain the information.

Fundamental Steps

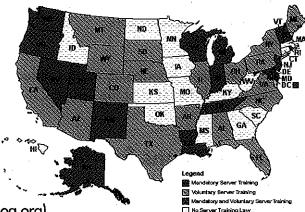
- 1. Determine whether your state has a law that requires all sellers and servers of alcohol to complete a state approved training as a condition of employment.*
- 2. If so, identify the type of RAS/RBS training currently implemented in your target area.
- 3. Contact your state Alcohol Beverage Control (ABC) agency or Liquor Control Commission (LCC) and request a list of all alcohol licensees in your geographical area.

4. Talk to various on-/off-premise licensees to determine what works and doesn't work about the current training.

- Determine how training is taking place in your target area.
- Check with your local law enforcement agencies (local and county) to determine compliance rates over the past two years.
- 7. Identify resources in the following categories:
 - a. RAS programs with state-specific laws.
 - b. RBS programs with state-specific laws.

c. In-store and on-premise signage related to alcohol sales and service (go to facecatalog.org).

d. Sample policies and procedures related to alcohol sales and service for store owners and managers.*

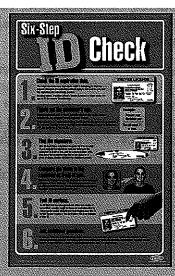


See included maps from the NIAAA and other informational material in the **Suggested Resources** section at the end of this strategy.

- 8. You can help establish yourself as a genuine collaborating partner by putting together folders that identify sample policies and procedures for store owners and managers, along with samples of in-store signage. Make sure you include information about your program or coalition and contact information.
- 9. When you are distributing material to store owners or managers, ask them what would make it easier to conduct employee training on responsible alcohol sales.
- * Included on enclosed CD. See the *Suggested Resources* section at the end of this strategy.

Components of Responsible Alcohol Sales/ Service Training Programs Include

- How to check ID thoroughly and recognize take IDs*
- · Clear understanding of state alcohol laws
- How to deal with hostile customers
- Safety procedures when an employee is working alone
- Procedures for documenting incidents that include the right to refuse sales and how to cut off an intoxicated person
- How to best avoid illegal sales and service to minors



*Go to facecatalog.org for additional resources for your responsible alcohol sales training strategy.

Steps to Reduce Employee Risk

The license holder carries the primary legal responsibility for ensuring that employees comply with alcohol laws. The following suggestions can help reduce employee risk:

- 1. Develop a written policy for alcohol sales and service:
 - a. Identify expectations regarding alcohol sales for all staff.
 - b. Outline steps for preventing alcohol sales and service to underage youth.
 - c. Describe consequences for violating the policy.
 - d. State how management will support staff in alcohol sales and service.
- 2. Actively monitor staff compliance with alcohol sales and service policies:
 - a. Observe staff on a regular basis.
 - b. Correct behavior when necessary.
- 3. Reward employees for compliance with alcohol sales and service policies:
 - a. Create an incentive program with meaningful staff rewards.
 - b. Offer encouragement for checking ID.
- 4. Make the licensee establishment a low-risk environment:
 - a. Ensure sufficient light for ID checks.
 - b. Restrict loitering.
 - c. Display alcohol away from doorways and entrances.
 - d. Install a security system with video monitoring.
 - e. Provide a clearly visible, written statement of the establishment's right to refuse sales.

Establishing a RAS/RBS Law or Ordinance in Your Community

If your group has decided to establish a RAS/RBS law or ordinance in your community, you will need to demonstrate evidence that a program is needed.

- Determine whether your state has a law mandating RAS/RBS training.
- If no law or ordinance exists, gather relevant data that identifies the community's needs (easy access to alcohol by people under 21 and low compliance results as reported by law enforcement.)
- Develop a position statement that clarifies the need for a law mandating RAS/RBS training and increases community awareness about the issue.
- Draft a RAS/RBS ordinance* for your community.
- Build community support from merchants, community members and law enforcement through media coverage and information dissemination.
- Contact your local representatives and discuss the importance of implementing a RAS/RBS law or ordinance.

^{*} Included on enclosed CD. See the Suggested Resources section at the end of this strategy.

Helpful Tips and Suggestions

Establishing Support and Obtaining Partners

As mentioned earlier, the RAS/RBS program model that you promote has everything to do with how alcohol licensees will respond to your efforts. If your group strongly positions itself as a collaborating partner as opposed to an "enforcement entity," the licensees will be less resistant and more willing to participate in this strategy. If you can assist licensees in performing their job more effectively and efficiently, they will most likely respond in a positive manner.

Media Awareness and Advocacy

Support positive efforts on the part of alcohol licensees. Obtain newspaper and television coverage by using the trainings as photo opportunities to talk about what licensees are doing to ensure that employees and managers are trained. Conduct interviews with local business owners who share the value and importance of the RAS/RBS training that can be disseminated via traditional media or through social media networks. Write a letter to the editor of your local newspaper to identify and thank those licensees who have successfully implemented and completed the training.

When trying to establish a RAS/RBS law or ordinance in your community and gather the support of alcohol merchants, legislators and community members, write a news release publicizing the local problems that are caused by minors obtaining alcohol. Write a letter to the editor of your local newspaper identifying the local problems caused by underage sales and how a RAS/RBS law or ordinance can help reduce those problems.

Potential Partners

- Local media television and newspaper
- Local and county law enforcement agencies
- Local/state liquor control commission
- Local/state health departments
- Local/state legislators
- Parents
- Alcohol licensees
- Bar owners and employees
- Local substance abuse prevention agencies

Estimated Timeline

- Three to six months to implement and then ongoing thereafter
- Up to a year if you're trying to mandate RAS training

Potential Barriers or Obstacles

- Relationship with alcohol licensees is often perceived as adversarial
- RAS/RBS training models often do not meet the needs of alcohol licensees: current, cost-effective, convenient, consistent in content and delivery, and with a mechanism for evaluation
- Lack of evidence of the need for training
- Lack of support from law makers
- Lack of interest from alcohol merchants

Possible Short- and Long-Term Outcomes

- Improved compliance check results
- Increased employee knowledge related to the laws of alcohol sales and service
- Improved employee skills related to alcohol sales and service
- Evidence of alcohol licensee policies for sellers and servers
- Evidence of incentive programs for employees who follow policies
- Presence of signage at alcohol licensee locations
- Positive feedback from alcohol retailers

Suggested Resources

Supplemental Resources Related to this Strategy

| | 1. Sample Ordinance on Server Training | 9 |
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| | 2. Model Policies from the University of Minnesota | 11-12 |
| | 3. Alcohol Policy Information System | 13 |
| | 4. Number of States with Beverage Server Training Laws | 15 |
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| | 6. Sample Alcohol Management Policy | 19-20 |
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| @ | 9. Sample News Release — Responsible Alcohol Sales | 25 |
| | 10. Sample Store Policy for Responsible Alcohol Sales | |
| | 11. Posted Legal Birthdate Poster | |
| | 12. Responsible Alcohol Sales Training Completion Certificate | |

Additional Resources and Information Available at faceproject.org

Responsible Alcohol Sales (RAS) resources: www.facecatalog.org

Items include: signage, employee lanyards and name badges, brochures, posters, stickers and training videos for employees and managers.

Links (A browser document called "Helpful Links" is located on the Resource CD for easier navigation.)

www.alcoholpolicy.niaaa.nih.gov

A project of the National Institute on Alcohol Abuse and Alcoholism (NIAAA), the Alcohol Policy Information System (APIS) is an online resource that provides detailed information on a wide variety of alcohol-related policies in the United States at both state and federal levels.

Site includes: Alcohol Policy Information System & Number of States with Beverage Server Training Laws

www.nabca.ora

Comprehensive policy and information resource for the regulation, control, distribution and sale of alcohol.

www.driverslicenseguide.com

Publication that contains all the drivers license information for every state available for purchase.

www.epi.umn.edu

The Alcohol Epidemiology Program (AEP) is a research program in the Division of Epidemiology and Community Health within the School of Public Health at the University of Minnesota (Minneapolis campus). Contains information on local ordinances and responsible beverage server training.

www.servsafe.com

Information on the Serve Safe program for on-premise licensees.

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Sample Ordinance on Server Training

Section 1. Licensees

- 1. All persons licensed under [insert citation to non-temporary liquor license ordinances] shall attend all mandatory liquor license training seminars required by the city. If the license is in the name of an entity other than an individual person, a person or persons must be designated to attend the seminar on behalf of the licensee. This designee must have the authority to set, implement or change the licensee's practices for selling and serving alcohol.
- 2. All persons applying for a temporary liquor license under [insert citation to temporary liquor license ordinance] and all persons to be employed by them in selling, serving or managing the selling or serving of alcohol shall have completed a city-approved server education class or liquor license training seminar within two (2) years prior to the issuance of the temporary liquor license.
- 3. All persons licensed under [insert citation to non-temporary liquor license ordinances] who are engaged in the selling or serving of alcoholic beverages or the managing thereof, shall complete a city-approved server education class: (1) Within ninety (90) days of beginning such activities, and (2) every other year thereafter unless probationary extension is granted for hardship reasons.
- 4. All persons licensed under [insert non-temporary liquor license ordinances] shall require all their employees who are engaged in the selling or serving of alcoholic beverages or the managing thereof to complete a city-approved server education class:
 - Within ninety (90) days of beginning employment, and
 - Every other year thereafter unless probationary extension is granted for hardship reason

OR

5. All persons licensed under [insert citation to non-temporary liquor license ordinances] shall require all their employees who are engaged in the selling, serving, delivering or managing the selling or serving of alcohol to obtain a license under the [insert citation to server license ordinance].

Section 2. Penalties

The penalties for violation of this section shall be as follows:

- 1. For the first violation, a fine not exceeding fifty dollars (\$50).
- 2. For subsequent violations, a fine not exceeding seven hundred (\$700) dollars and suspension of the licensee's liquor license for thirty (30) days. This ordinance shall take effect within (90+) days.

Source: University of Minnesota, Alcohol Epidemiology Program. This ordinance is based on Rochester, MN ordinance 810.60(12).

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Model Policies from the University of Minnesota

Policies 1-2: Preventing Sales to Underage Customers

• Policy 1: Check Age Identification

This establishment will check the identification of customers appearing to be under the age of 30 years old.

• Policy 2: ID Confiscation

This establishment requires employees to confiscate false identification. (We recommend that you consult your local police department before implementing this policy.)

Policies 3-10: Preventing Sales to Intoxicated Customers and Lowering Intoxication Levels

Policy 3: No Sales to Intoxicated Customers

This establishment will under no circumstances serve an alcoholic beverage to anyone appearing obviously intoxicated.

• Policy 4: Measure All Drinks

This establishment will only serve measured drinks (i.e., no free-pouring).

• Policy 5: Drink Promotions

This establishment prohibits all drink promotions that encourage excessive drinking.

• Policy 6: Promote Food and Non-Alcoholic Beverages

This establishment will encourage promotion of food and non-alcoholic beverages.

• Policy 7: Alternative Transportation

This establishment will offer alternative transportation to intoxicated customers (consult with an attorney before implementing this policy).

• Policy 8: Notify Arriving Staff

This establishment requires all staff at the end of their shift to notify arriving staff about the intoxication status of their customers.

• Policy 9: Fifteen Percent Gratuity

This establishment will guarantee all servers a 15% gratuity if alcohol service is refused and the guest does not leave a tip.

• Policy 10: No Last Call

This establishment will not announce last call. All alcohol service will stop one-half hour before closing time to prevent excessive drinking in a short amount of time.

Alcohol Epidemiology Program University of Minnesota Traci L.Toomey, PhD Professor and Director

Policies 11-18: Staffing and Training

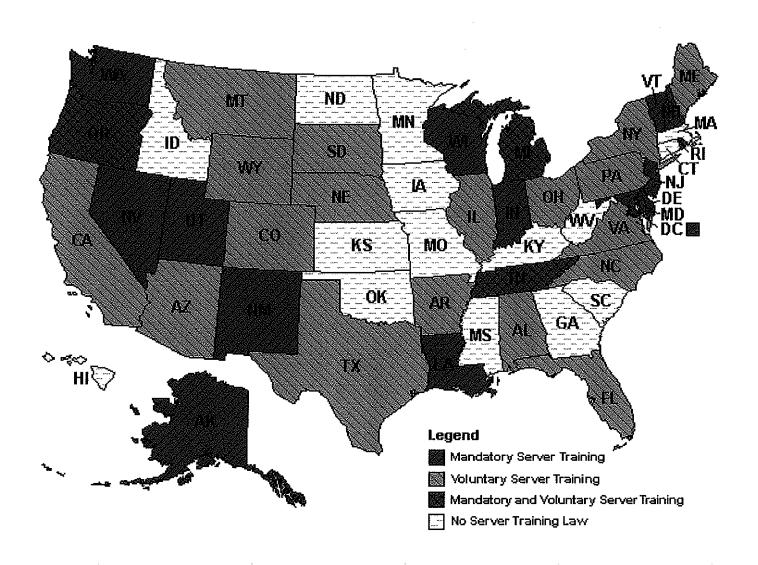
- Policy 11: Monitoring the Establishment for Suspicious Activities
 This establishment requires management and staff to monitor all areas of the establishment for suspicious activities.
- Policy 12: Compliance with the Fire Code
 The number of customers on the premises should never exceed the limit set by the fire department.
- Policy 13: No Drinking on the Job

 This establishment forbids all employees to have alcohol in their systems while they are working.
- Policy 14: Alcohol Awareness Training
 This establishment will regularly provide Alcohol Awareness Training to its employees and managers.
- Policy 15: Incident Report Form
 This establishment requires all staff to record all questionable incidents (e.g., cutting off an intoxicated customer, violent behavior in the establishment) in an incident report form.
- Policy 16: Manager or Designated Lead Worker on Duty at All Times
 This establishment will have a manager or lead worker on duty at all times.
- Policy 17: Mandatory Staff Meetings
 This establishment will hold regular, mandatory staff meetings to discuss rules and ways to prevent and handle problem situations.
- Policy 18: Provide Copies of Establishment Policies to All Staff
 This establishment will provide all employees with a written copy of its policies. All policies will also be kept in the establishment.

Alcohol Epidemiology Program University of Minnesota Traci L.Toomey, PhD Professor and Director

Alcohol Policy Information System

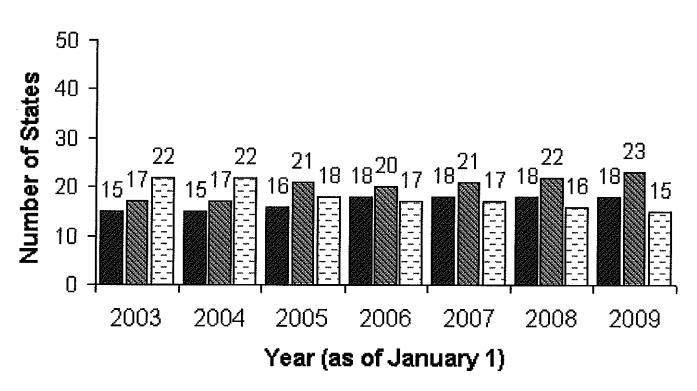
A Project of the National Institute on Alcohol Abuse and Alcoholism Beverage Service Training and Related Practices as of January 1, 2009



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Number of States with Beverage Server Training Laws, January 1, 2003 through January 1, 2009

Mandatory 📓 Voluntary 🖃 Neither Type of Law



Note: some jurisdictions have both types of laws

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Why Responsible Alcohol Sales Training is Important

- 1. Promotes public health by not serving minors and preventing impaired driving
- 2. Improves the business practices of licensed establishments
- 3. Improves the public's perception of the establishment
- 4. Reduces civil liability exposure for licensees and their employees
- 5. Reduces risk of administrative and criminal penalties for licensees and employees
- 6. Helps to promote consistent practices in an industry with a traditionally high employee turnover
- 7. Reduces risks to insurers, which helps provide affordable insurance to licensees
- 8. Maintains revenues and even helps to increase profits
- Helps to empower employees to be able to obey laws and maintain control over customers despite customer demands
- 10. Many incentives exist in various states and communities including:
 - Reduced insurance premiums
 - Reduced civil liability
 - Reduced administrative liability
 - Tiered license fees
 - Compliance with mandatory training
 - Compliance with increased enforcement of alcohol regulations

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Sample Alcohol Management Policy

Alcohol and Tobacco Management Policy for

Name of Establishment

Our goal is to create a safe environment where customers may purchase items they need in our store. These policies and procedures are designed to achieve this goal. Any employee found knowingly or deliberately violating these policies will be immediately terminated.

1. Age Identification

All customers attempting to buy alcohol or tobacco who appear to be under ____ years of age will be asked for age identification.

Legally acceptable forms of identification are:

- Valid passport
- Valid state driver's license
- Military ID

All forms of legally acceptable identification must:

- Be issued by a government agency
- Contain the name of the person
- Contain a description of the person
- Contain a photo of the person
- Be currently valid (not expired)

No alcohol or tobacco products will be sold to any customer, regardless of age, who cannot provide valid age identification when it is requested.

If identification is presented that is not valid, the customer will be refused service and asked to leave. The incident will be documented. Employees will use the **REFUSE** system (see below).

Recognize the need to check for and verify ID when alcohol is put on the counter or tobacco is requested.

Eliminate alcohol from sight and explain your store policy (not selling alcohol to persons under 21 or tobacco to those under 18, requiring acceptable identification for those who appear to be under _____ years of age or not selling to intoxicated patrons).

Firm, yet polite. You can keep the focus on you and your own predicament if you serve the customer, rather than focusing on the customer. Your own personal customer relations style will come into play here.

Unite. Ask for help from other employees or your manager. If you are working alone, consider calling your manager for help or even the police if the situation is serious.

Shift your attention to the next customer by thanking the current customer for their other purchases.

Enter the occurrence in your establishment's incident log.

2. Intoxicated Customers

No alcohol will be sold to an intoxicated customer. Signs of intoxication include:

- Slurred speech
- Speaking loudly and inappropriately
- Bloodshot eyes
- Swaying when walking
- Loss of coordination: fumbling with money, dropping change

Employees will use the **REFUSE** system to refuse sales of alcohol to an intoxicated customer.

Employees will call the police to report any intoxicated customer who leaves the establishment intending to drive.

Source: RAND Health, Technical Report: Preventing Underage Drinking; Using Getting to Outcomes™ with the SAMHSA Strategic Prevention Framework to Achieve Results, RAND Corporation, 2007, p. 134-135.

3. Third-Party Sales

No alcohol or tobacco products will be sold to any adult who is suspected of purchasing for the purposes of selling or giving it to an underage person. Employees will use the **REFUSE** system of denying the sale of alcohol or tobacco products to such persons.

Employees will visually monitor the parking lot area to observe any loitering and phone the police when there are persons (youth or adults) loitering in the establishment's parking lot or nearby area. Employees will document in the incident log each occurrence of loitering.

4. Attempted Sale Off-Hours

No alcohol will be sold during restricted hours. Employees will use the **REFUSE** system to deny the sale of alcohol.

5. Training

All employees, including clerks, managers and owners, will be trained in responsible alcohol and tobacco sales and service. At a minimum, this course shall include information on:

- The current laws and penalties regarding sales and provision of alcohol and tobacco products to underage persons.
- Bona fide age identification.
- Methods for detecting false identification.
- How to deal with problem situations, such as sales to underage persons, intoxicated customers, after-hours sales and third-party sales.
- How to maintain incident documentation forms.
- How to implement the store's policies and procedures most effectively.

A copy of the alcohol and tobacco policies and procedures will be distributed to every employee at the time of his or her hiring.

All employees will be required to sign a statement indicating that they have read, understand and agree to implement the policies and procedures.

Deliberately or knowingly violating any one of these policies or procedures will be grounds for immediate dismissal.

Managers/owners will periodically monitor employees' performance in the area of implementing the policies and procedures to ensure that clerks are complying with them.

6. Signage/Promotions

We will stock and promote chilled low and non-alcoholic beverages along with alcoholic beverages, and will be mindful of the balance between the two.

Alcoholic beverages will be stocked where they are visible to a clerk or other employees at all times.

The following signs will be exhibited at all times within our establishment: (List signs and where they will be exhibited here.)

No signage or promotions that are aimed at youth will be displayed.

7. Security

There will be adequate lighting in our parking lot and store.

The manager/owner will participate in any community neighborhood watch program, or other community support programs designed to reduce the number of alcohol-related problems in the area.

(Add here any other security measures, such as hiring private security guards, working more closely with the police, etc.)

Tips for Managers to Ensure Alcohol Policy Implementation and Compliance

- Hire employees who are conscientious. Provide them with your policies and procedures and have them sign a statement attesting that they have read and understood them and agree to implement them. (See sample on CD.)
- 2. Discipline employees who are not enforcing your policies and procedures, including your alcohol and tobacco policies and procedures. Terminate them if they are caught knowingly violating your policy (and document the reasons why).
- 3. Make sure all new employees are trained in responsible beverage and/or sales service.
- 4. Emphasize periodically that you want employees to implement the alcohol policies and procedures.
- 5. Institute an incentive program for employees who are effectively implementing your responsible sales policies and procedures.
- 6. Conduct periodic spot checks or hire a "shopper" to check on employees to monitor their implementation of policies and procedures.
- 7. Support your employees when they refuse sales to a customer.
- 8. Do not allow your employees to drink on the premises while on duty or after hours.

Sample Letter to Licensee/Business Owners -

| Responsible Alcohol Servi | ice |
|---------------------------|-----|
| | |

| Date . |
|---|
| Duct. |
| Business name |
| Address |
| Dear Business Owner: |
| I am writing to encourage you in your efforts to ensure that Responsible Alcohol Sales (RAS) is both a policy and practice at your business. As an alcohol licensee, I am sure you realize the importance of this type of program. Not only does a comprehensive RAS program help reduce sales to underage youth and intoxicated adults, it also helps protect you legally. |
| Here are the components of a comprehensive RAS program: |
| • Information about laws and penalties |
| Information indicating the importance of avoiding sales to minors to protect the health and well-being of everyone in the community |
| • An emphasis on proper management techniques and policies to encourage compliance with the law |
| • Information on how to recognize false IDs |
| • Tips on how to refuse a sale safely |
| If you need additional information about RAS training programs, please contact [INSERT YOUR NAME OR YOUR GROUP NAME HERE]. We are working to support alcohol licensees and establishments who act responsibly when it comes to the sale of alcohol in our community. We want to commend you and thank you for your attention to this important issue. |
| Sincerely, |
| |

Source: Pacific Institute for Research and Evaluation, Preventing Sales of Alcohol to Minors: What you Should Know about Merchant Education Programs.

Include your name and group name

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Sample News Release – Responsible Alcohol Sales

Note: Send this release to the local news editor at your newspaper. Call the newspaper for the editor's name and for instructions on submitting the release.

FOR IMMEDIATE RELEASE

Area Retailers Renew their Efforts for Responsible Alcohol Sales and Service

Some area alcohol licensees are renewing their efforts to establish responsible alcohol sales programs at their businesses in our community. Recently, the [NAME OF YOUR GROUP HERE] has been in contact with alcohol licensees in our community to show their support for retailers who act responsibly when it comes to alcohol sales.

Responsible alcohol service programs include these types of policies and procedures:

- Information about laws and penalties
- Information indicating the importance of avoiding sales to minors to protect the health and well-being of everyone in the community
- An emphasis on proper management techniques and policies to encourage compliance with the law
- Information on how to recognize false IDs
- Tips on how to refuse a sale safely

National research shows that these types of programs help reduce alcohol sales to underage youth. Also, these programs help protect licensees and their employees as well. In the coming weeks, [NAME OF YOUR GROUP HERE] will be highlighting area retailers that are working to make sure these policies are consistently followed.

For more information, contact: [INSERT YOUR NAME]

Source: Pacific Institute for Research and Evaluation, Preventing Sales of Alcohol to Minors: What you Should Know about Merchant Education Programs.

Sample Store Policy for Responsible Alcohol Sales

It is the policy of [insert store name] to require all employees who sell alcohol to be trained in Responsible Alcohol Sales. All employees will be required to participate in training and successfully complete testing related to topics covered in alcohol sales training, including: how to check IDs, state laws related to alcohol sales, fines related to the selling of alcohol to minors, how to handle intoxicated customers and the responsibilities of both the employee and employer as it relates to the sales of alcohol.

All employees will be trained to be familiar with [insert state name] state laws including practices and procedures that will support this establishment's commitment to comply with all [insert state name] state laws related to the sale of alcohol.

This policy is non-negotiable and acknowledges the employer's responsibility to train all employees in the responsible sales of alcohol and the employee's responsibility to comply with all state laws regarding the sale of alcohol.

By signing below, I acknowledge that I have read and understand the above policy and also understand my rights and responsibilities in relation to alcohol sales.

| Employee | Date |
|---------------------|----------|
| | |
| Store Owner/Manager | Date |

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TO PURCHASE ALCOHOLIC BEVERAGES

Warning to Minors

It is a misdemeanor for a minor to ATTEMPT to purchase alcoholic beverages. If you try using false identification, you may be guilty of another misdemeanor.

Your drivers license could be suspended.

We may call the police if you try to buy.

Responsible Alcohol Sales Training

This Certificate of Completion is Awarded to:

for Completing Instruction on Responsible Alcohol Sales

Employee Signature

Date

Manager Signature

Date

. . .