Place of Last Drink (POLD) Manual

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Acknowledgements

History of POLD in Minnesota

The Minnesota POLD initiative was started in February 2014 by three law enforcement agencies and a Level I Trauma Center with input from city attorneys, city managers, and local elected officials. A total of 32 agencies across Minnesota have participated in the Minnesota POLD initiative. The Minnesota POLD initiative was partly based on experiences in several other states (California, Massachusetts, New Hampshire, and Washington). At participating agencies, agents are trained to systematically ask about and record POLD data in their incident reports.

The Minnesota POLD initiative is innovative in the following ways:
- Agents collect POLD data at the time of the incident rather than during a court process, which could occur months later. This means the data are available more quickly, allowing for more timely responses.
- POLD information is collected for alcohol-impaired driving incidents and other alcohol-involved incidents, including assaults and medical incidents.
- The Minnesota POLD initiative uses an online tool developed by agency leaders to easily record and monitor POLD data across jurisdictions.
- The POLD database was designed to be accessible from any computer, provide data across enforcement jurisdictions, and simplify data analysis.

About This Manual

What is Place of Last Drink (POLD)?

Place of Last Drink (POLD) is a strategy to reduce overservice of alcohol to customers at bars and restaurants and other places that sell alcohol for consumption on their premises. POLD uses data to identify establishments that demonstrate a pattern of overservice. When these establishments are identified, it is possible to intervene to prevent future overservice, along with the problems linked to overservice of alcohol. POLD can help agencies minimize bias in overservice enforcement by encouraging the use of objective standards. Current research and evaluations suggest POLD will not eliminate all alcohol-related problems by itself. However, POLD can help address concerns with specific establishments and can complement other strategies as part of a comprehensive approach to reduce overservice.

Who is this manual for?

This manual is for any agency or organization that is using or considering using POLD. POLD is often used by law enforcement agencies, such as police and sheriff's departments, and State Alcohol Beverage Control (ABC) agencies. Local or state public safety, health or transportation departments, and alcohol/liquor licensing agencies may also use POLD. Given this broad audience, we define some key terms below:

> **AGENCY:** Because multiple types of agencies can be involved in POLD, we use the term "agency" to refer to all types of agencies implementing POLD, whether it is a law enforcement agency or one of the other types of agencies/departments (e.g., a licensing department).
> **AGENT:** We use the term "agents" to refer to representatives of agencies implementing POLD.
> **ESTABLISHMENT**: "Establishments" refers to businesses that sell alcohol for consumption on the premises, such as bars, restaurants, and clubs.
> **SERVING STAFF:** "Serving staff" refers to servers, bartenders and any other staff member who serve alcoholic beverages.

Why is it important to reduce overservice of alcohol?

Although overservice is illegal in the U.S. in 48 states,[1,2] it is very common and can contribute to many harms.

- Half of the individuals stopped for alcohol-impaired driving report that the most recent location where they consumed alcohol was a bar or restaurant.[3,4]
- About one-quarter of fatal traffic crashes and other types of violent deaths (such as from firearms) are alcohol-related.[5,6]
- Alcohol-related issues cost the U.S. about $250 billion each year.[7]

How does POLD work?

1. Agent responds to an incident that appears to involve alcohol.
2. Agent asks relevant persons involved with the incident where they had their last drink.
3. Agent records the place(s) of last drink (along with blood alcohol concentration [BAC] via a breathalyzer, if applicable).
4. POLD data are reviewed regularly to identify establishments that demonstrate a pattern of overservice.
5. Agency or a partner agency follows up with identified establishments to prevent overservice from happening in the future.

POLD example

After noticing several reports naming the same establishment as a POLD within a short period, the local agency operating POLD approached the establishment to notify them of the issue. Management was immediately receptive upon hearing about these incidents. To address the issue, they hired off-duty law enforcement officers as security. Establishment staff had previously been met with hostility when refusing to serve intoxicated patrons, so the security presence gave staff the confidence and support to cut off service when necessary. Since taking this step, the agency has recorded fewer POLD incidents naming this establishment.

For more examples, see the POLD case studies on our website.

Broader POLD Efforts

This manual describes how POLD functions at the community level (as opposed to the state or federal level). This means that a community agency such as a city police department or county health department is the primary agency implementing POLD. The primary agency may operate all aspects of POLD or may involve other agencies. For example, a local police department may collect POLD data and enter it into a portal used by a local or state health department for analysis. The health department may then work with establishments and a local or state licensing agency to resolve overservice issues detected by POLD. POLD can also be implemented as part of a broader statewide or regional effort with greater centralization. Please see Appendix A for more information about broader POLD efforts.

Non-Retail POLD Locations

This manual focuses primarily on the use of POLD to prevent overservice at bars, restaurants, and other businesses that are licensed to sell alcohol for consumption on their premises. However, POLD can be used for other licensed locations such as sports stadiums and community festivals. Additionally, POLD data can be collected for non-licensed locations (e.g., party houses or public parks); but these locations may have specific laws and regulations that apply to them, so it is important to have an understanding of the potential application of POLD in these contexts. Please see Appendix B for more information.

Other POLD Models

This manual outlines POLD according to how it is implemented in Minnesota. The Minnesota model emphasizes shorter follow-up times to help change norms around overservice in the communities in which it is implemented. POLD data is collected at the time agents respond to an alcohol-related incident. Other jurisdictions have collected and used POLD data as part of a court process, which has a longer timeline. Some of the information in this manual may not be relevant if your jurisdiction has decided to use a different POLD model.

POLD Implementation

We identified **four key components for implementing POLD: start-up, data collection, stakeholder awareness, and follow-up**. These next few pages will provide an in-depth look at each component and questions to consider when implementing POLD in your community.

Step 1: Start-up

The start-up component involves setting up the structures and processes to ensure full implementation of POLD. Agencies that have successfully implemented POLD often have a **champion**—someone who advocates for POLD implementation within their agency and ensures that the plans and necessary infrastructure are in place. It is also important to get **buy-in from key decision-makers** who will be involved in POLD. These decision makers may include the police chief, sheriff and other leaders in law enforcement, local licensing officials, representatives from departments that issue alcohol/liquor licenses, and other city or county leaders. It may also be important to establish **partnerships with other agencies** to assist with POLD implementation.

POLD start-up involves a number of steps and key decisions, which are described below. The goal is to set up POLD in a way that makes sense for your community and will continue over time. This involves making POLD an ongoing activity in your agency, developing partnerships with other agencies that can help with implementation, and getting buy-in from key community leaders.

> **Note: Start-up includes making decisions, plans, and procedures for the other three components: Data Collection, Stakeholder Awareness, and Follow-up. Some information relevant to Start-up is found in these other sections.**

POLD Start-up: Step-by-step & Key Decisions

1. **Identify a POLD staff lead.** The staff lead is responsible for the development and day-to-day operations of POLD. The best person to lead POLD will depend on the size of the agency (or agencies), available resources, and types of partnerships across agencies. Some options used by different agencies are listed below.
    Who will your agency choose as the POLD staff lead?
    - A current agent or other staff member at your agency who will have POLD added to their responsibilities
    - Agency director/leader
    - Staff member at another agency (e.g., health department)
    - Other: _____

2. **Identify and contact key decision-makers**. Determine which decision-makers in your agency, community, or state are needed to ensure there is support for POLD and that it is implemented fully. [Appendix C](#) offers a sample letter that can be modified and sent to decision makers. Key decision makers will vary by community.
Which key decision-makers will your agency inform about POLD?
   - Police chief
   - Sheriff
   - Director of alcohol/liquor licensing
   - City council members (or other elected officials)
   - Mayor
   - City attorney
   - City clerk
   - Other: _____

3. **Engage key partners.** Other agencies and organizations can assist with POLD data management and follow-up. Identifying and engaging them early on is important to ensure that experts in data management and analysis are available to your agency (e.g., a health department or coalition agrees to generate regular reports), or that certain follow-up mechanisms are in place (e.g. a response by a local or state licensing agency to a frequent POLD establishment). Communicating with these key partners throughout the start-up phase may be helpful for creating a plan for full POLD implementation. These partners or key decision makers vary from community to community.
Which agencies or organizations will you partner with for POLD implementation?
   - Police Department
   - Sheriff's Department
   - Community-level liquor/alcohol licensing agency
   - State alcohol/liquor licensing agency/state ABC agency
   - City/County Health Department
   - State Health Department
   - State Department of Public Safety
   - State Department of Transportation
   - Community coalitions
   - Other: _____

4. **Develop a Standard Operating Procedure (SOP)**. A SOP is an important tool for training agents and ensuring that intra-agency and inter-agency efforts are organized, consistent, and streamlined. A SOP ensures that POLD data collection is based on objective, unbiased standards. Creating a SOP involves a number of steps and a few key decisions.
Will you create a formal SOP?
   - Yes
   - No

5. **Notify establishments**. To ensure that POLD is implemented in a way that is fair, establishments must know about your agency's efforts and expectations before data collection begins. Consider whether your agency will meet with establishment representatives individually or notify them of POLD Startup in another way.
   How will your agency notify establishments of POLD Startup?
   - Individual meetings with establishment representatives
   - Phone calls to establishment representatives
   - Letters or emails to establishment representatives (see Appendix D for a template your agency could adapt)
   - Other: _____

Step 2: Data Collection

POLD data collection is the day-to-day work of collecting and recording incident information and entering it into the POLD database. To ensure that the data collected by agents are accurate and consistent, it is crucial that agents are trained and monitored in collecting and recording the data. It is important to get buy-in from agents to ensure that POLD data collection and recording are a routine part of responding to alcohol-involved incidents.

Some agencies collect POLD data only for DUI incidents, while others collect POLD data for all incidents in which alcohol consumption is a factor. Collecting POLD data for all alcohol-involved incidents can help agencies better understand which alcohol establishments may be contributing to alcohol-related concerns in a community.

POLD Data Collection Step-by-step & Key Decisions

1. **Obtain access to a POLD database.** A well-functioning database makes it easy to enter POLD data and to generate reports. A POLD database may be available in your region or state that you can use or adapt. If not, you may need to develop your own database to enable your agency to systematically collect and monitor POLD data. Some key features of a POLD database include:
   a. Easy to generate reports
   b. Dropdown menu for locations
   c. Includes establishments from regularly updated liquor licensing lists
   d. Ability to share data among jurisdictions
   e. Includes a variety of incident types, not just traffic-related incidents

   What database will your agency use?
   - Existing POLD database
   - New POLD database created by your agency
   - POLD database adapted from another agency
   - Other: _____

Regardless of whether you use a new or existing database, consider whether a database user agreement is needed. This would be an agreement between agencies on what data can be shared and with whom. See Appendix E for suggestions for drafting a database user agreement.
   Does a database user agreement need to be created?
   - Yes
   - No

> **Advice from a POLD agency lead:**
> Using a drop-down menu has its strengths and limitations. A drop-down menu reduces spelling errors, shortened names or writing the establishment name in a variety of ways. This makes it easier to keep track of establishments. It also may make it faster for an agent to fill out the form and identify a POLD. Using a drop-down menu, however, can be more complicated in large jurisdictions with many alcohol establishments. It will require regular updating which may require additional staff time.

2. **Systematically collect, record, and enter POLD data.** These steps should be clearly stated in your agency's standard operating procedures. This ensures that the POLD data your agency obtains are trustworthy.

   - **Collect data**: All agents should collect data in the same way. In most instances, it is best to ask an individual early in the interaction where they had their last drink. Your city, county, or state may have specific rules/policies on timing of data collection, so consult your city or county attorney.
     How will your agency collect POLD data?

     _____

   - **Record/Enter data**: Depending on the strategy your agency chooses for data entry, data recording will take one of two forms: direct entry or single-point entry.
     - **Direct Entry** involves agents entering data directly into the POLD database immediately after responding to an incident. Agents most likely already enter case information into a records management system following each incident, so POLD data entry is simply added as an extra step for alcohol-involved incidents.
     - **Single-point Entry** involves agents entering POLD-related data into the case report and flagging the case as alcohol-involved. Then a designated agency representative can later enter the case information into the POLD database.

   Table 2 (below) outlines the positives and negatives of each type of data entry.

   Will your agency use direct or single-point entry?
   - Direct entry
   - Single-point entry
   - Other: _____

Table 2: POLD Data Entry Options

	Direct Entry	Single-Point Entry
Strengths	-Agents may have direct access to data (if database allows) -Shared responsibility of data entry - Real-time data entry	-More consistent data entry (incident types, nature of notes) -One person very familiar with POLD data and trends
Limitations	-Scale of training and motivation required across agency -Potential inconsistency of data entry	-More concentrated time burden -Additional person needs to review cases to find POLD information -Possible lag in data entry
Mitigating Steps	-Conduct case review to identify missing POLD entries and correct entering of data, (especially important during start-up) -Incorporate POLD into SOP (checklists, manual) -Provide regular reminders to agents to enter data -Give recognition to agents who consistently enter POLD data	-Frequently share reports and graphs with agency so agents can see results of data collection -Provide regular reminders to agents to record POLD information in their case reports and flag these cases -Give recognition to agents who consistently record POLD information in their case reports and flag these cases

Note: The original version of this table was created by Partnership For Change

- **Special Situations:**
    - **Businesses with multiple locations.** Some businesses, such as chains, have multiple locations, so it is important that agents clarify which location served the individual's last drink.
    - **Incidents where collecting POLD may be inappropriate**. When victims have suffered sexual assault or severe injuries, it may be inappropriate to collect POLD data at time of incident. Agents should be trained to recognize these situations. A special category for this type of incident can be included in the POLD database.

3. **Training and Monitoring.** All individuals involved in carrying out work related to POLD or a portion of the SOP must be trained to do so. This means training agents and other staff during the start-up phase as well as providing orientation to agents and other staff who join your agency after Start-up. Your agency should also conduct ongoing training to maintain high-quality implementation, especially when staff turnover is involved. When agents and other staff have a broad understanding of how POLD works, rather than just understanding their individual role, they may be more likely to recognize how their role relates to the goal of reducing alcohol-related problems.

   - **Start-up and New Agent Training**: Below are some methods of instruction that your agency can use to train agents that are new to POLD.

     - In-person instruction from a supervisor.
     - Distributing paper or digital materials that agents and other staff can refer to later.
     - Going through each part of the data collection, recording, and entry process.
     - Role-playing or observing an agent in the field collecting POLD data.
     - Practicing data recording and entry that is checked by a supervisor for accuracy and completeness.
     - Watching instructional videos as a group and discussing how they relate to your agency's SOP.
       - Consider using the [videos on our website](#) to help familiarize agents with POLD.

   How will your agency train its agents and staff members when starting POLD?

   _____

   After starting POLD, how will your agency train newly hired agents and staff members?

   _____

- **Ongoing training and reminders**: Training and reminders should take place at regular intervals and also when inconsistencies in data collection are found. Staff meetings and roll calls are also good opportunities to present POLD data and to recognize agents for consistent and accurate data collection and entry.
  When, where, and how often will your agency remind agents and provide ongoing training on the data collection, recording, and entry process?
    - When/where:
        - Staff Meetings
        - Roll-call
        - New employee orientation/onboarding
        - POLD training session
        - Other: _____
    - How often:
        - Monthly
        - Quarterly
        - Annually
        - When data collection needs to be improved
        - Other: _____

- **Monitoring**: Monitoring data can help identify if some agents have stopped entering POLD data and identify missing information and errors (for example, the establishment listed in the notes as the POLD should match the POLD listed in the database). Data monitoring and review may be done by someone within your agency or within a partner agency, depending on how you have decided to organize POLD at your agency.

  Who at your agency (or a partner agency) will regularly monitor and review POLD data?

  _____

  How often will this person review the entered data?

  _____

Advice from a POLD agency lead:
Regularly remind agents that it is important to collect POLD data for all alcohol-involved incidents. It can sometimes be challenging to get agents to remember to collect data from all incidents, but it is important for POLD data collection that all agencies are collecting consistently and fairly for all alcohol-related incidents. This means the same level of monitoring among establishments whether they have previously been named a POLD or not.

Step 3: Stakeholder Awareness

Stakeholders are people or organizations that are involved with or affected by POLD. This may include owners, managers and service staff of alcohol establishments, local government officials, key partners, and the general public. It is important to create initial awareness about POLD and to regularly communicate with stakeholders about POLD while it is being implemented.

Stakeholder Awareness: Step-by-step & Key Decisions

1. **Create awareness of POLD during Start-up**. To be most effective, potential places of last drink need to be aware that they are being monitored for overservice of alcohol. It is important to make clear that POLD identifies *patterns* of overservice to improve the safety of communities. POLD may also help establishments avoid liability issues. It is also important to make sure your community knows that POLD is being implemented in a fair and unbiased way (your agency may mention its POLD incident threshold and severe incident threshold in early communications with establishments). Using multiple ways to communicate increases the chance that everyone is aware of and understands POLD.
   Which communication strategies will your agency use?
   - Letters and/or phone calls to all licensed alcohol establishments (Highly recommended)
   - In-person meetings with managers/owners of licensed establishments
   - Include in Responsible Beverage Service (RBS) training and/or other serving staff training
   - Press releases (see Appendix F)
   - Press conference with local news organizations (see Appendix G for sample talking points)
   - Social media posts (see Appendix H for a sample social media post)
   - Meetings with local businesses/business associations
   - Other: _____

POLD Incident Threshold and Severe Incident Threshold
Setting a POLD incident threshold and a severe incident threshold can ensure that your agency is implementing POLD consistently and help your agency clearly communicate the goals of POLD to establishments and other stakeholders. Basic definitions of these terms are below. More information is available in the follow-up section.

POLD incident threshold: the number of times an establishment must be named as a POLD during a specified time frame to warrant the use of different follow-up strategies.

Severe incident threshold: the severity of an incident, as quantified by a high BAC (e.g., >0.15 or >0.20), hospitalization, use of EMS, etc. which justifies more intensive follow-up even if the POLD incident threshold is not met.

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2. **Maintain awareness of POLD among alcohol establishments (owners, managers, service staff).** Regular communication with alcohol establishments helps to:
    - Remind businesses that your agency takes prevention of overservice seriously.
    - Emphasize that the goal is to prevent overservice and related problems, not to target or punish businesses.
    - Inform businesses that your agency is monitoring the community for instances of overservice.
    - Build relationships between agency staff and alcohol establishments.
    - Provide positive reinforcement to establishments that do not overserve.
    - Improve interactions with establishments that have had POLD reports.

    Communicating that your agency is making every effort to implement POLD in a fair and unbiased way may also make establishments more receptive to feedback. The frequency of reminders will depend on the needs of your community. In-person meetings with management are often the best reminder and may help build a stronger relationship with establishments. Depending on your community's size and your agency's workload, letters to establishments may also be appropriate.

    In addition, it may be important to communicate information about POLD to serving staff directly as well as through their management because:
    - Management may not always relay messages to service staff.
    - Serving staff are on the front line of preventing overservice. If serving staff are not aware of POLD, they may continue to overserve alcohol.

    Communicating information about POLD through serving staff training programs and general awareness campaigns may be ways of reaching serving staff while still respecting the relationship between establishment management and their employees.

    How will you maintain awareness among establishment management?
    - In-person meetings
    - Phone calls
    - Letters
    - Other: _____
    How will you maintain awareness among establishment serving staff?
    - During serving staff training
    - Awareness campaigns
    - Other: _____

How often will your agency check in with establishments in your community?
- Quarterly
- Biannually
- Annually
- During the alcohol license renewal process
- When an establishment is named as a POLD _____ (#) times
- Other: _____

3. **Maintain awareness among local government officials (e.g. city council, county board, licensing agencies, etc.).** Because city/county leaders and licensing agencies often control fines and penalties for alcohol licenses, regularly updating them is especially important. When local leaders know what is happening in their communities, they can be better informed and choose to take action if problems arise. Presentations and/or fact sheets can easily be given during formal meeting times. It is helpful to include the establishment name, the number of POLD reports in a given time period, and any follow-up actions taken.

Who will you communicate with?
- City council members
- Other city leaders _____
- Local licensing department
- County leaders
- Other: _____

How will you communicate with these leaders?
- Presentations
- Individual meetings
- Written reports
- Fact sheets
- Other: _____

How often will you communicate with these leaders?
- Quarterly
- Biannually
- Annually
- During license renewal
- Other: _____

4. **Maintain awareness among other key partners.** Organizations or agencies that have an interest in preventing alcohol related problems in your community or state may include:
   a. Health departments
   b. Transportation departments
   c. Coalitions working on underage drinking issues
   d. Coalitions working on drinking and driving issues
   e. Other community organizations (nonprofit organizations, HOAs, etc.)

   These organizations may not be part of day-to-day implementation of POLD but they may be able to support POLD in other ways (e.g. providing public support of POLD, raising awareness about POLD among their members/stakeholders).

   Which other key organizations will your agency engage?
   - City or county health department
   - State health department
   - City or county transportation department
   - State transportation department
   - State public safety department
   - Coalition(s)
   - Other:_____
   How often will you communicate with these organizations?
   - Quarterly
   - Biannually
   - Annually
   - Other: _____

5. **Maintain awareness among the general public.** Communicating with the general public about POLD and the problems related to overservice can help raise support for POLD. People often rapidly forget what they have learned in awareness campaigns, so communications may need to continue over time to maintain the public's awareness of POLD. See Appendix F for a sample press release and Appendix G for talking points for communicating with the general public about POLD.

   How will your agency communicate with the general public (i.e., public awareness campaign)?
   - Informational flyers
   - Stories/ads in local newspaper
   - Town hall meetings
   - Radio/tv announcements
   - Social media posts
   - Other: _____
   How often will your agency communicate with the general public?
   - Quarterly

- Biannually
- Annually
- Other: _____

Step 4: Follow-up

After POLD data collection begins, the next step is to put the data to use. This means creating reports on a regular basis to identify establishments (or other locations) that demonstrate a pattern of overservice. Once an establishment is identified, there are two categories of follow-up strategies that agencies can use: **collaborative approaches** and **licensing penalties** (see descriptions below). Most agencies start with a collaborative approach. Indicating preferred follow-up strategies and having standard follow-up procedures as part of your agency's SOP helps ensure that POLD is implemented consistently and fairly. Agencies can also use POLD data for the purposes of **informing other enforcement activities**. For example, POLD can guide where to conduct saturation patrols targeting alcohol impaired driving. POLD data can provide agencies with information regarding how to use limited resources more efficiently for DUI and other overservice enforcement.

POLD Follow-up Step-by-step & Key Decisions

- **Review POLD data regularly.** Once POLD data are collected, they must be reviewed in order to be useful. Depending on the size of your community and the average number of POLD reports, the frequency of data review may vary. Your agency might also consider partnering with other agencies, such as a health department or alcohol beverage control (ABC) agency, to conduct the data review process. This could be especially helpful in cases where the primary agency lacks the capacity to regularly review the data. Reviewing the reports in a timely fashion is crucial to POLD's success, as the data will inform which follow-up actions (if any) your agency or partner agencies take with establishments in your community. Follow-up with establishments should also be timely in order to maximize its effectiveness.

  How frequently will your agency review POLD data?
  - Ongoing
  - Weekly
  - Monthly
  - Bimonthly
  - Other: _____

  Who will generate these reports?
  - A data or records manager at your agency
  - A community liaison at your agency
  - An intern at your agency
  - A partnering agency (e.g. health department)
  - The POLD staff lead at your agency
  - Other: _____

- **Identify POLD establishments that need follow up:** When an establishment is identified as a frequent POLD, your agency or another agency/organization can

follow up to prevent future overservice of alcohol. Each agency needs to determine at what point the follow-up should occur. Your agency should determine a POLD Incident Threshold and a Severe Incident Threshold. Setting these thresholds during Start-up can reassure establishments that your agency is conducting fair and equitable enforcement and build trust with establishments in your jurisdiction. POLD data should be regularly reviewed to identify establishments that have reached or exceeded these thresholds. Once identified, agencies should follow up with these establishments.

> **POLD Incident Threshold**: Some agencies set a threshold for a number of POLD incidents that may occur in a specified time period before follow-up takes place. For example, an agency may decide to follow up with any establishment that is named as a POLD four times in the previous month or quarter (time period may depend on size of your community and number of alcohol-related incidents that are typical in a given time period).
> How many times during a specified period must an establishment be named as a POLD for your agency to follow up with them?

> _____

> **Severe Incident Threshold:** Some communities also follow up with establishments if they have been identified as a POLD in an alcohol-related incident that is severe (such as a death or injury, a crash that involves an underage drinker, or when the BAC of the involved individual(s) is high (e.g., >0.15 or >.20.) Some agencies conduct more thorough follow-up investigations for severe incidents, as these types of incidents can result in lawsuits or have implications for licensing.
> What criteria will your agency use to identify a severe incident?

> _____

> What will your agency do for severe incidents?

> _____

- **Share data reports with key partners**. It may be helpful to share data with partner agencies that can help follow up with establishments and other POLD locations (see Appendix B for more information about other POLD locations). If you choose to do so, consider the best ways to make it easy for sharing this information (e.g., generating automatic reports). Partner agencies may be able to help with this process. It's also important to make sure the sharing does not violate any parts of the POLD database user agreement, if one exists.
  Which agencies will receive regular POLD reports from your agency?
    - Local law enforcement agencies
    - Local licensing department
    - State licensing agency
    - Local health department
    - State health department
    - Local or state coalitions
    - Other: _____

- **Share POLD information with agencies in nearby communities.** Data exchange with nearby communities can help identify POLD reports in your jurisdiction that are being reported to agencies in neighboring cities or counties. Similarly, your agency may deal with alcohol incidents that involve overservice of alcohol at establishments located in other communities. A centralized database across communities can be used to automatically notify agencies when there is a POLD report in their community. If you have a POLD database agreement, make sure this data sharing is in accordance with the agreement.
  Which of the following will your agency share POLD data with?
    - Local law enforcement agencies (please specify): _____
    - State Alcohol Beverage Control (ABC) agency
    - Local/county health department
    - State health department
    - City or county officials (please specify): _____
    - Other (please specify): _____

  How will you share this information?
    - In-person
    - Email
    - Letter
    - Telephone
    - Centralized database automatically notifies nearby communities
    - Other: _____

Does your agency have a POLD database user agreement?
- Yes
- No (see Appendix E)
- Centralized database does not exist (see "some key features of a POLD database")

- **Address Frequent POLD Establishments**

  Most communities start with a collaborative approach:

  - **Collaborative approaches (shared problem solving between agencies and establishments)**: The first step to addressing establishments with frequent POLD reports can be education or training, a telephone or in-person meeting, and regular notifications of when an establishment has been named as a POLD. Many times, establishments have no idea there is a problem and may be happy to be informed and make changes on their own. Many establishments are motivated to improve their serving practices (e.g., providing more staff training, extending when food is served) because they want to keep their customers safe and don't want to put their establishment at risk for a lawsuit or other problems. See Appendix I for establishment strategies your agency could suggest as part of a plan to reduce alcohol-related problems.

    Establishments can be notified by in-person visits, emails, letters, telephone calls or a combination of these options. An email/letter template for initial notification is in Appendix J of this manual.

    Your agency may contact establishments to notify them of an incident or incidents in any of the following ways:
    - In-person
    - Email
    - Letter
    - Telephone

    The contact method you use will depend on your community's size, as well as the type and severity of the incident(s).

    How will your response intensify if the pattern of POLD issues continues?
    If an establishment continues to be named as a POLD after they have been initially notified, a more comprehensive approach is an appropriate next step. This may involve meeting in person with establishment owners or managers to develop a voluntary mitigation plan that is based on their investigation of POLD incidents. Mitigation plans lay out changes that can be made to reduce overservice for that establishment. For example, some establishments may benefit from offering extended food service. Other establishments may have

poorly trained alcohol serving staff. This plan may also differ depending on the community and willingness of the establishment to work with your agency.

Some things that can be included in the mitigation plan are:
- *Additional training*: training for bartenders, servers, and management could be through your agency or through a trusted third party.
- *Voluntary change of drink specials/hours of food service/hours of alcohol service*: Changes can include restricting drink specials, banning happy hours, or extending hours that food is served.

What changes will your agency ask establishments to consider?
- Additional training for serving staff and/or management
- Reduce or eliminate drink specials
- Extend hours of food service
- Reduce hours of alcohol service
- Other: _____

If collaboration does not work:
- **Licensing Penalties**: If collaborative approaches fail to reduce overservice at a licensed establishment, licensing penalties may be used. Community government or licensing agencies may be able to consider mandating additional training or changes to serving practices such as restricting drink specials (this is in contrast to the voluntary mitigation plan described above). Note that possible penalty options will vary by state.

  Penalties for persistent overservice of alcohol can include:
  - Fines
  - License suspension
  - License revocation

In some cases, the threat of license suspension may be enough to gain the cooperation of a previously resistant establishment.

The likelihood of these penalties being imposed may depend on the willingness of the alcohol licensing agency to take action. In order to impose a penalty, a licensing agency may require more concrete evidence of overservice occurring within an establishment. Many agencies will collect additional evidence to prove overservice and may conduct follow-up investigations to collect evidence such as receipts, cash register logs, surveillance footage and interviews with establishment staff. Additionally, some agencies may conduct undercover observations at the establishment; if overservice is observed directly by an agent, this can provide the necessary evidence to impose a licensing penalty.

If allowable under state law, a community may explore policy options to reduce overservice such as an ordinance indicating there will be some type of fine if an

establishment is named as a POLD a certain number of times within a specified time period.

How will your agency use POLD data to inform licensing and administrative penalty options?

- Licensing penalties may be used after _____ POLD reports connected to an establishment within _____ (time frame).
- Licensing penalties may be used after _____ incidents that meet the severe incident threshold that are connected to an establishment within _____ (time frame).
- Other: _____

At what point will your agency consider implementing licensing penalties?

_____

How will you communicate to the licensing board that penalties or restrictions may be an effective strategy for an establishment?

_____

How will you educate the licensing agency on licensing penalty options to reduce overservice? How will you communicate this information?

_____

- **Informing other enforcement activities:**
  - **DUI Enforcement:** Strategic DUI enforcement involves placing agents in locations on the road not far from establishments that are frequently named as a POLD, anticipating that drivers leaving the establishment may be intoxicated. The goal of this strategy is to prevent DUIs and overservice over time. If customers and serving staff know that agents are monitoring the area for DUIs, customers may be less likely to drive under the influence, and serving staff may be less likely to overserve. By using POLD data to guide strategic DUI enforcement, agencies are using a standardized approach which helps reduce the likelihood of biased enforcement.

How will your agency use POLD data to guide DUI enforcement?

- Establishment-focused DUI enforcement will take place after _____ POLD reports connected to an establishment within _____ (time frame).
- Establishment-focused DUI enforcement will take place after _____ severe POLD incidents connected to an establishment within _____ (time frame).
- Other: _____

  - **Overservice Enforcement:** In addition to investigating specific POLD incidents, undercover observations to detect overservice of alcohol may help build a legal case for overservice penalties. However, these can take a lot of person hours. Agencies could use POLD data to conduct observations only in establishments that are frequent POLDs and that are not working collaboratively with your agency to improve their serving practices. Using POLD data to guide overservice enforcement may help avoid favoritism or biased enforcement.

Conclusion

POLD is an important tool that can be used as part of a comprehensive approach to addressing overservice of alcohol. Each strategy used as part of a comprehensive approach to address complex issues like overservice of alcohol will have the greatest impact when implemented fully to maximize potential effects. This manual was created to educate agencies on full implementation of POLD in a community. Given that alcohol-related incidents may originate from licensed establishments (and other locations) located in communities near and far, POLD may work best if implemented across larger regions or at the state level. However, communities can still implement POLD and see positive changes even if it is not implemented across a broader geographic area.

As agencies work through each of the four implementation components described in this manual, they should also think through how to make sure that POLD will continue to be used over time. While many agencies have reported that POLD can be integrated into normal work flows without a significant change to staff burden, it may be helpful to have resources available for POLD efforts. To make sure POLD efforts are sustained, it is important to have consistent, long-term funding. This type of funding may be available through government agencies (health departments, transportation departments, Alcohol Beverage Control agencies), or your agency may apply for grants in partnership with other agencies or organizations, such as coalitions. Agencies could also include a line item for POLD in their budgets. Strategic partnerships with government agencies can also help make sure that there is buy-in for POLD across multiple levels of government and across agencies. Finally, having a specific person or people accountable for implementation of POLD is key to making sure POLD continues over time. This could mean creating a specific job for administering POLD or building POLD into an existing employee's job description.

Appendix A: Broader POLD Efforts

This manual focuses on how to implement POLD at the city or county level. An individual community may decide to implement POLD on its own. However, it may be helpful to implement POLD in partnership with other nearby communities, at a regional level, or statewide. Problems related to alcohol, like drinking and driving, may not stay within community borders. A community may have an establishment that overserves alcohol, which then results in problems in other communities. By having more agencies working together and sharing POLD information, communities may more quickly identify establishments that are overserving alcohol and contributing to problems within and across communities.

In some states, a state-level agency coordinates POLD. Coordination at the state level could result in more consistent POLD data collection. It could also provide POLD data across a much broader geographic area. A state agency may also have more resources to build a database and develop relevant training materials.

Coordination at the state level may also help involve different types of agencies, making full implementation of POLD more feasible. See below for examples of how different agencies can work together.

State Alcohol Beverage Control Agency or Department of Public Safety:
- Create state POLD database
- Develop and implement POLD training
- Assist with follow-up meetings with licensed establishments
- Create and implement POLD awareness campaign
- Provide server and manager training on responsible alcohol service

State Health Department:
- Assist with development of POLD database, training materials, and awareness campaign
- Analyze POLD data and create regular state- and community-level reports
- Provide server and manager training on responsible alcohol service
- Provide guidelines on how to respond to non-licensed POLD locations
- Work with local health departments to help implement POLD locally

State Patrol:
- Collect POLD information for all alcohol-involved traffic incidents
- Enter POLD data into state database

Local (City, Town, County) Law Enforcement Agencies
- Increase awareness of POLD among alcohol establishments, community leaders, and the general public in their jurisdiction
- Collect POLD information for alcohol-involved incidents
- Enter POLD data into state database
- Regularly review local POLD data
- Meet with frequent POLD sites

Local (City, Town, County) Health Departments:
- Assist with increasing awareness of POLD locally
- Regularly review local POLD data
- Meet with frequent POLD sites

Local or State Licensing Authorities:
- Apply penalties to POLD locations that continue to overserve alcohol (which entity has the authority to apply licensing penalties varies by state)

Appendix B: Non-Retail POLD Locations

Many of the agencies implementing POLD in Minnesota track POLD data for all locations that are named in an alcohol-related incident. These locations may include licensed retail alcohol establishments (e.g., bars, restaurants), or non-retail locations like community festivals, sports stadiums, worksites, parties in public places like parks, and parties at private homes. Research shows that the POLD for about half of drinking and driving incidents are licensed alcohol establishments. This means that the POLD for the other half is another location type. Overservice of alcohol at these other locations likely also contributes to many non-traffic related incidents.

It may be important for a community to understand how many alcohol-related incidents in their area result from overservice at a bar, sports stadium, party house, or other location to figure out the best solutions to reduce alcohol-related problems. Communities may want to consider different strategies to address overservice in different settings. Below are a few suggested strategies to address overservice of alcohol in non-retail locations. Your community may identify other locations and possible strategies. Community leaders and residents can use this data to identify the most appropriate strategies for their community.

Community Festivals: Many communities have festivals. Often, vendors at these events have a temporary liquor license to sell alcohol. Festival planners can implement policies to make sure alcohol servers (often volunteers) at these events are trained to serve alcohol responsibly (e.g., refuse service to intoxicated and underage individuals) and have a shift leader and/or security who can back up the servers when they refuse an alcohol sale.

Sports Stadiums: Many communities have sports stadiums—including professional, semi-professional, college, and high school sports stadiums. Stadiums may sell alcohol for profit or to raise money for a cause. Stadium event organizers may hire alcohol servers or recruit volunteers for the fundraiser. Sports stadiums can implement policies requiring responsible alcohol service training (e.g., refuse service to intoxicated and underage individuals) for all servers and have a shift leader on duty who can back up servers when they refuse an alcohol sale. Sports stadiums can also limit the number of drinks per person per sale and cut off alcohol sales before the end of an event.

Worksites: Worksites may serve alcohol at events they host. Worksites can implement alcohol control policies to prevent alcohol-related problems and potential liability to the company. These policies may require a trained caterer to serve the alcohol, place restrictions on the number of alcoholic beverages served per person at the event, and ensure the availability of non-alcoholic beverages and appropriate amounts of food.

Parties at Private Homes: Parties at private homes may also contribute to excessive and underage alcohol use. Some communities and states have implemented social host policies. Social host policies may specify potential liability or consequences for overservice of alcohol or provision of alcohol to underage youth at these events. Additionally, to identify illegal providers of alcohol, some states and communities have implemented keg registration. Keg registration

policies require retailers to place unique identification numbers on beer kegs and record that number along with the identification information of the keg purchaser. This information can help identify who purchased the keg and supplied alcohol to underage youth at the event.

Appendix C: Startup Letter to Inform Other Agencies

Below is a letter your agency could adapt to inform other agencies/organizations about POLD. For agencies that simply need to be notified but will not be involved in POLD implementation, remove the sentence highlighted in green. For agencies that you hope to involve in POLD implementation, you might consider including a sentence like the one highlighted in green.

Dear [AGENCY/ORGANIZATION]:

This letter is to inform you that [AGENCY] is preparing to start a program called Place of Last Drink (POLD) in [COMMUNITY NAME]. This program aims to reduce overservice (service of alcohol to an obviously intoxicated person) at establishments licensed to sell alcohol.

Overservice can lead to problems in the community, such as DUIs, assaults, and medical incidents. When we respond to such incidents, we will ask the individuals involved where they had their last drink. By collecting this information, we will be better able to detect patterns of problematic alcohol service at licensed establishments in our community. If we identify an establishment as a frequent source of alcohol-related problems in the community, we will follow up with them to provide education and outline potential strategies to reduce overservice.

Our goal is to have a cooperative relationship with licensees to prevent problems before they occur, not to negatively impact a retailer's business. Over time, POLD will help us reduce excessive alcohol use and alcohol-related harms to make our community safer and healthier.

We hope your agency can be involved in XXXXX capacity and would like to meet to discuss this partnership further. If you have questions about POLD, you can contact me at [CONTACT INFO].

Sincerely,
[NAME]
[TITLE]

Appendix D: POLD Startup Letter for Establishments

[DATE]

General Manager
[NAME OF ESTABLISHMENT]
[ADDRESS]
[CITY, STATE, ZIP]

Dear General Manager:

This letter is to inform you that we have started a program called Place of Last Drink (POLD) in [COMMUNITY NAME]. When we respond to incidents involving alcohol (such as DUIs, assaults, or medical incidents), we will ask people involved where they had their last drink. We will track this information and notify establishments if they are identified multiple times as a POLD. Our intention is to help you reduce your potential liability from alcohol incidents and to work together to keep your customers and the rest of the community safe.

If your establishment is frequently named as a POLD [INSERT YOUR AGENCY'S POLD INCIDENT THRESHOLD HERE], we will follow up with you to discuss your establishment's alcohol serving practices. We encourage establishments to have regular training for their staff and to have and communicate responsible alcohol service policies.

Please contact me if you have any questions. We are happy to meet with you or answer questions via phone [PHONE] or email [EMAIL]. Thank you for your time.

Sincerely,

_____
[NAME]
[TITLE]

Appendix E: Suggestions for Drafting a POLD Database User Agreement

The components of a POLD database user agreement will vary depending on how the database is funded, who maintains and manages the database, where database users are located, and the jurisdiction(s) in which the database is hosted. Make sure to consult a lawyer before finalizing any POLD database agreement. Below are a few specifications that may be helpful to consider including in a POLD database user agreement.

1. **Terms of joining the database**: These terms may include following requirements for database use detailed in a user guide or from communications with the organization managing the POLD database.
2. **POLD data responsibility and ownership**: Specify who owns the data and who is responsible for ensuring data accuracy.
3. **Agreement to share data with other POLD agencies**: Agencies across jurisdictions may need to access one another's data to assess whether establishments in a community were named as a POLD for incidents occurring in other communities. This agreement would specify which agencies have access to the POLD data across jurisdictions.
4. **Database manager will have access to all POLD data**: Whoever is ultimately responsible for managing and maintaining the POLD data will need to have access to all users' POLD data. This may help the database manager comply with requests for data from government agencies.
5. **Database access for maintenance and updates**: Third-party vendors may also need access to the database to update software and to troubleshoot problems.
6. **Database access by researchers**: The POLD database manager may also wish to grant researchers access to the database.
7. **Database access and use by government**: Federal or state law may require government access to the POLD database.
8. **Fees**: The database manager may reserve the right to charge agencies a fee to cover the costs of database administration.
9. **Governing Law**: The database agreement is subject to the laws of the jurisdiction(s) in which it is hosted.

Appendix F: Sample News Release

News Release
[AGENCY NAME]   Name of Contact:
For Immediate Release or Hold until Date/Time   Phone #:
Date: Email address:

Example Headline: [AGENCY] announces plan to address community problems related to alcohol.

Introductory Paragraph. Briefly provide the Who, What, Where, and Why. For example: [COMMUNITY] will be implementing POLD to prevent overservice of alcohol at bars and restaurants. Overservice of alcohol means serving alcohol to obviously intoxicated customers. This can lead to high percentages of people who are intoxicated in the community and may cause many potential problems including, increased economic costs, traffic crashes, fights, and vandalism. When the [AGENCY] responds to an incident in [COMMUNITY] that involves alcohol, the agents will collect information about where the individuals involved obtained their last drink. This program is called the Place of Last Drink (POLD). The POLD information will help [AGENCY] see if specific businesses are regularly overserving customers and contributing to alcohol-related problems in the community. The [AGENCY] can then work with those businesses to prevent future overservice of alcohol.

First Quote. Include a quote from a community leader about why POLD is an important program. For example: "POLD is an important tool to help us prevent the many problems our community faces because of excessive alcohol use" (Mayor of COMMUNITY).

Expand Information from the First Paragraph. For example:
[AGENCY] will regularly review POLD data to identify bars, restaurants, and other licensed businesses that regularly overserve alcohol. This data will help law enforcement and other leaders of [COMMUNITY] see which establishments may be contributing to alcohol-related problems in the community and prevent problems from occurring in the future. POLD is designed to collect data in an objective, unbiased way to prevent unfair targeting of individual businesses. The goal of POLD is to prevent overservice of alcohol—not to put establishments out of business. POLD information can help establishments work with their serving staff to prevent overservice of alcohol and avoid liability issues.

Second Quote. If possible, include a second quote from another community leader or from a business licensed to serve alcohol. For example: "We care about the safety of our customers and this community. POLD information will help us know whether we need to improve training and support for our alcohol servers" (Owner of business)

Final Paragraph. For example:
[AGENCY'S] goal is to prevent problems related to alcohol like traffic crashes, fights, and damage to businesses and homes. POLD is one tool to help achieve that goal.

Appendix G: POLD Talking Points

Background Talking Points For Agency and other Community Leaders

- Overserving alcohol leads to patrons having higher levels of intoxication.
- The more intoxicated people are, the more vulnerable they are to experiencing problems such as being assaulted or injured in a traffic crash.
- The more intoxicated people we have in a community, the more assaults, other crime, traffic crash injuries and deaths, and other alcohol-related problems there may be.
- There are strategies establishments can take to prevent overservice and minimize alcohol-related problems among customers and in the community.

POLD Talking Points For Agency and other Community Leaders

- As part of Place of Last Drink (POLD), law enforcement agents ask people involved in alcohol-related incidents where they drank their last alcoholic drink and collect this data to identify patterns of overservice.
- POLD data are regularly reviewed by an agency or coalition to identify bars, restaurants, or other locations that regularly overserve alcohol.
- Agency and/or coalition members can work with bars, restaurants, and other locations that often overserve alcohol to prevent overservice from occurring in the future.
- POLD is a tool that can be combined with other strategies to prevent overservice of alcohol.
- As with many problems, multiple strategies are needed to reduce overservice of alcohol.
- POLD, along with other prevention strategies, can enhance a community's efforts to reduce alcohol-related problems.

POLD Talking Points for Alcohol Establishments

- POLD is a tool to help communities prevent alcohol-related problems resulting from overservice of alcohol.
- POLD is data driven.
- POLD is designed to collect data in an objective, unbiased way to prevent unfairly targeting individual establishments.
- The goal of POLD is to prevent overservice of alcohol—not to negatively impact an establishment's business.
- POLD information can help establishments work with their serving staff to prevent overservice of alcohol and related lawsuits and fines.

Appendix H: Sample Social Media Post

[Insert relevant photo]

[Agency] is starting a new program called Place of Last Drink (POLD) on dd/mm/yyyy. When our agents respond to an incident that involves alcohol, we will ask where the people involved got their last drink. We will use this information to see whether there are businesses or other locations that are regularly overserving alcohol. Our goal is to work with these businesses, not to negatively impact them, in efforts to keep all residents and our community safe.

Appendix I: Establishment Policies That May Reduce the Risk of Overservice

The following strategies have been suggested[8] as best practices for establishments, such as bars and restaurants, that serve alcohol for on-premise consumption. There may be other strategies in addition to the ones listed below that your community may want to consider. A comprehensive set of strategies to prevent overservice can reduce the risk of excessive alcohol use and alcohol-related risk..

Do Not Sell Alcohol to Obviously Intoxicated Customers, Even If It Is Their First Drink
Why?
- It is a gross misdemeanor to sell alcohol to an obviously intoxicated person in most states in the U.S.
- It prevents illegal sales which can be a legal and financial risk to the establishment and its employees
- To prevent a lawsuit. Many states have dram shop laws that impose civil liability on establishments when an obviously intoxicated person is sold alcohol and then harms a third party
- It prevents harm to your customers and to the community at large

What can serving staff and/or security do to prevent overservice?
- Learn to recognize signs of intoxication
- Greet all customers and take time to observe possible signs of intoxication before serving alcohol
- Learn how to slow down service if a customer is becoming intoxicated
- Always check with each customer before bringing them drinks paid for by someone else
- Refuse service if a customer is obviously intoxicated
- Notify all staff when a customer has been cut off

What can management do to prevent overservice?
- Train all employees to recognize signs of intoxication, and to slow down and refuse service
- Respond to serving staff requests for assistance
- Never make exceptions about serving intoxicated customers, even for friends, regular customers, or because business is slow
- Back up serving staff decisions not to sell alcohol to intoxicated customers
- Establish clear consequences for staff that sell alcohol to intoxicated customers
- Notify law enforcement if an intoxicated customer appears to be a danger to themselves and/or others

Ensure Staff Receive Responsible Beverage Service Training
Why?
- To prevent sales to underage or obviously intoxicated customers, which may represent legal and financial risk to the establishment and its employees
- Ongoing training and development increases the professionalism of serving staff and builds their confidence to deal with customers

What can serving staff and/or security do?
- Attend mandatory responsible beverage service training

What can management do?
- Provide all staff, managers, and shift leaders with quality alcohol awareness training on a regular basis
- Provide training for new employees within their first month of their employment
- To ensure participation, mandate the training and provide an hourly wage for attending

Measure All Drinks
Serve only measured drinks (no free-pouring).

Why?
- To prevent intoxication, which may bring legal and financial risks to the establishment and its employees, and risk to the individual drinking and the community at large

What can staff do when serving to prevent overservice?
- Measure all drinks (no free-pouring)
- Make sure mixed drinks contain only 1 1/4 ounces of spirits/liquor
- Serve 4 ounces of wine per glass
- Serve 12 ounces of beer per glass/mug or 16 ounces for pint glasses
- Do not serve double or triple drinks
- Only serve one drink per customer at one time

What can management do?
- Train service staff on how to measure standard drink sizes (e.g. beer- 12 ounces, wine- 4 ounces, mixed drinks- 1 ¼ ounces, etc.) and hold staff to this standard
- Do not sell oversized containers of alcohol (e.g. pitchers of beer, fish bowls, oversized martini glasses, etc.)

Offer Food and Non-alcoholic Beverages
Offer a wide variety of food and non-alcoholic beverage options on the menu.

Why?
- To increase sales revenue (e.g. food, non-alcoholic drinks) without increasing liability
- To prevent intoxication, which may represent legal and financial risks to the establishment and its employees

What can serving staff do?
- Do not push alcohol. For example, greet guests by asking: "Can I bring you a beverage?" instead of "Can I bring you a cocktail?"
- Promote food sales versus more alcohol sales

What can management do?
- Evaluate serving staff on total sales including food and non-alcoholic beverages
- Provide separate glassware to distinguish non-alcoholic drinks
- Offer specials on non-alcoholic drinks
- Offer a large variety of non-alcoholic drinks
- Encourage serving staff to offer food and non-alcoholic drinks

Notify Staff of Customer Intoxication Levels
Notify arriving serving staff about the intoxication status of their customers and other service staff if a customer has been cut-off or is approaching intoxication.

Why?
- Prevent overservice when customers are served by multiple staff members following a shift change or when customers may move from one serving staff to another.

What can serving staff and/or security do?
- Clearly communicate with other serving staff and security the status of customers' intoxication levels

What can establishment owners/managers do:
- Establish a system for serving staff and security to effectively communicate about the status of their customers
- Discuss effectiveness of this system at regular staff meetings
- Discipline employees who routinely don't follow this policy

Honor A Twenty Percent Gratuity for Responsible Beverage Service
Guarantee all serving staff a 20% gratuity if alcohol service is refused and the guest does not leave a tip.

Why?
- A guaranteed tip will encourage serving staff to terminate alcohol service when appropriate

What can serving staff and/or security do?
- Cut off service to intoxicated customers
- Notify manager and other serving staff that you have cut off service

What can management do?
- Back up serving staff at all times
- Provide serving staff with a 20% gratuity if the guest does not leave a tip because they were cut off

Maintain a Safe Physical Environment
Monitor all areas of the establishment, including, when appropriate, hallways, restrooms, patio, and the parking lot for unsafe activities.

Why?
- Employees may be able to identify underage or obviously intoxicated customers by monitoring customer behavior in these areas
  - To prevent violent situations from occurring
  - To prevent intoxicated patrons from driving
  - To increase safety of staff and customers

What can serving staff and/or security do?
- Check restrooms, hallway, patios and parking lots at the establishment on a regular basis
- Notify management when an intoxicated customer leaves the establishment or if a customer is being violent
- Notify management if you see unsafe or potentially dangerous activity (drug use, vomiting, aggressive behavior, etc.)
- Describe any observed problems in incident log

What can management do?
- Establish procedures for handling troublesome, aggressive or intoxicated customers and train all employees on these procedures
- Back up employees when dealing with intoxicated customers
- Maintain an appropriate staff/customer ratio
- Consider installing video surveillance cameras outside and inside the establishment to deter suspicious activities
- For some bars and nightclubs, have security on duty at all times
- Have additional staff on duty for busy evenings and consider stationing someone near the exit to monitor patrons as they leave the establishment

Ensure a Safe Closing Time
Why?
- Bar closing can be a challenging time for staff, customers, and law enforcement
- A large number of intoxicated customers exiting the bar at closing time may cause problems
- An establishment can be sued if they serve the last drink to a customer who subsequently causes harm to others due to their intoxication

What can serving staff and/or security do?
- Stop service of alcohol 30 minutes before the establishment must be vacated
- Offer water or other non-alcoholic beverages in the last hour of service
- Call a ride/taxi for customers
- Do not offer to drive customers even if they are regulars

What can management do?
- Keep a manager or lead worker on duty through closing time to back up staff as needed
- Monitor the inside and outside of the establishment for suspicious activity
- Back up all employees when they refuse alcohol service
- Help serving staff call for rides or taxis
- Call law enforcement if needed and be the main point of contact when they arrive
- If you have security on staff, have their shifts last until after closing to protect your employees and property
- Do not offer to drive customers even if they are regulars. This may increase risk to staff or create other liability issues

Appendix J: POLD Incident Notification Letter for Establishments

[DATE]
General Manager/Licensee
Name of Establishment
Address
City, State, Zip-code

Dear General Manager/Licensee:

As a routine part of investigations of incidents involving intoxicated individuals, we attempt to determine where the person(s) involved obtained or consumed their last drink. This letter is to inform you that your business was recently named as a last location in one of our investigations. We regularly track and follow up on these place of last drink (POLD) incidents.

We are notifying you of this POLD incident to keep you informed so you can evaluate and address how to reduce overservice in your establishment. Below are the details of the report:

The unverified report of illegal alcohol sale(s) allegedly made at [LOCATION] **involving an intoxicated [**GENDER**] who was investigated for [**INCIDENT TYPE**]. The sale(s) were made in the hours of [**TIME**] .**

There are a number of practices that can help retailers prevent overservice, and we would be glad to work with you to identify strategies that may be feasible and appropriate for your site to help keep your staff, patrons, and community safe and healthy. Let's work together to ensure that your business is in compliance with our state law [CITATION] that prohibits service of alcohol to an obviously intoxicated individual.

In accordance with privacy act policies, the identity of the reporter or other specific information is not available to you at this time. The above information is for your records and to better evaluate the need to address employee serving practices and other strategies. Our agency will keep this on file and we may follow up if additional incidents occur. At this time, our agency plans no further action on this matter although this letter will be placed on file and a copy sent to the [STATE] Alcohol Beverage Control Commission. If you have questions, please contact [PRIMARY POLD CONTACT] at [PHONE].

Sincerely,

_____

cc: [STATE ALCOHOL ENFORCEMENT AGENCY]

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