



Welcome
— TO THE —
2025
**MMBA ANNUAL
CONFERENCE**



Arrowwood[®]
RESORT & CONFERENCE CENTER
by CLUBHOUSE[®]

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2025 MMBA CONFERENCE SCHEDULE *of* EVENTS

*Schedule of Events Subject to Change

FRIDAY, APRIL 25

3:00pm – 6:00pm Registration (*Lake La Homme Dieu*)
6:30pm – 8:30pm Dinner (*Optional*) with Southern Wine & Spirits (*Miltona / Osakis*)

SATURDAY, APRIL 26

8:00am – 6:00pm Registration Hosted by Anheuser Busch & Phillips Distilling (*Lake La Homme Dieu*)
8:00am – 5:00pm Boot Camp (*Rafters*)
10:00am – 3:00pm Oxygen + Bar (*Carlos*)
11:30am – 1:00pm Lunch & Mini Golf with Anheuser-Busch (*Lower Conference Center*)
3:00pm – 3:55pm How to Maximize City Hive Features (*Nokomis*)
4:05pm – 5:00pm Exploring Japanese Spirits (*Lake Itasca / Vermillion*)
6:00pm – 7:00pm Cocktail Hour with Vinocopia Spirits (*Lower Conference Center*)
7:00pm – 8:30pm Gourmet Wine Dinner with Vinocopia Wine (*Lower Conference Center*)
8:30pm Bottle (*Beer*) Share with Revolution Brewing (*Lower Conference Center*)

SUNDAY, APRIL 27

7:00am Morning Walk with Tom Agnes (*Front Lobby*)
7:00am – 8:30am Breakfast (*Lower Conference Center*)
8:00am – 1:00pm Registration (*Lake La Homme Dieu*)
8:30am – 10:00am Alcohol Awareness Training (*Lake Nokomis*)
9:00am – 10:00am View from City Hall (*Lake Itasca / Vermillion*)
10:15am – 11:15am THC / Cannabis Update (*Lake Itasca / Vermillion*)
11:30am – 12:30pm Category Insights and Analytics with Johnson Brothers (*Lake Itasca / Vermillion*)
12:45pm – 1:45pm Lunch (*Lower Conference Center*)
2:00pm – 5:30pm Vendor Showcase (*Tennis Center*)
6:30pm – 7:30pm Cocktails (*Lower Conference Center*)
7:30pm – 8:30pm Dinner with Trincherro (*Lower Conference Center*)
9:00pm – 11:00pm Game Shows / Bean Bags with Wine Merchants & Oak Ridge Winery /
Music with Dave and Lara
(*Tennis Center / Lower Conference Center*)

MONDAY, APRIL 28

7:00am Morning Walk with Tom Agnes (*Front Lobby*)
7:00am – 8:30am Breakfast (*Lower Conference Center*)
8:45am – 10:00am Featured Speaker Chris Hawkey (*Lake Itasca / Vermillion*)
10:15am – 11:15am Serving Up a Better Memory (*Lake Itasca / Vermillion*)
Noon – 1:00pm Lunch with Schell's (*Lower Conference Center*)
1:15pm – 2:15pm Building Community Through Spirits Featuring Alma Del Jaguar Tequilla (*Lake Itasca / Vermillion*)
3:00pm – 5:00pm Relationship Building with MolsonCoors and Minnesota Viking Legend Scott Studwell
(*Garden Center Bowl – Bus Leaves @ 2:45 PM from Arrowwood Main Door*)
6:00pm – 7:00pm Cocktail Hour (*Lower Conference Center*)
7:00pm – 8:30pm Ste. Michelle Wine Estates Sports Themed Dinner (*Lower Conference Center*)
8:30pm – 9:30pm Awards (*Lower Conference Center*)

TUESDAY, APRIL 29

7:00am – 8:30am Breakfast (*Lower Conference Center*)
8:45am – 10:15am MMBA Annual Meeting, Elections, & Industry Discussions (*Lake Itasca / Vermillion*)
11:00am Home (*Trains, Planes & Automobiles*)

2025 MMBA CONFERENCE PHOTO SHARE

04.30.25

We want your perspective from the event!!
All photos will be submitted to a gallery once the
event concludes.

Scan the QR Code and share photos!



No app download required

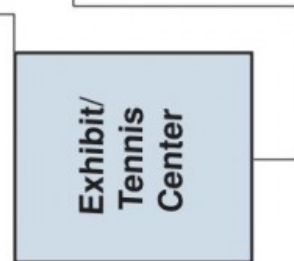
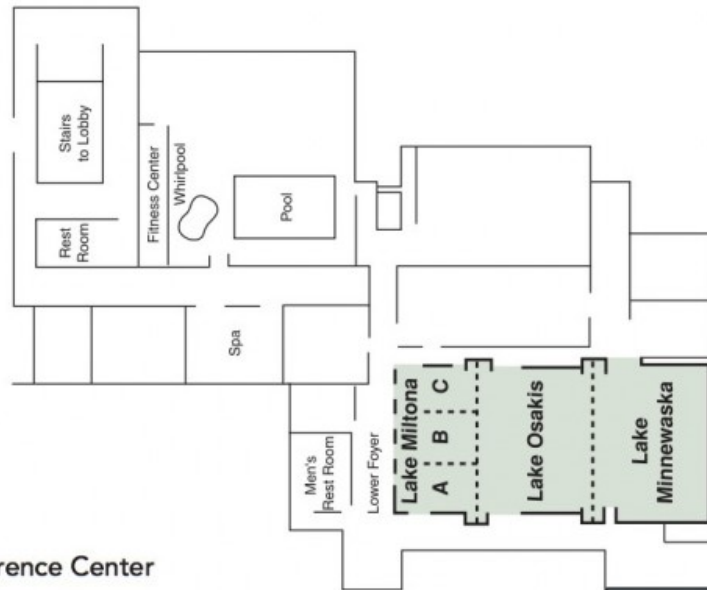
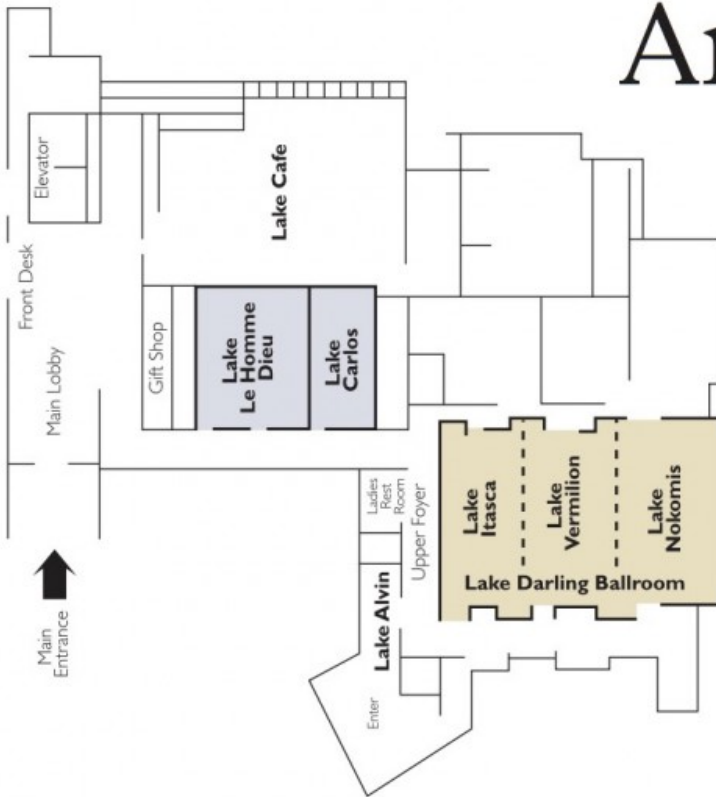


04.30.25

RESORT & CONFERENCE CENTER
by CLUBHOUSE®

Arrowwood

RESORT & CONFERENCE CENTER



Arrowwood Resort & Conference Center
2100 Arrowwood Lane NW
Alexandria, MN 56308

320-762-1124
Reservations 1-866-FUN-LAND
www.arrowwoodresort.com

REGISTRATION ROOM



SATURDAY, APRIL 26 - 8:00AM TO 12:00PM

Bagels with Cream Cheese & Preserves

Freshly Baked Assorted Cookies

Coffee & Ice Water

SATURDAY, APRIL 26 - 12:00PM TO 3:00PM

Pretzels & Popcorn

Freshly Baked Assorted Cookies

Whole Fruit

Coffee, Lemonade & Ice Water

SUNDAY, APRIL 27 - 8:00AM TO 10:00AM

Bagels with Cream Cheese & Preserves

Freshly Baked Assorted Cookies

Coffee & Ice Water

Experience Oxygen+ Bar Lounge



Experience the **oxygen+ bar lounge** – powered by **Oxygen Plus** – a revitalizing retreat within the retreat designed to elevate your energy and focus. Join us on Saturday, between 10 AM and 3 PM in the Carlos Room, adjacent to the registration area.

Discover how breathing easily with Oxygen Plus can help you think, feel and perform your best:

- **oxygen+ bar:** Rejuvenate with an oxygen bar session to help boost your energy levels and mental clarity – a refreshing complement to your social and outdoor activities.
- **Guided Meditation: Engage** in mindfulness practices, including restorative binaural beats, to help reduce stress and find and keep your center.
- **Soothing Soundscapes:** Immerse yourself in calming auditory experiences, including a sound bath, designed to promote deep relaxation and mental clarity.
- **Breathwork Exercises:** Learn about and practice techniques to improve breathing efficiency, increase your energy, and support overall wellness, including nasal breathing, box breathing, and the Wim Hof and Buteyko methods.
- **Complimentary O+ Mini®:** As a takeaway, get a free O+ Mini—a portable canister with 24+ breaths of pure recreational oxygen—for energy and recovery beyond the event.

BACK BY REQUEST!!!!



2025 MMBA BOOT CAMP

Saturday, April 26, 2025, 8 AM – 5:30 PM

Arrowwood Resort – As a Part of the 2025 MMBA Conference

*For New Municipal Liquor Managers, Assistant Managers,
City Administrators, Council Members, and Seasoned Personnel Who Want to Brush Up on
Their Knowledge*

Boot Camp covers the “basics” of liquor operations.

This event is designed to provide individual facility analysis and goal
setting!!!! All participants will leave with 12 specific items to improve facility
operations!!!

Each attendee MUST bring:

- Drawing of facility layout and photos to help describe configuration and general product placement. (I.E. A “top to bottom” photo of products on the shelf and in the cooler, displays, check-out area, on-sale area including general seating, bar area, pull tabs dispensing, kitchen etc., all sides of the external building and their relationship to streets and parking, storage area etc. In short, photos to help describe the facility to someone who has never been there.)
- **ITEMIZED** income / expense reports for the last 3 years
- **WRITTEN** description of community and demographics
- **WRITTEN** description of council makeup and general attitudes
 - **WRITTEN** analysis of competition
- **WRITTEN** completion of attached employee management assessment

Please contact the MMBA Office if you have questions:

763-572-0222 or 866-938-3925 or kaspszak@outlook.com

2025 MMBA Boot Camp Schedule of Events (Subject to Change)

Saturday, April 26, 2025

8:00 AM – 8:30 AM = Welcome & MN Alcohol Law General Session

8:40 AM – 9:30 AM = Review of Individual Facilities Breakout

9:30 AM – 11:00 AM = Financial Statements, Pricing Strategies & Inventory Control & Setting of 3 Goals Breakouts

11:30 AM – 1:00 PM = Lunch

1:10 PM – 2:30 PM = Shelf Set, Traffic Flow, Specials, POS, Vendor Services & Setting of 3 Goals Breakouts

2:45 PM – 4:00 PM = Security, Theft, Internal Controls & Setting of 3 Goals Breakouts

4:15 AM – 5:30 PM = Personnel, Customer Service, Scheduling & Setting of 3 Goals Breakouts



2025 MMBA Boot Camp Employee Management Assessment

List the ten most important things you need your employees to know and skills you need them to have. *(Do not worry if the employees already know these things, just write down what's important.)*

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Now, from the list above, which item is the single most important thing your employees need to know?

What are the most difficult concepts/tasks for you to teach employees? For each item you list, indicate why you think this is difficult. *(These can be items that are on the list above, or items that are not on this list but are still hard to teach employees)*

What are the skills that your employees pick up fastest/very quickly?

List the five types of problems/issues that happen in your store that you'd like employees to be able to handle better (*example: selling up, dealing with fake ids, robberies, answering customer questions about the products, merchandising/displays, opening and closing the register*)?

1. _____
2. _____
3. _____
4. _____
5. _____

What's one thing that your employees handle fine right now and you don't see a need for them to learn more about?

What is the first thing you teach employees?

What is the most frequent question your employees ask you?

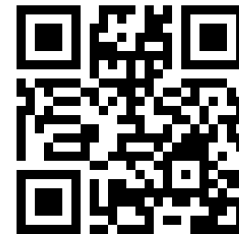
What's the one thing that you have to keep reminding your employees about again and again?

Describe some of the following characteristics of your part time employees:

	Poor	Fair	Excellent
Education level			
English proficiency			
Reading level			
Computer literacy			
Math skills			
Customer service skills			
Knowledge of product			
Motivation/initiative level			

HOW TO MAXIMIZE CITY HIVE FEATURES

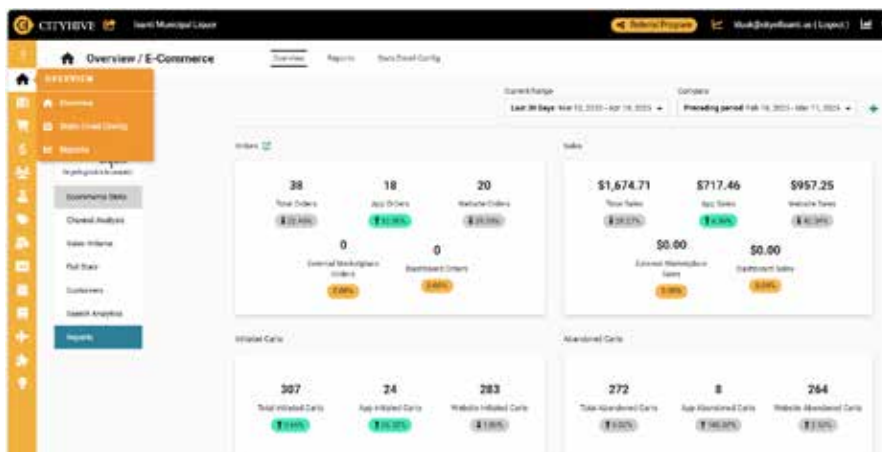
WITH KEITH LUSK & STEVE MILLER



ISANTILIQUEUR.COM



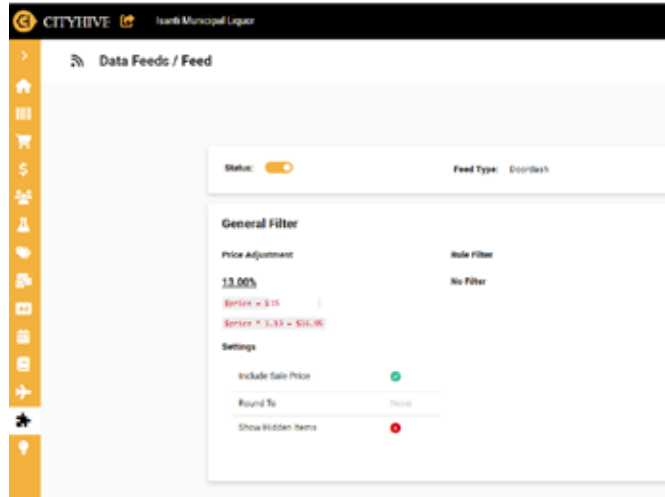
REPORTS



USE REPORTS TO ANALYZE DATA, IDENTIFY TRENDS, AND SHARE INFORMATION WITH CITY LEADERSHIP



DOORDASH INTEGRATION



DOORDASH MARKETPLACE PULLS INVENTORY AND PRICING THROUGH CITY HIVE.

YOU CAN SET A PRICE ADJUSTMENT PERCENT IN CITY HIVE TO INCREASE THE RETAIL PRICE OF ITEMS ON THE DOORDASH MARKETPLACE

DELIVERY IS ALSO AN OPTION FOR CUSTOMERS WHEN PLACING AN ORDER THROUGH CITY HIVE WHEN ENABLED



SELLING OUT OF STOCK ITEMS



CUSTOMERS CAN SIGN UP TO GET A TEXT MESSAGE WHEN AN OUT OF STOCK ITEMS BECOMES AVAILABLE



25 CITIES CURRENTLY USING CITY HIVE

APPLE VALLEY LIQUOR (3) – APPLE VALLEY

BAGLEY LIQUOR – BAGLEY

FIREHALL LIQUORS – BARNESVILLE

LAKE LIQUORS – BIG LAKE

BUFFALO WINE & SPIRITS (2) – BUFFALO

DELANO WINE & SPIRITS – DELANO

EDINA LIQUOR – EDINA

GLENCOE WINE & SPIRITS – GLENCOE

HAWLEY LIQUORS – HAWLEY

LIQUOR HUTCH – HUTCHINSON

ISANTI LIQUOR – ISANTI

KASSON LIQUOR STORE – KASSON

LAKEVILLE LIQUORS (4) – LAKEVILLE

LITCHFIELD LIQUOR – LITCHFIELD

LONGVILLE BOTTLE SHOP – LONGVILLE

TALL GRASS LIQUOR – MARSHALL

MILACA MUNICIPAL LIQUOR – MILACA

OLIVIA LIQUOR STORE – OLIVIA

PAYNESVILLE LIQUORS – PAYNESVILLE

ROSEAU MUNICIPAL LIQUOR – ROSEAU

ST FRANCIS BOTTLE SHOP – ST FRANCIS

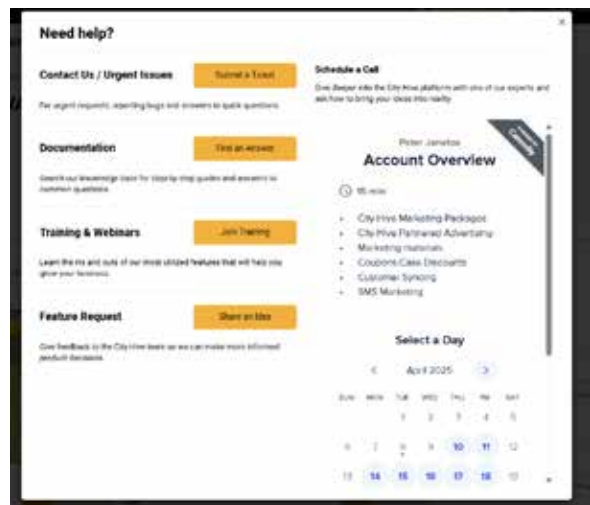
VOYAGEUR BOTTLE SHOP – PINE CITY

UNDERWOOD LIQUOR STORE – UNDERWOOD

WARROAD MUNICIPAL LIQUOR – WARROAD

RIVER BEND LIQUOR – WINDOM

SUPPORT VIA THE CITY HIVE BACK OFFICE

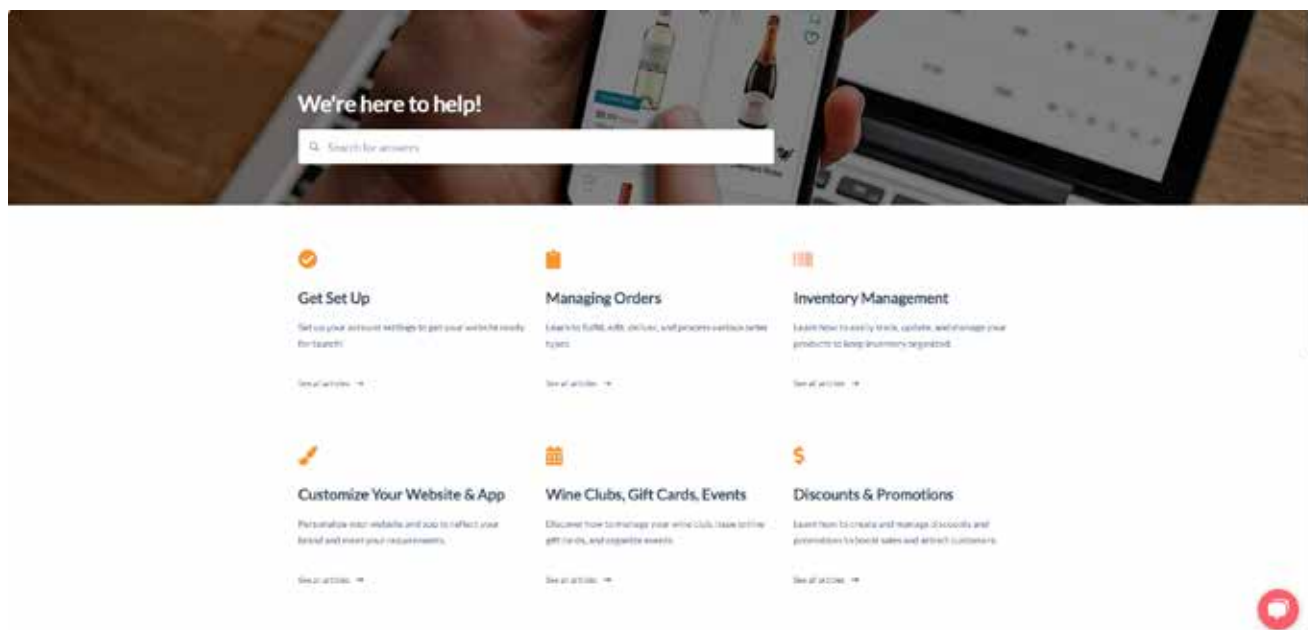


CITY OF
MILACA Minnesota



**Warroad
Municipal
Liquor Store**

SUPPORT.CITYHIVE.NET



MMBA CITY HIVE CONSULTANTS

- **HELP WITH CITY HIVE QUESTIONS ON-SITE OR REMOTELY**
- **PEOPLE WITH EXPERIENCE SETTING UP AND USING THE CITY HIVE ECOMMERCE PLATFORM IN A MUNICIPAL LIQUOR OPERATION**
- **NO COST TO YOU OR YOUR CITY**

STEVE MILLER

SMILLER@CITYOFISANTI.US

763-444-5063

JACKSON STEFFENS

JSTEFFENS@CITYOFISANTI.US

763-444-5063

INITIAL SET UP

1. SIGN UP – INCLUDES YOUR OWN SITE AND BEING PART OF FINDMYLIQUORMN
2. PURCHASE YOUR DOMAIN NAME (EXAMPLE – TALLGRASSLIQUOR.COM)
3. POS INTEGRATION
4. CHECK THAT INTEGRATION IS PULLING THE RIGHT PRICE FIELD, QUANTITY AND UPC CODES
5. CITY HIVE WILL SHOW YOU A DRAFT OF YOUR WEBSITE
6. MERCHANT OR CITY HIVE WILL NEED TO SET DNS RECORDS
7. GO LIVE
8. CALL CITY HIVE TEAM AND/OR MMBA CONSULTANTS IF YOU HAVE ANY ISSUES



INTEGRATION WITH YOUR POS

**PICK FEE (OPTIONAL):
PASS THE SURCHARGE
ON TO THE CUSTOMER**



+



**CREATING A SEPARATE
TENDER WILL PREVENT
SHORT TILLS**

=

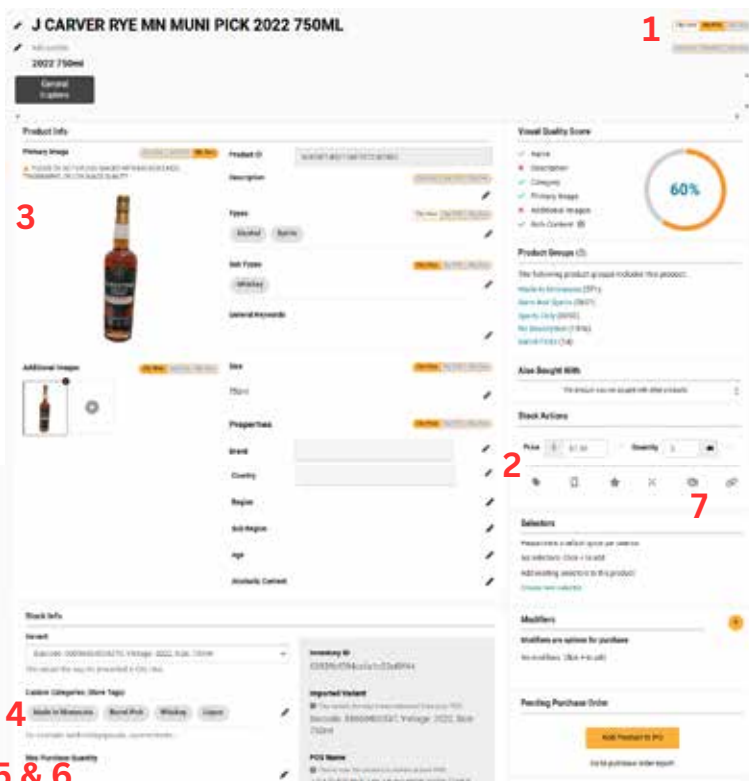
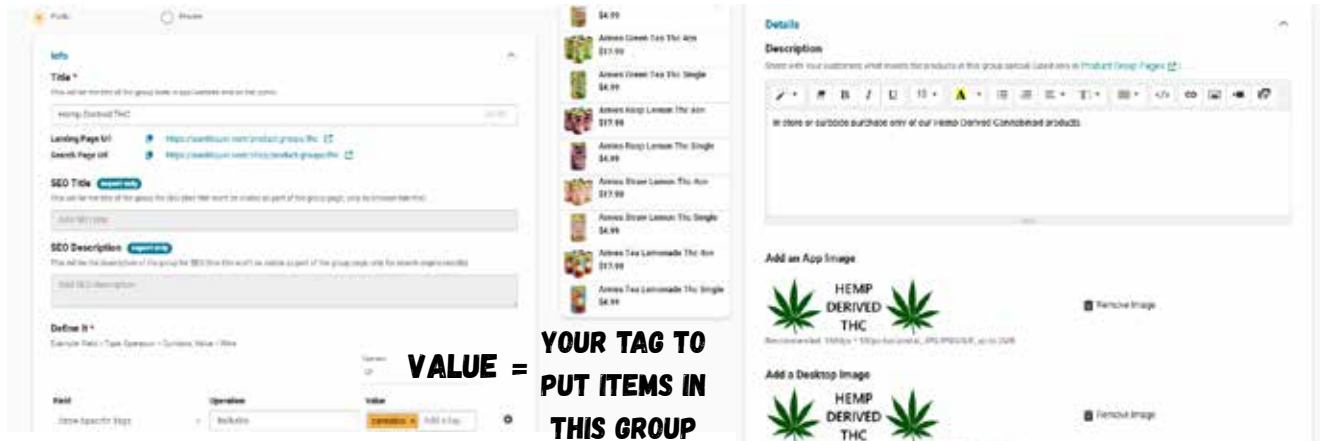
	Duckhorn Sauv Blanc North Coast 750ml 00669576019405 750ml SKU: 0066957601940	\$32.99	X 2	\$65.98
	Yealands Estate Sauv Blanc 750ml 00669576019407 750ml SKU: 00669576019407	\$34.99	X 2	\$69.98
		Subtotal		\$135.96
		Tax		\$13.43
		Pick Fee		\$4.08
		Total		\$153.47

**VERIFY THE TOTAL FOR
ACCURACY**



CUSTOMIZATION: GROUPS

CREATE NEW GROUP



CUSTOMIZATION: PRODUCTS

- 1.NAME OF PRODUCT – YOURS/THEIRS?
- 2.STOCK ACTIONS – CONTROL QUANTITY SHOWN, ADD TO STAFF FAVORITES
- 3.IF YOU UPLOAD IMAGES, USE BGREMOVER.COM
- 4.CUSTOM CATEGORIES – ADD YOUR CUSTOM GROUPS
- 5.MAX PURCHASE QUANTITY – SET TO 1 OR 2 ON LIMITED STOCK ITEMS
- 6.MAX PURCHASE QUANTITY – SET TO 0 ON CANNABIS ITEMS TO GREY OUT ADD TO CART AND DISPLAY CALL FOR AVAILABILITY
- 7.HIDE ALLOCATED ITEMS FROM WEBSITE/APP



MANAGING INVENTORY

Inventory / Product Groups (21)

Active Filter: 21 matched

Image Image Display Title Label

No Image No Image

Inventory / Product Groups (21)

Active Filter: 21 matched

Image Image Display Title Label

Hemp Derived THC Hemp Derived THC 1

Gift Sets Gift Sets 2

Made in Minnesota Made in Minnesota 3

GIFT SETS

1. FIND ITEMS WITH NO IMAGE TO UPDATE
2. CREATE GROUPS FOR ITEMS IN A SPECIFIC CATEGORY IE. GIFT SETS, BARREL PICKS, ETC.
3. CHANGE PRIORITY TO DISPLAY THE GROUP ON WEBSITE

ORDER MANAGEMENT

1

CITYHIVE

Orders (1)

Active Filter: 1 matched

Order Status: Active

Sort: Last Update

PRINT ORDER

2

Please verify the pricing and product availability.

We recommend contacting items before accepting the order to allow for any necessary adjustments.

Some items are out of stock.

Products in Stock (4)

X 1 BUD LIGHT 24PK 1500 24pk 1500

X 1 KAWAII BOPP 1.75L 1.75L

X 1 RED BULL AON 4pk 12.00

X 1 BOUTTE AAO LEMONADE 12 2L 12.00

By accepting this order you acknowledge and agree to CityHive Terms and Conditions.

Items are out of stock or incorrectly priced. I picked up the items and verified the prices.

Exit the order Accept order

3

CITYHIVE

Isanti Municipal Liquor

Orders (1)

Active Filter: 1 matched

Order Status: Active

Sort: Last Update

Pick Up

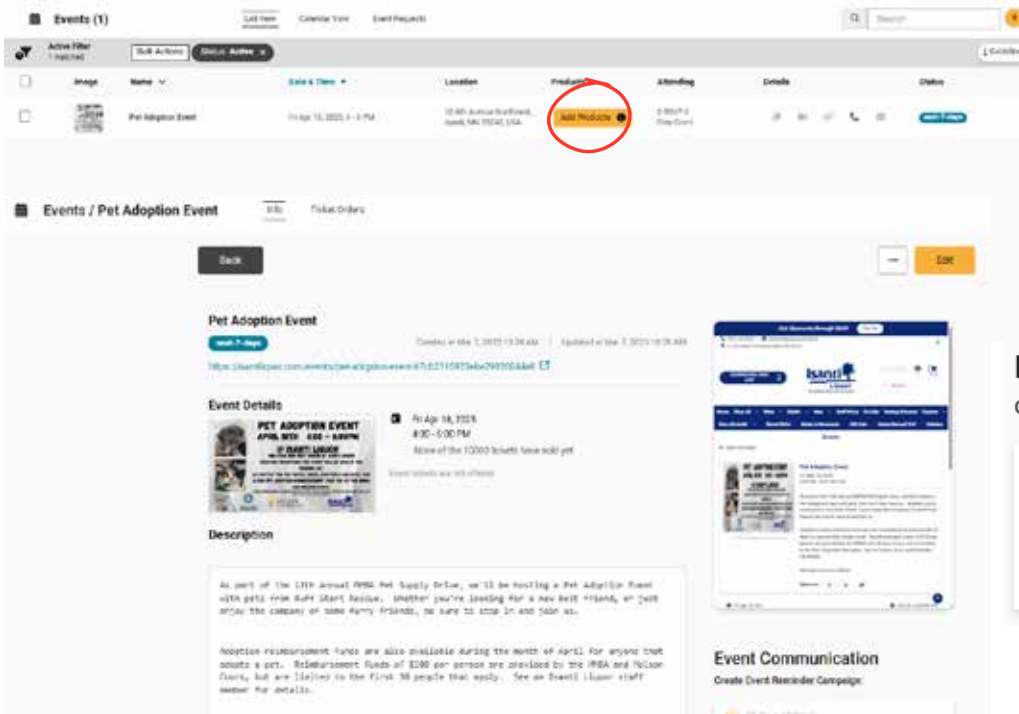
ACCEPTED

FILL

Order #6799bb41

Need Help? Refund Order

EVENT MANAGEMENT



CREATE EVENTS & TASTINGS FOR YOUR STORE

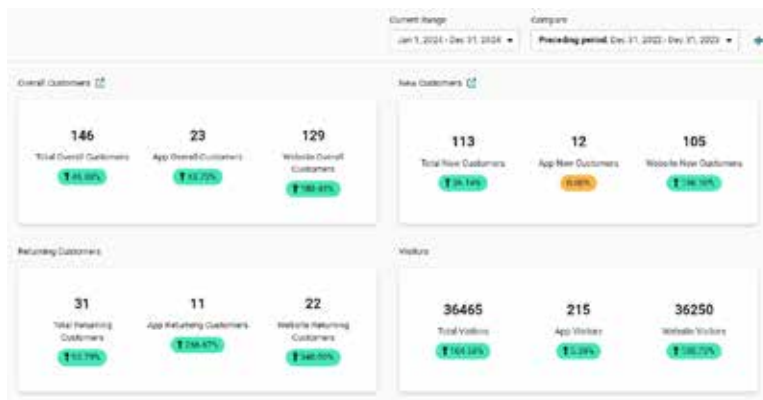
Event Communication

Create Event Reminder Campaign:

- ☒ All my customers
 - ☐ Customers who RSVP'd
- ☐ Push
 ☐ Email
 ☐ SMS

MEASURING RESULTS

DON'T MEASURE RESULTS BY SALES VOLUME ALONE...



MANY CUSTOMERS USE THE APP AND WEBSITE TO MAKE A LIST BEFORE SHOPPING IN-STORE



Is Your House In Order?



Opportunities for
Success!!

Is Your House in Order? / Opportunities for Success

Determine Mission, Vision, Values & Strategy

Mission = Our purpose

This part of your strategy development is your core purpose, the underlying “why” you are climbing the mountain, why you are in business.

A mission statement is a declaration of your organization’s purpose and spotlights the business you are presently in and the customer/constituent needs you are presently endeavoring to meet.

To build a solid foundation for a successful organization, it is essential to have a written, clear, concise and consistent mission statement that simply explains who you are and why you exist.

Keep it short.

Your mission statement should serve as a guide for day-to-day operations and as the foundation for future decision-making.

From St. Anthony Village:

Our goal is to control the sale of alcohol beverages to minors and intoxicated persons while simultaneously generating revenue for the community, in accordance with City, State and County liquor laws and ordinances.

Vision = Our destination

This statement reflects the specific mountain you are currently trying to climb – the “where.”

A vision is a picture of what your organization’s future makeup will be and where you are headed.

Vision provides a clear mental picture of what your organization will look like in 5 to 10 years from now.

Forming a strategic vision should provide long-term direction, delineate the organizational activities to be pursued and the capabilities the organization plans to develop, and infuse the organization with a sense of purposeful action.

It serves as a unifying focal point for everyone in the organization like a North Star.

It delineates the future focus and where the organization is going.

Visions are also referred to as Big, Hairy, Audacious Goals or BHAGs.

From St. Anthony Village

*The St. Anthony Village Wine and Spirits brand is committed to providing a unique retail environment that is based on excellent customer service, product selection, competitive pricing, while providing safe, bright and clean stores **that drive long term customer loyalty.***

Values = Our compass

Values are enduring, passionate, and distinctive core beliefs, and they're an essential part of developing your strategy.

They are based on enduring tenets—guiding principles—to adhere to no matter what mountain you climb.

Your core values are part of your strategic foundation.

They are the beliefs that guide the conduct, activities and goals of your organization.

They establish why you do what you do and what you stand for.

Values are deeply held convictions, priorities, and underlying assumptions that influence the attitudes and behaviors of your organization.

Strong values account for why some organizations gain a reputation for such strategic traits as leadership, product innovation, and total customer satisfaction.

These never change.

An organization's values can dominate the kind of strategic moves it considers or rejects.

When values and beliefs are deeply ingrained and widely shared by directors, managers and staff, they become a way of life within the organization, and they mold organizational strategy.

Here is what Herb Kelleher, former CEO of Southwest Airlines had to say about core values:

We always felt that people should be treated right as a matter of morality.

Then, incidentally, that turned out to be good business too.

But it didn't really start as a strategy.

It began with us thinking about what is the right thing to do in a business context.

We said we want to really take care of these people, we want to honor them and we love them as individuals.

Now that induces the kind of reciprocal trust and diligent effort that made us successful. But the motivation was not strategy, it was core values.

Mission, Vision & Values provide the foundation in determining Strategy = How we will get there

An organization-wide strategy establishes a way to match an organization's strengths with opportunities so the organization comes to mind when people have a need.

An organization-wide strategy is like an umbrella.

It is a general statement(s) that guides and covers a set of activities.

It answers the question "how." It explains how strengths usually fall into two broad categories: cost advantage and differentiation.

When you apply these strengths to a market that's either large and varied or small and homogeneous in its needs, three basic strategies result:

- Using operational excellence to provide lowest total cost
- Using continued innovation to provide product or service leadership
- Providing complete customer intimacy through knowing their needs and wants

By consistently executing an organization-wide strategy, or a strategy that consistently guides how you create value, you can provide a product or service that's better than your competition.

From St. Anthony Village

The St. Anthony Village Wine and Spirits brand is committed to providing a unique retail environment that is based on excellent customer service, product selection, competitive pricing, while providing safe, bright and clean stores that drive long term customer loyalty.

Overall Image

What comes to mind when customers, general public, citizens, city council etc. think about your facility?

Interior and Exterior Appearance

When examining a facility's exterior, consider the following questions:

- How do customers locate the business?
- Are the sidewalks clean, safe and accessible?
- Are the exterior signs clean, fresh and readable?

- Does the store front need cleaning, painting or touch-up?
- Are the outside entrances clean and accessible?
- Are the windows clean, bright and inviting?
- Are the window display preparation materials such as tape, pins and packaging materials removed?
- Are the window displays frequently changed?
- Do the window displays carry a theme?

Interior Presentation

Selling space is the most important part of a store and therefore, efforts to utilize each square foot will help to maximize sales.

When planning interior displays, remember that the theme and image presented on the exterior must be carried throughout the interior of the store to provide consistency for the customer

The purpose of interior display is to develop desire for the merchandise, show what is available, and encourage both impulse and planned buying

Three major goals of a store should be to: motivate the customer to spend money, project the image of the store and keep expenses to a minimum

Finally, is the bathroom clean and presentable??? Would it be acceptable to your mother?

Product Merchandising

Aisles

An important medium for transmitting messages and closing sales is now the store and the aisle. That building, that place, has become a great big three-dimensional advertisement for itself. Signage, shelf position, display space, and special fixtures all make it either likelier or less likely that a shopper will buy a particular item (or any item at all).

There is a phenomenon called the butt-brush effect. Women especially, but also men, do not like to be touched from behind. They'll even move away from merchandise they're interested in to avoid it.

Traffic Flow

As you study the traffic flow put yourself in your guest's shoes and absorb what they see. Let's take a walk...

- **Outside:** Your windows facing the parking lot or walkway outside your entrance set the theme for the visit. Make sure graphics are clean or the story you are telling with a display has clarity.
- **Doorway:** Enter your store into the "Transition Zone" – about the first 5 feet or so past the door. Here your customer is taking the store in, removing sunglasses, adjusting to the sights, sounds and smells. Not much retail is done here, so no real need to for merchandising.
- **Entrance:** Past here is the "Strike Zone" — or your first impression "speed bump". Place a table presentation, gondola or fixture here with a good average price point. Not "sale" items, but not high-end either. Promotional, for sure, to continue the theme from your windows or seasonal merchandise.
- **Sidewalls:** Next stop is likely the inside wall to the right of the entrance. In western cultures we tend to move to the right of an obstacle. Continue with the medium-priced product, perhaps a secondary promotion. You could also expand with like-product or similar branded items from the front focal presentation.
- **Back of Store:** The back of the store should be reserved for high-demand as well as higher-priced items. This makes your guest walk the entire store to get to the good stuff – whether it is a sale zone or your high-ticket merchandise. Make sure this area is visible from the front. Display add-on and impulse items here as well to help with your multiple sales.
- **Point Of Sale:** Your front counter is an important security post! You need great visibility of the sales floor here – especially if you are asking a minimal sales force to police and protect your merchandise. Avoid clutter and keep an open counter top for your guests to place their purchases. If there is a bunch of junk on the counter the guest will be confused and might limit additional shopping. You should place add-on and impulse items here for that last grab for their cash but position product above, near or behind the associate – neatly, in bins. Be aware of the size of your counter – too big and you are taking up valuable floor space! The best placement for the counter is to the left of the entrance (to the right facing out) or towards the center/ front of the store.

Shelf Set

Don't underestimate the power of eye-level shelving. That's where your high profit items belong. Folks will bend or reach for cheap goods, but you want to make it easier for them to purchase the products that boost your profitability.

Displays

You have your traffic pattern set and you know "where and what" to do with your promotional displays. What's your display going to show?

1. **Similar product** – This will educate your guest the depth of product you carry in a particular category.
2. **Cross-Mix Product** – Here you are mixing categories to show a breadth of merchandise; perhaps to support the "lifestyle" and boost multiple sales
3. **Branded** – A promotion for a particular vendor and usually offer a cross-mix to show your guest all the brand represents in your store

Gather up the merchandise and also think of some props to help tell the story. Get crazy here – witty, attention grabbing and eclectic. Set your theme to support a local event like a parade or music festival. Theme it out for a holiday sale. Use large items if you can. Use thought-provoking placements like a mannequin form "shredding" on a surfboard for a rad summer theme in the top corner of a room or hang a Christmas tree upside down in the middle from the ceiling! It's fun and saves valuable floor space! It will definitely catch your guest's eye and they'll tell their friends. Make your own props too – buy some brightly-colored bowls, turn one upside down and hot glue them together and fill the top for a nice touch. When setting your promotion display tables or walls follow a theme with your items, remember the following for organization and arrangement:

1. Light to Dark
2. Left to Right
3. Small to Large

When placing tables make a positive impact with your walls. Don't hide the walls. Instead use your table displays to draw the eye and focus the attention on the wall behind.

End cap displays should grab the customer's attention and sell merchandise.

An end cap should sell as much merchandise at 50 percent of one side of the adjoining counter.

Signs

Merchandise is now placed on your fixtures and on the floor. Hooray! Let's communicate, educate and direct traffic with some signs. Up front, remember the windows? Promo decals are a clean and colorful approach to letting your guest know what's behind door # 1. Take advantage of your vendor's generosity here as those promo decals hammer the point home on what you carry... in a bright colorful lifestyle-laden message. Just don't mix and match with brands.

Inside the store carry and reinforce the theme forward by matching the art, font, colors and message to tie the sales floor together. Make sure to develop a sign template to work from for consistency and to avoid confusing your guest. Invest in a laminating machine too. Added humidity will curl your signs quickly. Avoid handwritten signs at all costs! It's hard to have a consistent theme and even though you can read your writing, not everybody else can.

Price Identifiers

If it doesn't have a price, it is not for sale!

Shelf pricing is easier to read than bottle tags.

In Facility Sampling

We live in a tactile-deprived society, and shopping is one of our few chances to freely experience the material world firsthand.

Almost all unplanned buying is a result of touching, hearing, smelling or tasting something on the premises of a store.

Financial Statements / Pricing / Inventory Control

Product Selection

DO NOT pre-qualify yourself based on city size!!

- * How Many Similar Items Currently Carry
- * Retail Price Point
- * Unique Packaging - Including Bottles & Label
- * Room on Shelf
- * Do Competitors Carry It

- * People Ask for It
- * Track Record of Sales Representative
- * Wholesale Price
- * Quality of Product
- * Tastings and Point of Sale Available

Avoid selling .750 glass next to liters with small price difference.

Minnesota is a liter market.

.750 plastic travelers have a different target market.

Proprietary Brands

According to Minnesota Statute, all alcohol products must be available to all licensees at the same price – including proprietary items from Total Wine & More, Target, Trader Joes and Olive Garden.

Joint Purchases

According to Minnesota Statute, the joint purchase by two or more licensed retailers of up to 300, 1.75 liter or smaller, bottles of distilled spirits or wine for resale to the public is lawful.

Portals

A portal is a huge (truckload) purchase of spirits and wine for a discounted price.

Multiple Wholesalers

Utilization of only 1 or two wine and spirit wholesalers limits purchasing effectiveness. If they don't call you, you need to call them.

Inventory Control Reports

- Inventory Cycle Counts
- Gross Profit Reports
- Daily Sales Report
- Receiving Report
- Class Report
- Quantity on Hand Report
- Year to Date Sales Report
- Last Received Report
- Item Reorder Report (setting minimum qty, looking at 8 week sales history and other tricks to save time)

Free Goods

- How are free goods associated with product purchases tracked in your inventory control system?
- How are they utilized?
- How do they impact posted price?

Tiered Mark-Up

Here is a general mark-up chart. Remember it is a guideline and can change based on demand, competition etc.

Pint and half-pint = 45% - 50% (31% - 33% GP)

.750 = 35% - 40% (26% - 29% GP)

Liter and 1.75 = 33% - 38% (24% - 27% GP)

Cordials = 38% - 43% (27% - 29% GP)

6-pack = 38% - 43% (27% - 29% GP)

12-pack = 33% - 38% (24% - 27% GP)

24 -pack = 28% - 33% (21% - 24% GP)

Specialty Beer = 35% - 40% (26% - 29% GP)

Wines = 45% - 50% (31% - 33% GP)

Miscellaneous = 43% - 48% (30% - 32% GP)

The difference between mark-up and gross profit

The following information is presented per a request at one of the recent Regional MMBA Managers Conferences.

Markup (on the cost of an item) –

Defined as the amount added to the cost of an item to determine its selling price. The markup is expected to cover all associated expenses and permit the operation to earn a reasonable return on the sale of a product. Markup is most often stated as a percentage of the item cost. (See Exhibit "A"):

Gross Profit (on the sale of an item) – Defined as the revenue from the sale of an item minus the cost of the item sold. Operating expenses (salaries, utilities, etc.) must be deducted from gross profit to determine net-income (profit). (See Exhibit "B"):

Note, in Exhibit "B" the Gross Profit is 33.3 percent while the markup is 50 percent. The **Gross profit percentage** is always less than the **markup percentage**. The markup percentage is based on the **original cost of the item**. The Gross Profit percentage is based on the **selling cost of the item**.

To further understand the process of analyzing Gross Profit, ask yourself the question, "How much Gross Profit, in percentage, will I make from the sale of an item?"

In the example, 33.3 percent Gross Profit (\$5.00) was made on the sale of a \$15.00 item. Remember, a markup of 50 percent (\$5.00) was made to the item's original cost (\$10.00) to determine the selling price (\$15.00).

A common mistake is to apply the same markup percentage to all items within an operation – regardless of other factors, such as demand.

For example, markup on smaller bottles of product (375 ml, 200 ml, etc.) are generally higher than larger sizes (1 liter, 1.75 liter, etc.).

Exhibit "A"

Markup % = $\frac{\text{Amount added to the Item Cost to determine the selling price}}{\text{Item Cost}}$

or

Markup x Item Cost = Amount added to the Item Cost to determine the selling price

As an example, if the cost of an item is \$10.00, adding a markup of 50% (\$5.00) will bring the selling price to \$15.00.

$$50\% = \frac{\$5.00}{\$10.00}$$

or

$$50\% \times \$10.00 = \$5.00$$

Therefore, to determine the selling price:

$$\begin{array}{r} \$10.00 \text{ (original cost of item)} \\ + \$5.00 \text{ (markup on cost of item)} \\ \hline \$15.00 \text{ (selling price of item)} \end{array}$$

Exhibit "B"

Continuing the example:

$$\begin{array}{r} \$15.00 \text{ (revenue from the product sale)} \\ - \$10.00 \text{ (original cost of the item)} \\ \hline \$5.00 \text{ (Gross Profit on the sale of the item)} \end{array}$$

Note that the Gross Profit (on the sale of an item) is the same as the markup (on the cost of an item) **when comparing them monetarily**. However, if Gross Profit (on the sale of an item) and markup (on the cost of an item) are compared **using percentages, the figures are not the same**.

Gross Profit, stated as a percentage, is determined by dividing the Gross Profit on markup in dollars by the revenue from the **Product Sale**:

$$\text{Gross Profit \%} = \frac{\text{Gross Profit in \$ or markup in \$}}{\text{Revenue from the product sale}}$$

Therefore:

$$33.3\% = \frac{\$5.00}{\$15.00}$$

Do NOT Include Sales Tax on Posted Prices

Makes prices seem higher.

No other industry does this except gasoline – and in that industry all sellers follow the practice.

Odd Pricing

Suppose you are comparing two products in a store. One is more expensive, so naturally you wonder if the higher price is worth the additional cost. There is the subtraction. The only way to know the additional cost is to subtract the two prices, but we rarely do that. Instead we simply estimate the difference — because we are lazy subtractors.

Here's the psychology, proven by endless research: We tend to compare two prices starting with the left-most digits. If they are different, we stop there and make our estimate.

If they are the same, we move right one digit and compare them, and so on.

How is this relevant? Customers are most likely to ignore right-hand digits, so why wouldn't companies charge the highest "right hand" price? This is why we see .99 so frequently, and why you should consider using it.

Specifically, you should use .99 for any product where your customers will be comparing your prices to a competitor's.

Plus, you will make more money!

Conduct Regular Cycle Counts

Accountants love it, since there is on-going attention to inventory.

Avoids a January 1 full physical inventory.

Ice Prices

From an MMBA Member:

Just a short note of thanks once again. Whenever I go to any MMBA meeting I learn things that do nothing but make me money. At our regional meeting last year you said if we were not getting \$ 1.49 for our ice we were giving money away by being the cheapest in town. We raised our price that day and in the first 6 months of 2010 have made over \$ 2600 more in sales than last year. (Note: Ice prices are trending toward \$1.79 - \$2.00 for a 5# bag.)

Sales tax is NOT charged on pre-packaged ice.

Sales tax IS charged on ice made in the facility.

Focus on Gross Profit

24% - 25% Off Sale / 42% - 45% Combination (Could change due to on sale & off sale mix).

The following are **real-life** examples from MMBA members:

Example #1

2010

Sales YTD = \$1,787,782

Gross Profit = 24.4%

Net Margin = \$436,171

2011

Sales YTD = \$1,762,096

Gross Profit = 25.23%

Net Margin = \$444,587

Manipulating the overall gross profit less than one percent resulted in greater net margin dollars!

Gross sales for this facility were over \$25,000 dollars less from 2010 to 2011 YTD but the net margin increased by over \$8,000 due to a manipulation of gross profit by only .83%!

Example #2

These are my numbers for this year. I set a goal of growth at a sacrifice of some gross profit It is working to improve my bottom line. Would

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the growth have been there without aggressive prices..... I doubt it. I focused on the bottom end of the cooler on beer and some lower end wine and spirit which seem to develop repeat sales and word of mouth increase in traffic. I realize I am in (city) it may be just an anomaly. This big picture is the most important.....not just sales, not just gross profit but a blend of both. Staying vigilant in monitoring both will help make the store successful.

2010 YTD= \$ 666,579.37

GP%=23.108 GROSS PROFIT= \$ 154,031.80

2011 YTD=\$ 694,647.85

GP%=22.76705% GROSS PROFIT=\$158,150.81

Operating Hours / Scheduling

Can be seasonal

Labor 10% Off Sale / 25% Combination

*We used to open at 9am, but **my city was asking for more money to be transferred into the general fund.** so one place I looked at was our hours of operation.*

I found that we did not have more than 10 sales the first hour of the day even when it was a holiday. So we moved our opening time to 10am about a year and a half ago.

I used to be scheduled to come in at 8 am to open at 9 am, I could have kept it that way, but that was a waste of salary dollars. So I adjusted my schedule and do not come in until 9 am. I can get all of my opening duties and complete all my daily paperwork before we open at 10 am.

By doing this I am saving my city a minimum of 2 hours per day and over \$8,000 that goes right to my bottom line.

In addition, if city hall expenses are directly allocated to the liquor operation, will they be eliminated or reduced if the facility were closed? If not, these expenses should be listed as a transfer, after net-income.

Make Your Own Six Packs (Retailer)

For major products being sold in the cooler, this process reduces cost of goods.

Build Your Own Six Packs (Customer)

This is a major trend.

Here is how one member tracks for inventory control:

Each product in our POS is entered as it's base unit (single bottle of beer in this example) and each quantity level it can be sold as is a different sales level of the same product. If you scan a single bottle, it has its own price and takes one bottle out of inventory...if you scan the 6-pack carton barcode, it has it's own price and takes 6 bottles out of inventory. We set the price of single bottles a couple points above whatever markup of the 6-pack price is but do not adjust single bottle price to the .49/.99 rule. We always have 125+ SKU's available as singles. Before we got our new POS system, we had to do the inventory adjustments from 6-pack to single and that was a HUGE pain to do and because of that, it was often neglected and caused inventory errors...Multi-tiered SKU capability eliminated this problem. Seasonal items are a problem because they recycle the same UPC and you lose tracking ability. Also, there are a few breweries who do not put individual UPC codes on the bottles...these do not make it into our build-your-own-pack selection.

Grab Bags:

The MMBA office recently received the following note. The author did not want to be mentioned, but you will figure out from the price-points that it is a larger store.

HOWEVER, this idea is currently successfully used with spirits by a small combination facility in Greater Minnesota.

A constant in the industry is how to move old/slow product.

On top of that we are getting bombarded with about 20 new items but nobody is offering shelf extensions.

So I took the bottom 200 wines according to history in our files. In looking at the history, some of these wines had only sold 1 bottle in the past year. Not a very productive use of space. Good wine, but not moving,

So I placed these wines into a spreadsheet that included description, quantity on hand, cost and retail price. Total, there were about 310 bottles with an average cost of \$8.33 per bottle and a retail price ranging from \$8.99 to \$45.99.

We have tried discount barrels, selling them at cost in hopes of breaking even (which I think is industry standard). But then you may have a \$45.00 bottle of wine in the system, you discount it to cost of \$35.00 but it still

looks like an expensive bottle of boring wine, the discount barrels get picker over and you still have a barrel of junk.

So we took these wines, created a new number with a cost of \$8.33 and a retail price of \$10.00. We placed these bottles of wine in a \$.07 cent metallic gift bags and put a sign up calling them:

"\$10.00 Wine Grabs - Retail prices range from \$8.99 - \$45.99 with an average retail price of \$14.99."

We have already sold 105 bottles. As these are up by the registers, it's an impulse additional sale.

So bottom line, we have generated \$1,050 in additional sales, while getting rid of 105 bottles of wine that were using up valuable shelf space.

Profit may not be tremendous, but as we all know, new products are the life blood of the industry!

Inventory Levels

Overall, 10% of gross sales for Metro and 15% for Greater Minnesota. This level varies by season.

Dram Shop (Liquor Liability) Insurance

The League of Minnesota Cities has great off sale rates, but generally higher on-sale rates.

On-Sale facilities should obtain competitive pricing.

Credit Card Processing

Obtain competitive pricing on a regular basis.

Monthly Financial Reports

At minimum , there should be a review of Income / Expense Report.

(Should have on-sale / off sale breakout)

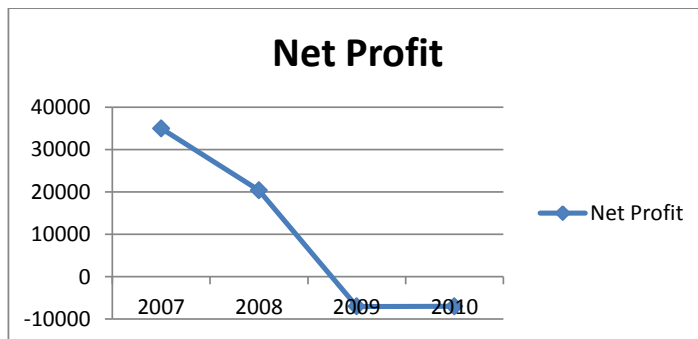
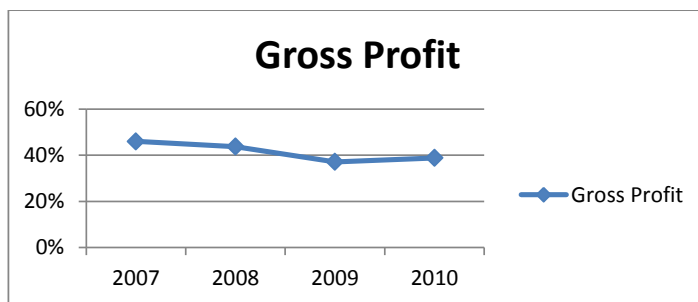
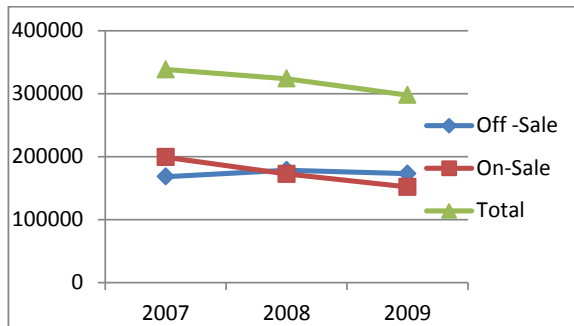
LIQUOR STORE
STATEMENT OF REVENUES & EXPENSES
January through December 2017

	Jan - Dec 17	Jan - Dec 16
Ordinary Income/Expense		
Income		
4018 - Gift Certificates	1,037.00	425.00
4085 - Income - ATM	1,290.00	1,956.00
4041 - Rebates	0.00	528.07
4040 - Pulltabs	19,097.00	15,635.40
4030 - Games & Music	144.00	394.00
4025 - Miscellaneous Income	23,592.52	21,405.22
4017 - Food	83,409.29	83,879.42
4015 - Clothing	1,909.95	0.00
4014 - Cigarette Sales	19,395.43	18,310.50
4013 - Off Sale Beer	57,006.37	63,856.90
4012 - On Sale Beer	125,590.84	128,207.84
4011 - Off Sale Liquor	16,598.24	17,932.33
4010 - On Sale Liquor	68,065.90	75,496.07
Total Income	417,136.54	428,026.75
Cost of Goods Sold		
5000 - Cost of Goods Sold		
5040 - Kitchen Food Purchases	28,826.68	28,968.08
5030 - Misc & Snack Food Purchases	21,956.15	22,732.48
5050 - Cigarette Purchases	16,606.08	16,929.99
5010 - Liquor Purchases	25,214.49	26,373.60
5020 - Beer Purchases	89,220.20	93,872.55
Total 5000 - Cost of Goods Sold	181,823.60	188,876.70
Total COGS	181,823.60	188,876.70
Gross Profit	235,312.94	239,150.05
Expense		
6134 - Snow Removal	0.00	300.00
6035 - Cash Over/Short	1,079.03	1,003.28
6910 - Entertainment - DJ's	2,450.00	4,100.00
6110 - Freight	291.50	245.00
6138 - Directv	1,847.16	1,803.22
6137 - Culligan	1,062.34	1,148.65
6135 - City Utilities	2,834.95	2,829.12
6130 - Otter Tail Power	10,165.83	11,952.06
6126 - Heating Fuel	7,267.30	8,686.24
6120 - Depreciation	8,833.43	9,052.42
6170 - Advertising	6,332.96	4,458.01
6060 - Bank Fees & Credit Card Fees	4,568.59	4,652.73
6045 - Dues and Subscriptions	675.00	550.00
6380 - Insurance	12,038.80	11,564.50
6075 - Interest Expense	2,626.22	4,676.12
6080 - Laundry	2,884.69	3,169.29
6500 - Licenses & Other Tax	793.00	693.00
6172 - Mileage	31.72	0.00
6095 - Office Supplies	727.27	813.74
6020 - Wages & Salaries	112,791.43	117,483.72
6025 - Payroll Taxes	8,628.56	9,278.86
6030 - Retirement Contributions	5,084.33	9,924.44
6040 - Professional Fees	11,914.27	11,073.36
6710 - Repairs	9,065.82	15,009.93
6055 - Supplies	10,068.31	7,345.97
6140 - Telephone	963.27	944.29
Total Expense	225,025.78	242,767.95
Net Ordinary Income	10,287.16	-3,617.90

See Accounts Report

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Information can be charted to identify trends and issues:



Customer Service

Define Expectations in Writing

Be as specific as possible:

For example,

Give the guest enough time to get through the door, arrange their belongings, and start scanning the sales floor / bar area. Fifteen seconds works in most situations.

Answer questions and solve problems to the best of your ability. Obtain assistance from a supervisor or fellow employee if necessary or direct the customer to someone who can provide the correct answer.

Ensure you introduce yourself and ask if they have any questions right from the start.

Make them at ease by employing a friendly smile and happy attitude.

Be certain to ask them the right questions:

Have you been here before? If they have been here ask them what they liked about their last experience or what brings them back.

Would you like me to tell you about some of our specialties or help you to select an item from the menu?

This will show the customer that you are knowledgeable about the products that we offer and perhaps remove some apprehensions that they might have.

Specific Product Cheat Sheets

Generic pairing sheets can be useful in some situations. However, create a sheet with specific products, flavor profile and pricing. Employees should be walked through the location of each item, and a copy should be kept at the cash register for easy reference.

Focus Wines

		Reg	Sale
Chateau Ste Michelle Riesling	Appetizers, sweet glazed ham, turkey, spicy foods, desserts	\$ 9.99	\$ 6.99
Santa Ema Moscato Soul	Appetizers, sweet glazed ham, turkey, spicy foods, desserts	\$ 8.99	
B&G Vouvray	Appetizers, sweet glazed ham, turkey	\$10.99	
Roscato Bianco	Appetizers, sweet glazed ham, turkey, spicy foods, desserts	\$13.99	\$11.99
Six Degrees Chardonnay	Turkey, chicken, fish, shellfish, white cream sauces	\$11.99	
KJ Chardonnay	Turkey, chicken, fish, shellfish, white cream sauces	\$14.99	\$12.99
Zen of Zin Old Vine Zinfandel	Lamb, beef, cured meats, firm cheeses	\$10.99	\$ 7.99
Dark Horse Cabernet	Lamb, beef, smoked meats, Aged Cheddar	\$ 9.99	\$ 7.99
Mark West Pinot Noir	Grilled chicken, pork, veal, soft cheeses	\$ 9.99	\$ 8.99
Avalon Cabernet	Lamb, beef, smoked meats, Aged Cheddar	\$11.99	\$ 9.99
Deadbolt Red Blend	Red meats, grilled foods, red tomato sauces, chocolate	\$11.99	\$ 9.99
Acacia Red Blend	Red meats, grilled foods, red tomato sauces, chocolate	\$13.99	\$10.99

Product Knowledge

Having a knowledgeable team of both sales and customer service staff inevitably leads to:

- Enhanced customer trust on a one-to-one level
- Empowered employees who feel ready to tackle problems without referring to a higher authority
- Faster resolution rate for customer issues and complaints
- Improved sales
- Positive customer reviews when a member of staff has been particularly helpful

How to Gain Product Knowledge

- Marketing Literature
- Sales Reps
- Training Sessions
- Testimonials
- Role Playing
- Practical Use

Constant Training

Take a look below at 8 top benefits of ongoing staff development:

- Keep up with industry changes
- Be in touch with all the latest product developments
- Stay ahead of competitors
- Be able to see weaknesses and skill gaps
- Maintain knowledge and skill
- Advance employee skills
- Provide an incentive to learn
- Increase job satisfaction levels

Advertising & Promotion

No, Little or Non-Strategic Advertising

Always measure the results of your advertising efforts.

Advertising should be designed to deliver specific results.

If you do not get results, change the media or the products

LIQUOR FACILITY EVENT RECAP

Event: _____

Event Date: _____

Event Hours: _____

Event Location: _____

Weather: _____

Event Purpose (Education? Sales?): _____

Event Summary:

Other events taking place (local event, special on television etc.) :

Competitor Activity?

How was the event promoted? Attach copies. Was the event a focus of your marketing effort or a part of others? _____

Costs associated with the event (labor, advertising, talent etc.) _____

Were there start-up costs for items which can be used again? _____

Event Revenue: _____

Event Net-Income: _____

Has the event been attempted before? If yes, when? If yes, what were the previous results?

What was successful? _____

What was disappointing? _____

What would you change? _____

Other: _____

REGULAR Wine SELLING Events

These are cases you would not otherwise have sold

Ada Liquor Wine Tasting Event

(First in a Series)

Taste -- Learn -- Have Fun -- Special Deals!!!

Featuring a *Wine 101* Presentation from
Randy Dobratz of Ste. Michelle Wine Estates



We will be tasting the following wines from the Ste. Michelle
Portfolio

Chateau Ste. Michelle Harvest Select Riesling
Two Vines Pinot Grigio
Two Vines Sauvignon Blanc
Two Vines Chardonnay
14 Hands Hot to Trot Red
Two Vines Shiraz
Red Diamond Merlot
Columbia Crest Grand Estates Cab

Thursday, October 28, 2010
7PM – 9 PM (Registration begins at 6:30 PM)
Ada VFW
415 West Main Street
Ada, MN 56510

Pre-Registration at the Ada Liquor Store
through Wednesday, October 27 \$10. At the door \$15.

On-Sale

Free Drink Policy

Employee Comp Policy for: Bar Name Here

Business related complimentary items and services (aka “comps”) will be periodically issued by authorized employees for the purposes of increasing future revenue (such as giving a customer a free drink on their birthday or offering a free drink for signing up to our loyalty program) or mitigating a decrease in revenue (such as comping an appetizer to make a dissatisfied customer happy.)

There are two main areas of in which an authorized comp will be issued: general service/business and marketing/promotion. Unauthorized comps will be dealt with on a case by case basis but may result in employee reprimand or termination.

All comp items will be for Bar Name Here. Third party items, vouchers, coupons or services are not included as comp items and will be considered prizes.

General Comps

Service – Service comps will be used to recover from an incident in which a customer experience was below our regular standard of service. The issuance of a comp is relative to the incident and is intended to minimize the complaint so that the customer will feel satisfied and they will frequent Bar Name Here at a future date.

Business – Business comps will be used when vendors, celebrities, critics or members of the press are present at Bar Name Here. Business comps are also used for staff when engaging in a meeting, training or company celebration during the course of business.

Marketing/Promotion Comps

Marketing and Promotion comps will be used to increase sales revenue from new and existing customers. In addition, Marketing and Promotion comps may also be used to promote a new service or product.

Unauthorized Comps

Unauthorized comps are comps that are used for reasons other than General or Marketing/Promotion. Giving unauthorized comps is forbidden and is viewed as stealing.

Unauthorized comps include but aren't limited to comps for employee friends or family and comps for employees.

Unauthorized comps may result in employee reprimand, comp reimbursement or termination of employment.

Comp Procedures

1. All comps must be approved by a manager.
2. When applying a comp, employees must enter the item into the POS system or cash register as a comped item (if a code exists) or enter the item and then comp it.
3. When applying a comp for food or drink items, the employee applying the comp must fill out the Complimentary Food/Drink Log. On the Log, the employee must give details on the comp and have the comp approved and signed by the manager on duty.
4. When applying larger comps (such as for an entire guest check, marketing/promo or business comps), an individual Comp Sheet must be completed and approved and signed by a manager.
5. If the comp is a Marketing/Promotion comp that includes a coupon, voucher or special code, all coupons or promotional items must be attached to the guest bill. Failure to do so may call the comp into question.
6. Unauthorized or unapproved comps will be subject to manager revision and may result in corrective action and/or the cost of the comped item may be reimbursed by the employee.

Does Super America give employees a free candy bar after a shift?

*I have spent most of my restaurant career working in corporate restaurants where the notion of a **shift drink** was unthinkable. In fact, my first exposure to the term was in a restaurant management training manual where it was explained that providing shift drinks was expressly prohibited. Most of the independent restaurants I worked in up until that point were not the types of places you would even find the offer of a shift drink attractive in. The staff would reconvene at the bar a few doors down for our post shift drink on our own dime. The notion of a shift drink never really crossed my mind much until I entered the consulting arena.*

Many independent restaurant owners have accepted the fact that providing a shift drink is a great morale booster and reward for hard working employees who do not receive many other benefits. Other owners have been convinced that this is the industry norm and something employees should expect and be entitled to. Still other owners want to be the life of the party and providing access to free drinks provides them with a way to bond with their staff. Whatever the reasoning the owner uses to justify this decision, the staff is willing to take them up on their generosity. Even with all of these reasons in mind, I contend that offering a free shift drink to your staff is a bad policy and one that should be eliminated.

Here are five reasons providing a free shift drink to your staff is a bad idea.

It Is Exclusionary: While most people within the beverage industry do enjoy alcohol, not all of your staff does. For those who do not drink or perhaps more importantly those concerned they might have an issue with drinking, not partaking in this shift drink excludes them from the team. Those who stay behind see this person excluding themselves from the group. This is also exclusionary for those who are not old enough to legally consume a shift drink.

Liability Issues: There are a fair number of concerns with liability when you offer a shift drink. You are responsible in most jurisdictions for those that consume alcohol at your establishment. This applies to those who work for you as well. These liabilities increase when you are providing free shift drinks. Even beyond the legal ramifications, the moral ramifications are large if one of your staff members were to have an accident after consuming a shift drink at the end of the night.

Theft Risk: Your staff is often friends with the bartender who serves them a shift drink. The bartender's income is at least in part contingent upon tips and tip outs from these employees in many cases. This creates a significant potential for over-pouring or offering a second free drink. This happens far too often and can be seen as a stand of solidarity against the owner or manager. The honest bartender is placed in an awkward position that is unnecessarily treacherous.

It Becomes Expected: Shift drinks usually begin with the best of intentions. A manager or owner might choose to reward the staff after a grueling shift with a free shift drink. This in turn becomes perceived as recognition of their hard work. So what happens next time they work hard and are not offered a free drink? If this becomes the reward for hard work, not offering it can be interpreted as an insult. Soon the definition of a grueling shift is lessened and a free shift drink is expected after each.

It Breeds Strife: This has been alluded to in several of the points above, but eventually your reward of a free shift drink becomes a point of contention. You are forced to offer it more often or run the risk of strife. Those who partake have the opportunity to complain about the hassles of the evening with lips loosened by liquor. This can lead to gossip, relentless complaining, and even fights. People who would normally choose not to associate outside of work are now put together immediately after a hard shift and given a drink. This can create a powder keg that can be devastating to the morale you were trying to boost with booze.

The purpose of this post is not to encourage you to take away benefits from your employees. The argument is simply that providing a free shift drink can create far more problems than would be anticipated on the surface.

Once you take all of the potentially destructive factors into account, is this benefit worth the risk? You should look for opportunities to reward your staff, but you can do so in far more effective ways than by offering a free shift drink.

Drink Pricing

Take note of what your competition is pricing their products at, and take note of what your expected COGS percentages are, and make calculated decisions on how to create your pricing structure (and stick to it). By all means, offer specials and features, but don't get carried away with pricing new products lower just because you don't think they'll sell well. If you don't think they're going to sell, and you can't sell them for what they are worth, then why are you carrying them? Too often establishments arbitrarily price a product without doing the actual math on the cost percentages, and over time (and with enough products) this can erase profits.

Energy drinks, ginger beer, fresh juices, purees... the bar world is awash in these great additions to any drink—but at a cost. An average energy drink costs between \$1.25 and \$1.50 for an 8-ounce can, meaning that you'll likely only get two servings out of each can. That is more expensive than the liquor that is going into the drink. If you fail to charge appropriately for these additions, you'll soon find your profit margins disappear... you might even end up losing money on a specials night.

Individually cost out your mixers by the ounce, determine how much of each will be going into drink recipes, and develop an ideal profit margin on each serving. Then charge for it.

\$9.00 Bloody Mary a Hit in Nevis!

It is a topic that comes up often for those of us who have an on sale.

*It is the question everyone fears to change....***drink prices!**

First off, let me ask this question?

How many people including yourself, walk into an establishment and ask how much they want their drink to cost?

Hardly no one - and the ones who do are not there to make you profits.

There is a reason you often see menus that do not list prices on their wines, beers or liquors at your favorite restaurants or drinking establishments.

It is because the people are there for the idea of being out, the atmosphere of your establishment and the fun and enjoyment they want to experience.

At our on sale, I took an idea I had experienced during a girls weekend. It has become a famous drink that puts us on the map to newcomers because they heard from a friend that you have to stop and have their "Special Bloody Mary".

What makes it special is not only what's in it, but the story behind it.

We had stopped at a small bar in northern Minnesota waiting for another friend to meet up with us and the owner sat down and ordered a Bloody Mary.

We chatted amongst ourselves and since we were all bartenders we watched as the bartender mixed her this awful concoction.

My friend said he must really not like his boss,...did you see what he just put in that!

Well he heard us and so did she and so he had us all try it.

It was the Best Bloody Mary we had all ever had!

I learned the recipe and started to make them at my bar.

It took a few try's with the friends as guinea pigs, but I mastered the specialty!

It started as those friends ordering it when they would come in.

Others became curious, so they had to have one and it grew from there!

We now have people come in who have never even stopped in Nevis along their way, because they have to try what they heard someone else rave about!

The bottom line is we charge \$7.00 for our house Bloody Mary and \$9.00 for a "special" Bloody Mary.

We sell roughly 10 special ones to the regular!

People don't care what it costs, they will pay because that's what they want!

They care about the excitement of something new.

I don't think it is fair to overcharge and you have to base your prices on costs and overhead, but just because the competition is cheaper, doesn't make them better!

Don't be afraid to charge what you need to be charging.

The few who complain will be back tomorrow and will pay the price.

Cross Promotion

Feature an item in both the on and off sale for greater exposure.

Bars offer a unique advantage in presenting new products.

Community Center

Consider designating the local community center as an additional liquor facility location.

- 1) Have the city council formally designate the facility as an additional municipal liquor location.
- 2) Complete the appropriate Minnesota Liquor Control paperwork.
- 3) Notify your dram shop carrier.

Drink Chips

Drink Chip accountability is often very difficult.

Consider utilizing a public blackboard and internal log book.



Offer Food Over and Above Pizza

Auto Fry

Convection Oven



Pot Lucks are Legal

What is a potluck?

A meal at which attendees bring food that is donated and shared by the attendees.

Also known as a potluck supper.

Any fundraising efforts must be separate from the potluck event.

Events sponsored by a licensed food establishment or for which food is prepared or held in the kitchen of a licensed food establishment is not a potluck event

Security, Theft, Internal Controls

Daily Deposits

Timely daily deposits decrease the risk of potential misappropriation or loss of funds and increase investment earnings. The city's finance officer should regularly review the timeliness of deposits and the city should take appropriate action if the deposits are late.

We have seen instances where cash was given back during deposits of liquor store receipts. Returning cash during a bank deposit transaction increases the risk of loss of funds through misappropriation.

Instead, cities may want to require that each deposit be made intact, and to direct the city's bank that cash should not be returned during a deposit into a city account.

DAILY Register Reconciliation Procedures

- 1) *Designated employee will "X" the register and if applicable, credit card terminals, and place ALL cash and tape into a zipped bag.*
- 2) *Place bag into locked, bolted safe.*
- 3) *The following morning, designated employee will "Z" the register. Optionally, they can again "X" the register as a double check.*
- 4) *Compare the tape, count the cash and reconcile the information on the designated form.*
- 5) *Prepare the bank deposit.*
- 6) *Staple tapes and a copy of the deposit to the form.*
- 7) *Take bag to the bank for deposit or city hall for double check.*
- 8) *File the form in designated location.*

(Note: Designated employee will place cash in registers as part of the opening procedure)

Deliveries

The proper receiving of product merchandise is extremely important in maintaining the accuracy and integrity of our physical inventory. To receive product merchandise the following procedures must be followed:

1. All product is to be received through the back delivery entrance, no deliveries are to be accepted through the front door.
2. All merchandise must be brought into the building before it is checked in. Once all product is in the building, the back doors are to be shut and remain shut until all product is checked in and dispersed.
3. Storeroom doors must remain locked any time the delivery entrance is opened.
4. Confirm locale by circling store location on the invoice. Verify all product listed on the invoice for quantity, size and description.
5. As product is checked in, place a small check mark near the product quantity to note that it has been verified and received (invoice must remain legible).
6. If a correction in the quantity received is necessary, put a line through the quantity on the invoice and write the correct total received to the left hand side of the quantity listed. A merchandise return slip must also be completed and attached to the invoice for any liquor, wine or miscellaneous product that is out of stock or returned, and a beer credit slip (Product Returns to Vendor Policy) must be completed and attached to the invoice for any beer product that is returned.
7. Once check in and verification has been completed, date and sign invoice legibly.
8. Match product received to order sheets noting back orders and products returned, submit invoice to inventory control technician's file.
9. Product may now be dispersed to the proper storage area.

Register Drawers

Register drawers should be closed after each transaction

Doors

Ensure backroom, hallway, office, cooler doors are secure.

Do not allow non-employees to access your storage area.

Shoplifting Policy

Some retailers without loss prevention associates have policies and procedures that state only a manager or supervisor can stop and detain a person for shoplifting. Some other retailers may not allow the apprehension of shoplifters

Cameras

In some cases, security cameras catch intruders right away, and in other cases it takes more time and police investigation to catch an intruder.

Carefully consider location and effectiveness.

Employee Theft

Retailers everywhere deal with shrinkage, but there is one big difference between the U.S. and the rest of the world: Globally, dishonest employees are behind about 28% of inventory losses, while shoplifters account for a markedly higher 39%. Not so stateside, the study says, where employee theft accounts for 43% of lost revenue.

DO NOT let the shoplifting employee continue working at your facility!!!

Segregation of Duties

One of the most basic and effective controls is to segregate duties. Simply put, segregation of duties means that no employee should be in a position to both commit an irregularity and cover it up. Since many municipal liquor stores are small businesses, it may be difficult to fully segregate duties.

But even small businesses can take certain reasonable steps.

For example, the number of employees authorized to run control key access functions on a cash register ("X" and "Z" functions) should be limited.

The summary tapes that zero-out a day's sales on a cash register (the "Z" function) should be submitted to the city along with the daily deposit documentation.

The summary tapes often contain sequential numbers that the city's finance officer can monitor to confirm that all register sales have been reported to the city and deposited in the city's account.

These tapes also permit the city's finance officer to compare the time the summary tapes were run with the liquor store's closing times.

Incident Report Forms

Have forms for easy completion.

Not only for injuries, but for operational situations.

Credit Card PCI Compliance

The Payment Card Industry Data Security Standard (PCI DSS) is a set of data protection mandates developed by the major payment card companies and imposed on businesses that store, process, or transmit payment card data.

As part of their contracts with the card companies, merchants and other businesses that handle card data may be subject to fines if they fail to meet the requirements of PCI DSS compliance.

Businesses must assess their current compliance with these operational and cyber security requirements, remediate any vulnerabilities, and report their compliance status to the payment card companies that they work with.

Medium and large merchants are also subject to a yearly audit by an independent assessor.

Yesterday's Unhireables Are Today's Employees

By Mike McKinley,
Alive!Alive!Associates

The vice president of a medical center remarked to me, "Today we're hiring people that three years ago we wouldn't have interviewed." Now that makes you feel good about getting injured or sick, doesn't it?

Businesses are struggling for bodies and no longer have the choices they once did. Still, I stick by what I've said for years: An empty slot is better than the wrong person in the slot. Finding someone to fill a position isn't that difficult, but finding and keeping someone who can produce high-quality results might be.

Employees are in shorter supply today than they were a few years ago, but they are still looking for the same things my parents did: meaningful work, good pay, and safe working conditions. The difference is that my parents were patient, timid, and loyal. Today's employees are straightforward, outspoken, and mobile. Work needs to be fun, challenging, and rewarding. If a more enjoyable environment exists elsewhere, then it's "Goodbye, current job."

Flexibility is on the lips of almost every employee. Employees want structure and direction along with choices and freedom. Using their time productively is foremost, and time

away from work for self and family is a given.

Understanding employees as individuals is the key to long-term retention. Interview each employee about his or her unique needs, motivations, and concerns. Then flex the job to match as much as possible. Stay committed to being fair to everyone.

And when you still end up interviewing and even hiring people that previously would have been passed by, plan on a commitment to continuing education and to managers becoming an ongoing resource for them. Many less-than-ideal candidates can flourish when focused on the right mission.

Lakeville Liquors

Policy and Procedure Review

90 Day Review

Name: _____

Date: _____

Reviewed

by: _____

Start

Date: _____

Employee to explain and/or demonstrate the proper policy/procedure for each of the items listed below.
Trainer to mark appropriate levels) of knowledge or understanding of the procedure.

<u>Procedure</u>	<u>Fully Knowledgeabl e</u>	<u>Partially Knowledgeabl e</u>	<u>No Experience</u>	<u>Explain ed</u>
<u>CASH REGISTER</u>				
Activate Cash Drawer	_____	_____	_____	_____ -
Count Cash Drawer	_____	_____	_____	_____ -
Activate Touchscreen	_____	_____	_____	_____ -
Logging In and Out				
No-Sale	_____	_____	_____	_____ -
Returns	_____	_____	_____	_____ -
Voids	_____	_____	_____	_____ -
No Tax	_____	_____	_____	_____ -
F-9 Look up key	_____	_____	_____	_____ -
Keg/Tap Deposit Returns	_____	_____	_____	_____ -
Off-line Mode Procedures	_____	_____	_____	_____ -
<u>CHECKING ID'S</u>				
Who to check	_____	_____	_____	_____ -
Acceptable ID	_____	_____	_____	_____ -
What to do with a false ID	_____	_____	_____	_____ -

CHECK ACCEPTANCE

Information required	_____	_____	_____	_____
				-
Unacceptable checks	_____	_____	_____	_____
				-
Proper Identification	_____	_____	_____	_____
				-
Offering alternatives	_____	_____	_____	_____
				-

<u>SECURITY</u>	<u>Fully</u>	<u>Partially</u>	<u>No Experience</u>	<u>Explained</u>
When coming on duty	_____	_____	_____	_____
				-
Drop safe procedures	_____	_____	_____	_____
				-
Security Cameras\Alarm Systems	_____	_____	_____	_____
				-
Delivery area	_____	_____	_____	_____
				-
End of night procedures	_____	_____	_____	_____
				-

WINE CLUB MEMBERSHIPS

Signing up a member	_____	_____	_____	_____
				-
Benefits of being a member	_____	_____	_____	_____
				-
Listserv guidelines	_____	_____	_____	_____
				-

DISCOUNTS

Senior	_____	_____	_____	_____
				-
Wine Club	_____	_____	_____	_____
				-
Price Override	_____	_____	_____	_____
				-
Case	_____	_____	_____	_____
				-

GIFT CARDS

How to sell	_____	_____	_____	_____
				-
How to ring up	_____	_____	_____	_____
				-

CREDIT CARDS

Procedures	_____	_____	_____	_____
				-
Manual Entry	_____	_____	_____	_____
				-

TRANSFERS

Sending out	_____	_____	_____	_____
				-
Receiving of	_____	_____	_____	_____
				-
Discrepancies	_____	_____	_____	_____
				-

DELIVERIES

How to check in and verify product	_____	_____	_____	_____
				-
Store credit slips (Merchandise In)	_____	_____	_____	_____
				-
Discrepancies (Merchandise In)	_____	_____	_____	_____
				-
Dating and Signing invoices	_____	_____	_____	_____
				-

<u>DAILY ADJUSTMENT SHEET</u>	<u>Fully</u>	<u>Partially</u>	<u>No Experience</u>	<u>Explained</u>
Product adjustments	_____	_____	_____	_____
				-
How to write up	_____	_____	_____	_____
				-

CREDIT DEPARTMENT/RETURNS

Sales people returns	_____	_____	_____	_____
				-
Wine/Liquor credit returns	_____	_____	_____	_____
				-
Beer credit returns	_____	_____	_____	_____
				-
Tasting bottles	_____	_____	_____	_____
				-
Breakage	_____	_____	_____	_____
				-
Customer returns	_____	_____	_____	_____
				-

KEG/TAP/COOLER PROCEDURES

Deposit requirements	_____	_____	_____	_____
				-
Keg registration/Deposit Sheets	_____	_____	_____	_____
				-
Lifting policy	_____	_____	_____	_____
				-
Reservation restrictions	_____	_____	_____	_____
				-
Deposit Waiver Sheet	_____	_____	_____	_____
				-

INCIDENT REPORTS

When to fill out	_____	_____	_____	_____
				-
How to fill out	_____	_____	_____	_____
				-
Where they are kept	_____	_____	_____	_____
				-
What to do with when done	_____	_____	_____	_____
				-

<u>GENERAL INFORMATION</u>	<u>Fully</u>	<u>Partially</u>	<u>No Experience</u>	<u>Explained</u>
Uniform policy	_____	_____	_____	_____
				-
Parking policy	_____	_____	_____	_____
				-
Employee purchasing	_____	_____	_____	_____
				-
Time off requests (paid and non-paid)	_____	_____	_____	_____
				-
Time cards/white sheets	_____	_____	_____	_____
				-
NSF Payments	_____	_____	_____	_____
				-
Tastings	_____	_____	_____	_____
				-
Storeroom /Product rotation	_____	_____	_____	_____
				-
Logbooks	_____	_____	_____	_____
				-
Price changes	_____	_____	_____	_____
				-
Special orders	_____	_____	_____	_____
				-
House charges	_____	_____	_____	_____
				-
Cooler duties	_____	_____	_____	_____
				-
Telephone procedures	_____	_____	_____	_____
				-
Covering Shifts/Calling In	_____	_____	_____	_____
				-

Trainers Comments:

Employee Comments:

This 90 day Policy and Procedure review was given to

on _____.

Employee Signature: _____

Trainers Signature: _____

Things to Do When Not Busy

1. Clean the glass on the entry doors and windows.
2. Sweep the front sidewalk & clean parking lot.
3. Knock down cobwebs in the corners of the ceilings and floors.
4. Check the bathroom for cleanliness and clean if necessary.
5. Check for moldy stuff in the staff refrigerator and toss it. Clean if necessary.
6. Wipe the counters and all machines clean.
7. Pick a shelf, remove all the product, clean and merchandise.
8. Check the vacuum bag in the vacuum cleaner and replace if dirty.
9. Change any burnt out interior and exterior light bulbs
10. Check that all remnants of dated decorations and promotions including tape, wires and strings are removed.
11. Pick a shelf / endcap / display and make sure items are priced and tagged accordingly
12. Check your special orders or requests to see if items have arrived or need follow-up.
13. Make sure digital displays are working correctly.
14. Organize the under-the-counter areas.
15. Call or write a customer thanking them for a purchase
16. If you have computer access, go to a vendor's website and learn five new things about an expensive item you carry.
17. Research a new line to carry and write an explanation for why it is a good fit for your facility.
18. Role-play a sale.
19. Role-play a return without receipt.
20. Give another employee a list of ten items to find in your store; time them while they look.

21. Create a scenario where employees find the biggest add-on to a sale in just five minutes.
22. Organize the stockroom and make sure areas are labeled correctly.
23. Take a portion of an online retail sales training course **like this one**.
24. Offer to help a customer to their car.
25. Spot check if inventory spot matches POS
26. Find the slowest moving item in the facility and come up with how you could sell it.
27. Break down empty boxes in the back.
28. Fill up the register supplies.
29. Fill up the bathroom supplies.

If you are the manager:

30. Analyze your sales figures and markdown those items rarely sold, overbought or dated.
31. Analyze your store's online reviews on sites like Yelp, then find a solution to stop the bad comments from recurring.
32. Teach an employee how to order supplies, check in shipments, make a call tag, etc. so those employees can take on more responsibilities and see a path to the next level of employment.
33. Make up a quiz of the top 25 questions customers ask you with a correct response for each.
34. Have an employee write out a review of a product.
35. Check out five large retailers' Facebook pages and list 3 things that seem to get a lot of "likes" or comments.
36. Write several emails to send out during the coming month.
37. Perform an employee review.
38. Shop a competitor and write up recommendations about what they are doing right.
39. **Of course, once a customer comes in, all of this stops and the customer is given full attention.**

Promote Community Value

MMBA Events (Expand Beyond Store Display)

As I see it...people and pets are getting excited about our “Help our local animals” Supply drive. 3 years ago when this was introduced we were not sure what to expect, we thought people might be confused about what to give. And we didn’t know about where to bring the supplies. But we decided to jump in with both paws and give it a run. We had been fairly successful with the food drive every year but didn’t know if people would translate as well to pets. Boy were we wrong!

As many of you know to have success in anything people have to get excited about it. We have a member of our staff named Deb. She took this program and ran full speed with it. She got other employees excited and came up with bins for supplies and food. We have a customer who works for a big pet store that brought in samples, we had a customer donate a kennel and a bird cage, we also took cash donations at the registers. What we found when we compared it to the food drive is that many times people love pets more than people!

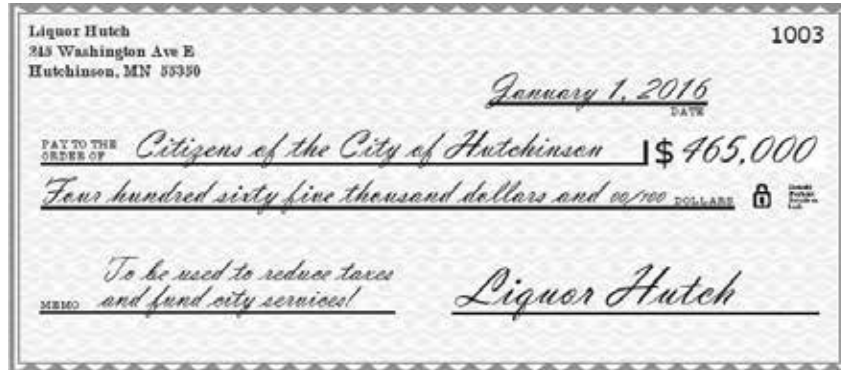
When we finished we loaded up our van and headed to the Hennepin County Humane Society where we presented them with a check and all the supplies our customers had so graciously donated. We had a brief tour and I thought we would be there for 15min and then get back to work. Again I was wrong Deb required us to say hello to every pet there and 2 hours later we headed back to work.

Deb will spend her own money to buy doggie treats and go out and greet our customers pets in their cars with a little treat. I encourage anyone out there participating in this drive April 1st find the Deb in your staff who will spearhead this project and get everyone excited about donating food, blankets, leashes, kennels and cash.

I would like to give a special thanks to Miller/Coors for supporting this project and getting signs, donation cards and buckets for us to get the message out.

Thanks and have fun!
Tom Agnes – Brooklyn Center Liquor

Facility Signs



Clothing / Buttons



Employee Understanding

Welcome to the Lakeville Liquors Organization! Established in 1934, Lakeville Liquors is a municipal off-sale liquor operation owned and operated by the City of Lakeville. Our goal at Lakeville Liquors is to provide high quality customer service, while responsibly controlling the sale and consumption of alcohol.

The use of Lakeville Municipal Liquor Store Revenue has contributed greatly toward a number of community wide facilities and operations including:

- *Lakeville Ames Ice Arena*
- *Dakota County Heritage Library land acquisition*
- *Fire Station building, improvements and remodeling*
- *Police Station expansion projects*
- *DARE and Chemical Awareness Programs for Independent School Districts 192, 194 and 196*
- *Central Maintenance Facility architectural services*
- *Civil defense sirens*
- *Lakeville Area Arts Center roof repairs*

Municipal Liquor Operation Revenue is therefore a major contributing factor in reducing citizen's property taxes, while effectively reducing youth procurement of alcohol.

Minnesota Municipal Beverage Association

P.O. Box 32966, Minneapolis, MN 55432

Toll Free (866) 938-3925 Ph (763) 572-0222 Fax (763) 572-8163 www.municipalbev.com

Mark-Up and Profit Tables

Cost Per Bottle	12% Mark-up 10.71% Gross Profit	15% Mark-up 13.04% Gross Profit	18% Mark-up 15.25% Gross Profit	20% Mark-up 16.67% Gross Profit	25% Mark-up 20.00% Gross Profit	30% Mark-up 23.08% Gross Profit	34% Mark-up 25.37% Gross Profit	40% Mark-up 28.57% Gross Profit	45% Mark-up 31.03% Gross Profit	50% Mark-up 33.33% Gross Profit
15.00	16.800	17.250	17.700	18.000	18.750	19.500	20.100	21.000	21.750	22.500
15.10	16.912	17.365	17.818	18.120	18.875	19.630	20.234	21.140	21.895	22.650
15.20	17.024	17.480	17.936	18.240	19.000	19.760	20.368	21.280	22.040	22.800
15.30	17.136	17.596	18.054	18.360	19.125	19.890	20.502	21.420	22.185	22.950
15.40	17.248	17.710	18.172	18.480	19.250	20.020	20.636	21.560	22.330	23.100
15.50	17.360	17.825	18.290	18.600	19.375	20.150	20.770	21.700	22.475	23.250
15.60	17.472	17.940	18.408	18.720	19.500	20.280	20.904	21.840	22.620	23.400
15.70	17.584	18.055	18.526	18.840	19.625	20.410	21.038	21.980	22.765	23.550
15.80	17.696	18.170	18.644	18.960	19.750	20.540	21.172	22.120	22.910	23.700
15.90	17.808	18.285	18.762	19.080	19.875	20.670	21.306	22.260	23.055	23.850
16.00	17.920	18.400	18.880	19.200	20.000	20.800	21.440	22.400	23.200	24.000
16.10	18.032	18.515	18.998	19.320	20.125	20.930	21.574	22.540	23.345	24.150
16.20	18.144	18.630	19.116	19.440	20.250	21.060	21.708	22.680	23.490	24.300
16.30	18.256	18.745	19.234	19.560	20.375	21.190	21.842	22.820	23.635	24.450
16.40	18.368	18.860	19.352	19.680	20.500	21.320	21.976	22.960	23.780	24.600
16.50	18.480	18.975	19.470	19.800	20.625	21.450	22.110	23.100	23.925	24.750
16.60	18.592	19.090	19.588	19.920	20.750	21.580	22.244	23.240	24.070	24.900
16.70	18.704	19.205	19.706	20.040	20.875	21.710	22.378	23.380	24.215	25.050
16.80	18.816	19.320	19.824	20.160	21.000	21.840	22.512	23.520	24.360	25.200
16.90	18.928	19.435	19.942	20.280	21.125	21.970	22.646	23.660	24.505	25.350
17.00	19.040	19.550	20.060	20.400	21.250	22.100	22.780	23.800	24.650	25.500
17.10	19.152	19.665	20.178	20.520	21.375	22.230	22.914	23.940	24.795	25.650
17.20	19.264	19.780	20.296	20.640	21.500	22.360	23.048	24.080	24.940	25.800
17.30	19.376	19.895	20.414	20.760	21.625	22.490	23.182	24.220	25.085	25.950
17.40	19.488	20.010	20.532	20.880	21.750	22.620	23.316	24.360	25.230	26.100
17.50	19.600	20.125	20.650	21.000	21.875	22.750	23.450	24.500	25.375	26.250
17.60	19.712	20.240	20.768	21.120	22.000	22.880	23.584	24.640	25.520	26.400
17.70	19.824	20.355	20.886	21.240	22.125	23.010	23.718	24.780	25.665	26.550
17.80	19.936	20.470	21.004	21.360	22.250	23.140	23.852	24.920	25.810	26.700
17.90	20.048	20.585	21.122	21.480	22.375	23.270	23.986	25.060	25.955	26.850
18.00	20.160	20.700	21.240	21.600	22.500	23.400	24.120	25.200	26.100	27.000
18.10	20.272	20.815	21.358	21.720	22.625	23.530	24.254	25.340	26.245	27.150
18.20	20.384	20.930	21.476	21.840	22.750	23.660	24.388	25.480	26.390	27.300
18.30	20.496	21.045	21.594	21.960	22.875	23.790	24.522	25.620	26.535	27.450
18.40	20.608	21.160	21.712	22.080	23.000	23.920	24.656	25.760	26.680	27.600
18.50	20.720	21.275	21.830	22.200	23.125	24.050	24.790	25.900	26.825	27.750
18.60	20.832	21.390	21.948	22.320	23.250	24.180	24.924	26.040	26.970	27.900
18.70	20.944	21.505	22.066	22.440	23.375	24.310	25.058	26.180	27.115	28.050
18.80	21.056	21.620	22.184	22.560	23.500	24.440	25.192	26.320	27.260	28.200
18.90	21.168	21.735	22.302	22.680	23.625	24.570	25.326	26.460	27.405	28.350
19.00	21.280	21.850	22.420	22.800	23.750	24.700	25.460	26.600	27.550	28.500
19.10	21.392	21.965	22.538	22.920	23.875	24.830	25.594	26.740	27.695	28.650
19.20	21.504	22.080	22.656	23.040	24.000	24.960	25.728	26.880	27.840	28.800
19.30	21.616	22.195	22.774	23.160	24.125	25.090	25.862	27.020	27.985	28.950
19.40	21.728	22.310	22.892	23.280	24.250	25.220	25.996	27.160	28.130	29.100
19.50	21.840	22.425	23.010	23.400	24.375	25.350	26.130	27.300	28.275	29.250
19.60	21.952	22.540	23.128	23.520	24.500	25.480	26.264	27.440	28.420	29.400
19.70	22.064	22.655	23.246	23.640	24.625	25.610	26.398	27.580	28.565	29.550
19.80	22.176	22.770	23.364	23.760	24.750	25.740	26.532	27.720	28.710	29.700
19.90	22.288	22.885	23.482	23.880	24.875	25.870	26.666	27.860	28.855	29.850
20.00	22.400	23.000	23.600	24.000	25.000	26.000	26.800	28.000	29.000	30.000

Minnesota Municipal Beverage Association

Mark-Up and Profit Tables

Cost Per Bottle	12% Mark-up 10.71% Gross Profit	15% Mark-up 13.04% Gross Profit	18% Mark-up 15.25% Gross Profit	20% Mark-up 16.67% Gross Profit	25% Mark-up 20.00% Gross Profit	30% Mark-up 23.08% Gross Profit	34% Mark-up 25.37% Gross Profit	40% Mark-up 28.57% Gross Profit	45% Mark-up 31.03% Gross Profit	50% Mark-up 33.33% Gross Profit
1.00	1.120	1.150	1.180	1.200	1.250	1.300	1.340	1.400	1.450	1.500
1.10	1.232	1.265	1.298	1.320	1.375	1.430	1.474	1.540	1.595	1.650
1.20	1.344	1.380	1.416	1.440	1.500	1.560	1.608	1.680	1.740	1.800
1.30	1.456	1.495	1.534	1.560	1.625	1.690	1.742	1.820	1.885	1.950
1.40	1.568	1.610	1.652	1.680	1.750	1.820	1.876	1.960	2.030	2.100
1.50	1.680	1.725	1.770	1.800	1.875	1.950	2.010	2.100	2.175	2.250
1.60	1.792	1.840	1.888	1.920	2.000	2.080	2.144	2.240	2.320	2.400
1.70	1.904	1.955	2.006	2.040	2.125	2.210	2.278	2.380	2.465	2.550
1.80	2.016	2.070	2.124	2.160	2.250	2.340	2.412	2.520	2.610	2.700
1.90	2.128	2.185	2.242	2.280	2.375	2.470	2.546	2.660	2.750	2.850
2.00	2.240	2.300	2.360	2.400	2.500	2.600	2.680	2.800	2.900	3.000
2.10	2.352	2.415	2.478	2.520	2.625	2.730	2.814	2.940	3.045	3.150
2.20	2.464	2.530	2.596	2.640	2.750	2.860	2.948	3.080	3.190	3.300
2.30	2.576	2.645	2.714	2.760	2.875	2.990	3.082	3.220	3.335	3.450
2.40	2.688	2.760	2.832	2.880	3.000	3.120	3.216	3.360	3.480	3.600
2.50	2.800	2.875	2.950	3.000	3.125	3.250	3.350	3.500	3.625	3.750
2.60	2.912	2.990	3.068	3.120	3.250	3.380	3.484	3.640	3.770	3.900
2.70	3.024	3.105	3.186	3.240	3.375	3.510	3.618	3.780	3.915	4.050
2.80	3.136	3.220	3.304	3.360	3.500	3.640	3.752	3.920	4.060	4.200
2.90	3.248	3.335	3.422	3.480	3.625	3.770	3.886	4.060	4.205	4.350
3.00	3.360	3.450	3.540	3.600	3.750	3.900	4.020	4.200	4.350	4.500
3.10	3.472	3.565	3.658	3.720	3.875	4.030	4.154	4.340	4.495	4.650
3.20	3.584	3.680	3.776	3.840	4.000	4.160	4.288	4.480	4.640	4.800
3.30	3.696	3.795	3.894	3.960	4.125	4.290	4.422	4.620	4.785	4.950
3.40	3.808	3.910	4.012	4.080	4.250	4.420	4.556	4.760	4.930	5.100
3.50	3.920	4.025	4.130	4.200	4.375	4.550	4.690	4.900	5.075	5.250
3.60	4.032	4.140	4.248	4.320	4.500	4.680	4.824	5.040	5.220	5.400
3.70	4.144	4.255	4.366	4.440	4.625	4.810	4.958	5.180	5.355	5.550
3.80	4.256	4.370	4.484	4.560	4.750	4.940	5.092	5.320	5.510	5.700
3.90	4.368	4.485	4.602	4.680	4.875	5.070	5.226	5.460	5.655	5.850
4.00	4.480	4.600	4.720	4.800	5.000	5.200	5.360	5.600	5.800	6.000
4.10	4.592	4.715	4.838	4.920	5.125	5.330	5.494	5.740	5.945	6.150
4.20	4.704	4.830	4.956	5.040	5.250	5.460	5.628	5.880	6.090	6.300
4.30	4.816	4.945	5.074	5.160	5.375	5.590	5.762	6.020	6.235	6.450
4.40	4.928	5.060	5.192	5.280	5.500	5.720	5.896	6.160	6.380	6.600
4.50	5.040	5.175	5.310	5.400	5.625	5.850	6.030	6.300	6.520	6.750
4.60	5.152	5.290	5.428	5.520	5.750	5.980	6.164	6.440	6.670	6.900
4.70	5.264	5.405	5.546	5.640	5.875	6.110	6.298	6.580	6.815	7.050
4.80	5.376	5.520	5.664	5.760	6.000	6.240	6.432	6.720	6.960	7.200
4.90	5.488	5.635	5.782	5.880	6.125	6.370	6.566	6.860	7.105	7.350
5.00	5.600	5.750	5.900	6.000	6.250	6.500	6.700	7.000	7.250	7.500



P.O. Box 32966, Minneapolis, MN 55432

Toll Free (866) 938-3925 Ph (763) 572-0222 Fax (763) 572-8163

www.municipalbev.com

Minnesota Municipal Beverage Association

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Mark-Up and

TOKI BRAND EDUCATION BIBLE



WHERE OLD MEETS
NEW JAPAN

THE HOUSE OF SUNTORY
The Nature and Spirit of Japan

2 BRAND EDUCATION BIBLE



ABOUT TOKI

THE SUNTORY WHISKY PORTFOLIO

EST 1923
SUNTORY WHISKY
THE FOUNDING HOUSE OF JAPANESE WHISKY



DISTILLERY BRANDS

Diversity of whisky making and craftsmanship from the distillery

BLENDED BRANDS

Harmony of the blend

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ABOUT TOKI

WHAT IS BLENDED WHISKY?



Malt Barley



Pot Still



Maturation



Corn Grain



Continuous Still



Maturation



SINGLE MALT WHISKY



BLENDED WHISKY



SINGLE GRAIN WHISKY

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TOKI | COMPONENT WHISKIES

THE THREE MAIN COMPONENTS

Of Toki Whisky

HAKUSHULightly Peated Whisky
Fresh Orchard Fruits and Bright Malt**CHITA**Heavy-Type Grain Whisky
Chocolate, Coffee and Rich Grains**YAMAZAKI**Spanish Oak Whisky
Delicate, Complex and Tannic NotesTHE HOUSE OF SUNTORY
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HAKUSHU
Vibrant and bright orchard
fruits and herbal aromas



CHITA
Rich, indulgent chocolate
and coffee aromas



YAMAZAKI
Alluring Japanese
spices and incense

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TOKI TASTING

TASTING NOTES



TASTING NOTES

A well-balanced silky blend with a subtly sweet and spicy finish.



COLOUR:

Clear gold

NOSE:

Basil, green apple, honey

PALATE:

Grapefruit, green grapes, peppermint, thyme

FINISH:

Subtly sweet and spicy, with a hint of vanilla oak,
white pepper, and ginger

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TOKI | HOW TO ENJOY

THE HIGHBALL SERVE

A simple cocktail, but its quality can be reduced if made incorrectly.

TEMPERATURE

Temperature is critical to ensure the balance and carbonation. Chill the whisky, glass & soda. Use high quality ice.

MIX

The right ratio of whisky, soda, ice and garnish. 1 part whisky to 3-4 parts soda.

CARBONATION

Use the high quality, chilled soda water and pour gently whilst avoiding ice and glass to maintain carbonation.



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HIBIKI
SUNTORY WHISKY







In Japanese Harmony, everything finds its place

Drink Responsibly. Hibiki® Blended Japanese Whisky, 43% Alc./Vol. ©2021 Beam Suntory Import Co., Chicago, IL.

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HISTORY OF SUNTORY WHISKY
SUNTORY WHISKY FLAVOR PHILOSOPHY

‘Subtle

Refined

YET
Complex’

FOUNDED IN 1899

WITH THE VISION TO
CREATE AUTHENTIC
SPIRITS FOR JAPAN





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HIBIKI BOTTLE DESIGN

THE EPITOME OF JAPANESE HARMONY

24 Hours

24 Sekki

24 Facets



24-FACET
CUT

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ABOUT HIBIKI

HIBIKI'S FLAVOR DEVELOPMENT

Blender's thought of what makes Hibiki, Hibiki.



*Background of the creation of flavors for each SKU
(Hibiki 30 Years, 21 Years, JH, BH)*

- 1 **Matured in Japan** - Refined by the unique nature and climate of Japan. A mature, considered whisky redolent with fond memories.
- 2 **Clean** - Hibiki is 'transparent' and delicate: it doesn't rely on the power or 'masculinity' of the spirit but the Japanese touch: standing out for its gentle, sweet and floral profile
- 3 **Balanced** - Hibiki pursues a blend that is truly balanced, where no component overpowers the others but each can sing clearly.
- 4 **Complex** - An infinitely unfolding story of endless complexity, defined by a long and lingering finish that leaves one with a sense of Yugen, or mysterious complexity.
- 5 **Well-Rounded** - Perfect, gorgeous harmony like dancing starlings. Hibiki's blend softens key components with gentler whiskies to weave them into true harmony.



MATURE



CLEAN



BALANCED



COMPLEX



WELL
ROUNDED

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ABOUT HIBIKI

THE CHALLENGE OF CREATING HIBIKI

Pursuing a liquid that is
harmonious and **clean** but with
the **utmost complexity**

"Subtle and Refined, yet Complex"



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HIBIKI JAPANESE HARMONY: TASTING

TASTING



HIBIKI JAPANESE HARMONY

Luminous, delicate.
A transparency that unveils complexity.



COLOR: *Amber*

NOSE: *Rose, Lychee, Hint of Rosemary, Mature Woodiness, Sandalwood*

PALATE: *Honey like Sweetness, Candied orange peel, White Chocolate*

FINISH: *Sweet Vanilla, Clean Finish, Hint of Cinnamon*

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HIBIKI JAPANESE HARMONY: COMPONENT WHISKIES

THE MAIN COMPONENT WHISKIES

of Hibiki Japanese whisky



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HAKU: TASTING



HAKU VODKA

Meticulously-crafted with a soft, silky, and smooth finish.



NOSE: *A soft aroma played up by the sweet, delicate, floral profile of rice.*

PALATE: *A rich taste that gradually envelops the mouth with the natural sweetness and complex flavor of the rice.*

FINISH: *A smooth finish, with a sophisticated, pleasantly lingering sweetness, is thanks to the bamboo charcoal filtration process.*

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HAKU DRINK STYLES



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THE JAPANESE CRAFT VODKA



BORN FROM
100% HAKUMAI
(Japanese white rice)



ENHANCED WITH
JAPANESE RICE KOJI



SOFTENED WITH
BAMBOO CHARCOAL
FILTRATION



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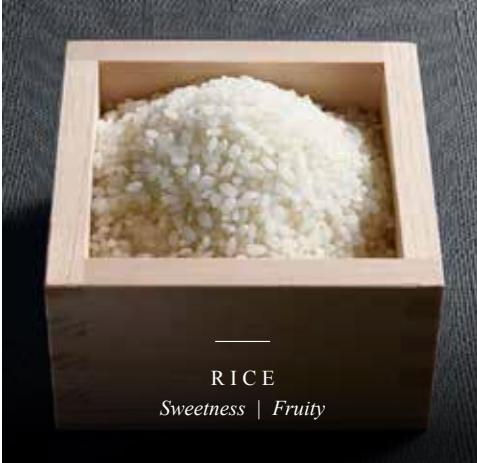
WHAT IS HAKU

ABOUT HAKU

Haku Flavor Profile: Meticulously-crafted with a soft, silky, and smooth finish

KEY ELEMENTS OF HAKU'S PRODUCTION PROCESS

Traditional Brewing with Rice and Koji | Multiple Distillation Techniques | Blending and Bamboo Charcoal Filtration



RICE

Sweetness | Fruity



KOJI

Complexity | Richness



BAMBOO

Mellow | Smooth

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THE MAGIC OF KOJI ASPERGILLUS ORYZAE



KOJI SPORES ARE SPREAD OVER THE SURFACE OF THE RICE.



Converts starch into sugar, creating natural sweetness, umami and complexity



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MASHING / FERMENTATION

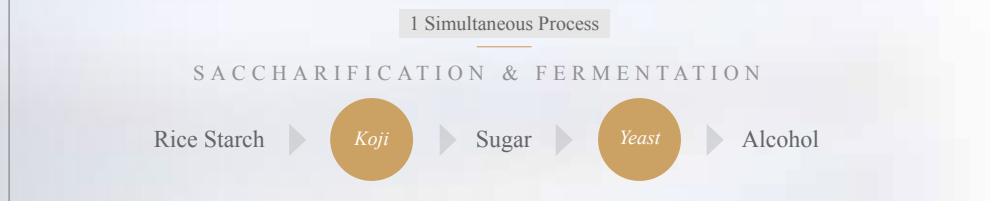


WHISKY PRODUCTION



HAKU SPIRITS PRODUCTION

(General making process for Japanese traditional spirits like sake)



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HAKU PRODUCTION

FERMENTATION

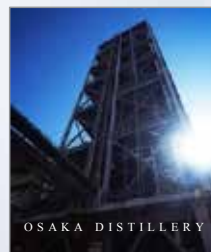


Creating complexity and sweetness with Koji

THREE SEPARATE DISTILLATIONS

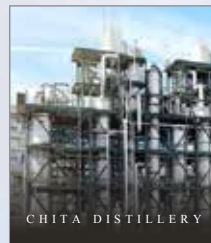


Osumi Distillery: Koji mash distilled in pot stills



OSAKA DISTILLERY

Clean rice distillate



CHITA DISTILLERY

Flavorful rice distillate

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BLENDING

CLEAN VODKA BASE | RICH RICE FLAVOR VODKA

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THE CRAFTSMANSHIP OF HAKU
BAMBOO CHARCOAL FILTRATION



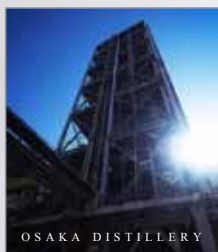
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HAKU PRODUCTION

THREE SEPARATE DISTILLATIONS

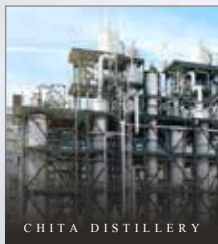


*Koji mash distilled in pot stills
at Osumi Distillery*



OSAKA DISTILLERY

Clean rice spirit



CHITA DISTILLERY

Flavorful rice distillate

BLENDING



*Finding the best ratio of liquids
to create the flavour profile*

FILTRATION



Bamboo charcoal filtration

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ROKU GIN

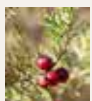
COME ALIVE WITH THE SEASONS

Distilled with 6 Unique Japanese Botanicals

THE HOUSE OF SUNTORY
The Nature and Spirit of Japan

UNIQUE DISTILLING METHODS DISTILLING TRADITIONAL GIN BOTANICALS

Extracting refreshing, sharp taste of the botanicals, without the harshness of juniper berry to match delicate Japanese botanicals



JUNIPER BERRY



CORIANDER SEED



ANGELICA ROOT



ANGELICA SEED



CARDAMOM SEED



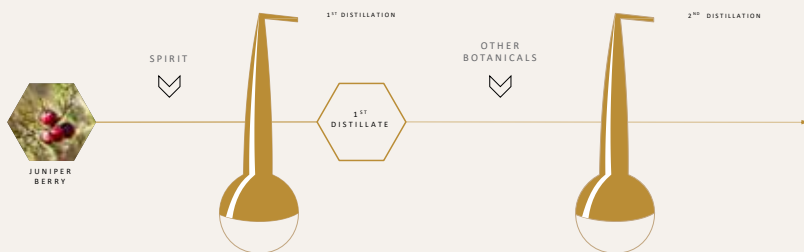
CINNAMON



BITTER ORANGE PEEL



LEMON PEEL



COPPER POT STILL

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ROKU TASTING TASTING NOTES

A meticulous balance of flavors.



NOSE: Cherry blossom and green tea provide a floral and sweet aroma.

PALATE: Complex, multi-layered yet harmonious flavor of various botanicals. Traditional gin taste at its base, plus characteristic Japanese botanical notes with Yuzu (Japanese citrus fruit) as the top note. Smooth and silky texture.

FINISH: Sweet vanilla, clean finish, hint of cinnamon.



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ROKU TASTING GIN & TONIC

RECIPE

ROKU 50 ml
Tonic 150 ml
6 Fresh Ginger sticks

METHOD

Slice ginger into long equal matchsticks
Fill glass to rim with ice
Add 4 ginger matchsticks to glass
Pour ROKU into the glass
Pour chilled tonic over ice
Stir gently to balance the elements
Garnish with 2 final ginger matchsticks



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SUMMARY

SUMMARY OF FACTS

The modern embodiment of Suntory's mastery of making gin since 1936.

Roku means "six" and refers to the 6 Japanese botanicals harvested at the peak of their season (shun) for unmatched freshness and flavor:

SPRING



SAKURA FLOWER



SAKURA LEAF

SUMMER



SENCHA TEA



GYOKURO TEA

AUTUMN



SANSHO PEPPER

WINTER



YUZU PEEL

Combined with traditional gin botanicals for an authentic, well-balanced taste – unique multiple distillation process brings out the best in each botanical



JUNIPER BERRY



CORIANDER SEED



ANGELICA ROOT



ANGELICA SEED



CARDAMOM SEED



CINNAMON TOTO



BITTER ORANGE PEEL



LEMON PEEL



TASTING NOTES

AROMA

Cherry blossom and green tea provide a sweet, floral aroma

FINISH

The crisp sansho pepper brings a little spiciness to the finish

TASTE

Complex, multi-layered yet harmonious flavor of various botanicals

Traditional gin taste at its base, plus characteristic Japanese botanical notes with Yuzu top note and a smooth, silky texture

THE HOUSE OF SUNTORY
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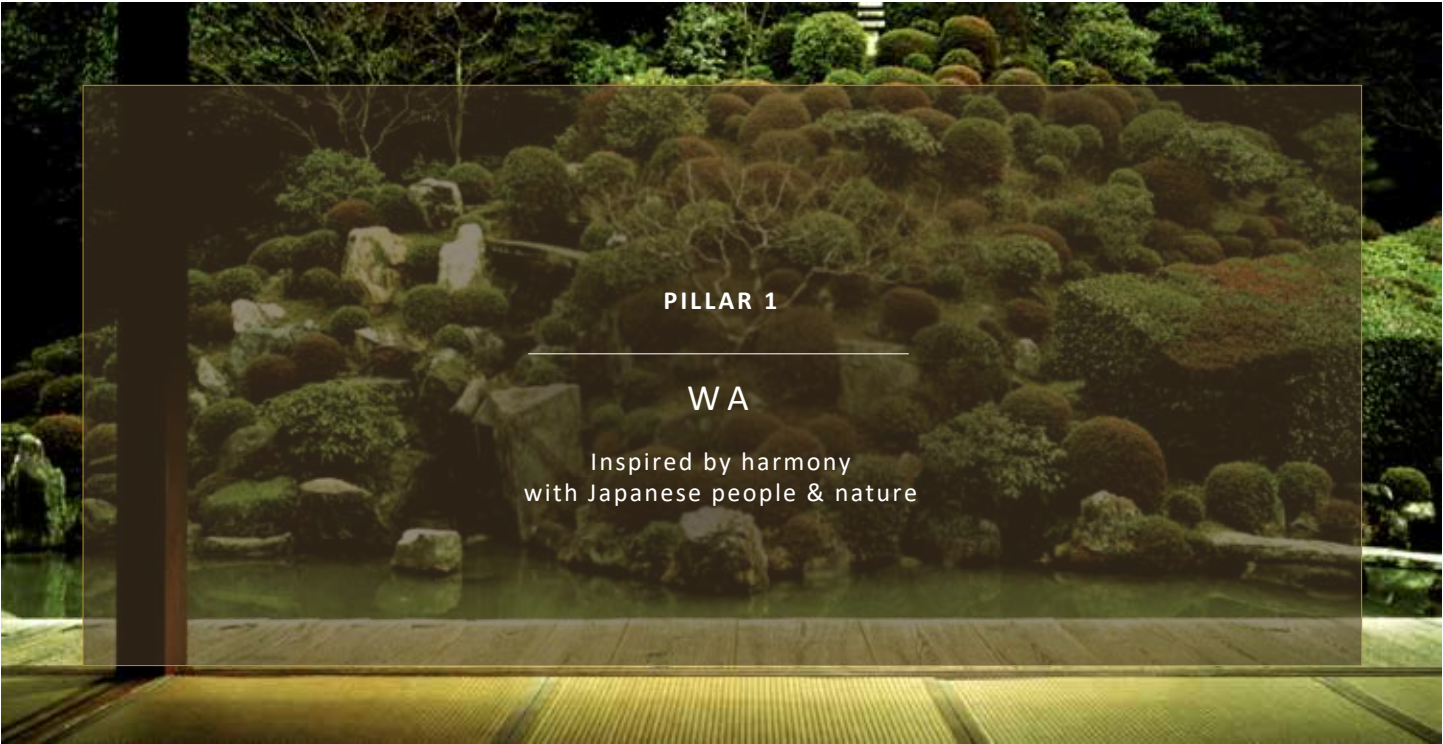
HISTORY OF SUNTORY

THE SUNTORY FLAVOR PHILOSOPHY

‘Subtle
&
Refined
YET
Complex’



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PILLAR 1

WA

Inspired by harmony
with Japanese people & nature

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ABOUT ROKU
WHAT IS SHUN?

A Japanese principle of enjoying foods in their proper season, at the pinnacle of their freshness.
Roku celebrates the journey of the four seasons by carefully harvesting each botanical at the peak of its season.



SPRING
Nature awakening from
the long Winter



SUMMER
When nature is the most
energetic and lively



AUTUMN
A season of reflection and ennui
as nature evolves



WINTER
Enjoying the silence
and enjoying restful harmony

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CONCEPT— SHUN IN A BOTTLE

In Japan, we believe every season bursts with life. We call this Shun; The appreciation of each season's best flavors.

It is the changing of the seasons that bring new flavors to life. Botanicals blossoming ready to be harvested at their peak, then crafted by Japanese artisans to bring out the best in each of our six botanicals. Representing the best of every season in every Roku bottle.

Experiencing Roku is an appreciation of freshness. Of the many moments each season brings.

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The Nature and Spirit of Japan

ABOUT ROKU DISTILLED WITH 6 JAPANESE BOTANICALS

YUZU PEEL

SANSHO PEPPER

GYOKURO TEA



SAKURA FLOWER

SAKURA LEAF

SENCHA TEA

THE HOUSE OF SUNTORY
The Nature and Spirit of Japan

ABOUT ROKU BOTANICALS

6 Unique Japanese botanicals harvested in the peak of their season, in accordance with the spirit of Shun

SPRING



SAKURA FLOWER



SAKURA LEAF

SUMMER



SENCHA TEA



GYOKURO TEA

AUTUMN



SANSHO PEPPER

WINTER



YUZU PEEL

8 Gin botanicals for authentic gin taste



JUNIPER
BERRY



CORIANDER
SEED



ANGELICA
ROOT



ANGELICA
SEED



CARDAMOM
SEED



CINNAMON
TOTO



BITTER
ORANGE PEEL



LEMON
PEEL

THE HOUSE OF SUNTORY
The Nature and Spirit of Japan

ROKU TASTING HARMONIOUS FLAVORS OF ROKU

PERFECTLY BALANCED

Blending 6 Japanese botanicals with
8 traditional gin botanicals to create
a complex, yet harmonious flavor.



THE HOUSE OF SUNTORY
The Nature and Spirit of Japan

MONOZUKURI: UNIQUE DISTILLATION METHODS

SUNTORY LIQUEUR ATELIER |

ROKU is made at "Suntory Liqueur Atelier" the Osaka plant, through a unique distillation process of four different pot stills resulting in a subtle yet rich flavor of Japanese nature.



THE HOUSE OF SUNTORY
The Nature and Spirit of Japan

THE
YAMAZAKI
SINGLE MALT
WHISKY

山崎

THE HOUSE OF SUNTORY
The Nature and Spirit of Japan

YAMAZAKI 12 YO
TASTING



THE YAMAZAKI 12 YEARS

Japan's No.1 Single Malt Whisky with a Delicate and Elegant Taste.
Yamazaki 12 has an Aroma of Sweet Vanilla & Ripe Fruits. Very Complex.



COLOR: *Amber*

NOSE: *Ripe Persimmon, Peach, Vanilla*

PALATE: *Coconut, Butter, Deep Sweetness*

FINISH: *Sweet Vanilla, Woodiness, Pleasant Long Finish*

THE HOUSE OF SUNTORY
The Nature and Spirit of Japan

YAMAZAKI 12 YO
PUNCHEON CASK



LARGE SIZE FOR LONG MATURATION

THE HOUSE OF SUNTORY
The Nature and Spirit of Japan

JAPAN SPIRITS & LIQUEURS MAKERS ASSOCIATION - 2021

JAPANESE WHISKY DEFINITION

*In 2021, the JSLMA announced regulations regarding what can be labelled as **Japanese Whisky**. These requirements will be enforced from 1st April 2024.*

Raw ingredients:	Malted grain must always be used, but other cereal grains can also be included.
Water:	Water used in production must be extracted in Japan.
Production:	Saccharification, fermentation and distillation must be carried out at a distillery in Japan.
Distillation:	Must be distilled to less than 95% ABV.
Aging:	Spirit must be aged in Japan in wooden casks* for a minimum of three years.
Packaging:	Bottling must take place in Japan.
Strength:	Bottled spirit must be at least 40% ABV.
Colouring:	Plain caramel colouring (unflavored) can be used.

*In addition, producers are restricted from any form of **misleading marketing**, including falsely alluding to production in Japan or in any other way suggesting their whisky is Japanese if it does not adhere to the above standards, including the using Japanese name of a person, city, area, scenic spots, mountains and rivers.*

**of no more than 700 litres*



THE HOUSE OF SUNTORY
The Nature and Spirit of Japan



THANK YOU
VERY MUCH

ARIGATO
GOZAIMASHITA

THE HOUSE OF SUNTORY
The Nature and Spirit of Japan



KATSURA
RIVER

UJI
RIVER

KIZU
RIVER

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DIVERSE SEASONS FOR UNIQUELY AGED WHISKY

SPRING

SUMMER

AUTUMN

WINTER

THE HOUSE OF SUNTORY
The Nature and Spirit of Japan



MONOZUKURI
ELEVATED BY JAPANESE CRAFTSMANSHIP

THE HOUSE OF SUNTORY
The Nature and Spirit of Japan

WHISKY MAKING AT THE YAMAZAKI DISTILLERY

DIVERSITY OF POT STILLS

8 pairs - 16 pot stills (picture is for 1st distillation)

BODY:
Straight

HEATING:
Direct Fire



BODY:
Bulge

HEATING:
Direct Fire



BODY:
Straight

HEATING:
Direct Fire



BODY:
Straight

HEATING:
Direct Fire



BODY:
Straight

HEATING:
Direct Fire



BODY:
Straight

HEATING:
Direct Fire



BODY:
Straight

HEATING:
Direct Fire



BODY:
Straight

HEATING:
Direct Fire



THE HOUSE OF SUNTORY
The Nature and Spirit of Japan



6 CASKS MADE FROM VARIOUS WOODS

BOURBON, SPANISH OAK, PUNCHEON, HOGSHEAD, MIZUNARA, BORDEAUX

THE HOUSE OF SUNTORY
The Nature and Spirit of Japan

WHISKY MAKING AT THE YAMAZAKI DISTILLERY

DIVERSITY OF CASKS

A wide variety of barrels that mature different type of whiskies



SPANISH OAK



MIZUNARA
JAPANESE OAK



WHITE OAK



FRENCH OAK



BORDEAUX

SPANISH
OAK

MIZUNARA
JAPANESE OAK

PUNCHEON

HOGS HEAD

FRENCH OAK

THE HOUSE OF SUNTORY
The Nature and Spirit of Japan

FRIDAY DINNER



Caesar Salad

Caprese Salad

Chicken Marsala

Italian Flank Steak with Spinach, Mushrooms & Red

Peppers

Parmesan Risotto

Vegetable Medley

Focaccia Break

Tiramisu

SATURDAY LUNCH



Chicken Noodle Soup

Fresh Garden Salad with Choice of Dressings

Greek Pasta Salad

Sliced Roast Beef, Smoked Ham & Turkey Breast

Platter of Lettuce, Tomatoes, Onions & Pickles,

Tray of Baby Swiss, Cheddar & Pepper Jack Cheeses

Assorted Breads

Assorted Cookies & Rice Krispy Bars

SATURDAY DINNER



Caesar Salad

Pasta Salad

Beef Short Ribs

Sliced Pork Loin

Chicken Florentine

Gouda Mashed Potatoes

Carrots & Asparagus

Dinner Rolls & Butter

Assorted Cheesecakes



Saturday, April 26, 2025

Immediately Following Dinner

BOTTLE (BEER) SHARE EVENT

*Each person who wants to participate should bring something rare,
unique or fun to share with the group!!!!*

Revolution Brewing will also be providing products to share.

Question about what to bring???

Ask Eric

Eric.Luther@ci.marshall.mn.us

SUNDAY BREAKFAST



Fresh Fruit Medley

Scrambled Eggs

Waffles with Warm Maple Syrup, Whipped Cream &

Strawberries

Bacon & Ham

Kansas City Hashbrowns

Caramel Rolls & Pastries

Coffee, Decaf, Tea, Orange Juice & Milk

SUNDAY LUNCH



Garden Salad

Broccoli Salad

Minnesota Tator Tot Hotdish

Chicken Wild Rice Casserole

Buttered Corn

Rolls & Butter

Assorted Bars & Brownies

SUNDAY DINNER

TRINCHERO *Family Estates*

Chopped Kale & Romaine Caesar Salad

Grilled Vegetable Platter

Butter Chicken

Citrus Salmon

Beef Stroganoff

Wild Rice Medley

Grilled Naan Bread

Moscato Berry Tiramisu & Chocolate Truffle Cake

Find your favorite pairing!

Avissi Prosecco

Ceretto Arneis Blange

Echo Bay Sauvignon Blanc

Bieler Pere & Fils Rose

Vitiano Rosso

Iron + Sand Cabernet

*See Vendor Tradeshow for Pricing

MONDAY BREAKFAST



Fresh Fruit Medley

Scrambled Eggs

Texan Style French Toast Warm Maple Syrup

Biscuits & Gravy

Bacon & Sausage

Home Fries

Scones & Muffins

Coffee, Decaf, Tea, Orange Juice & Milk

MONDAY LUNCH



Coleslaw

Potato Salad

Crispy Chicken

Grilled Burgers

Beer Brats

Buns, Condiments, Cheeses, Lettuce, Tomato, Onions & Pickles

Baked Beans

Potato Chips

Angel Food Cake with Strawberries & Whipped Cream

MONDAY AFTERNOON RELATIONSHIP BUILDING WITH MOLSONCOORS



Hot & Cold Appetizers

Miller Lite Birthday Cake Celebrating 50 Years

MolsonCoors Beverages

STE. MICHELLE WINE ESTATES SPORTS THEMED DINNER



**STE
MICHELLE**
WINE ESTATES

We grow together

Green Bay Packers - Cheese & Charcuterie Board

MN Timberwolves - Garden Salad with Toppings & Dressings

MN Wild - Chicken Wings with Sauces & Celery

MN Vikings - Meatball Sandwiches

MN United PK Loon - Shrimp Po' Boy Sandwiches

MN Gophers - Potato Skins with Sides of Cheese, Bacon, Sour Cream

Iowa Hawkeye - Jalapeño Poppers

Cupcakes, Cracker Jacks & Peanuts

TUESDAY BREAKFAST



Fresh Fruit Medley

Scrambled Eggs

Breakfast Sandwiches with Egg (Half with Ham & Half Sausage)

Kielbasa with Onions & Peppers

Hashbrowns

Donuts & Muffins

Coffee, Decaf, Tea, Orange Juice & Milk

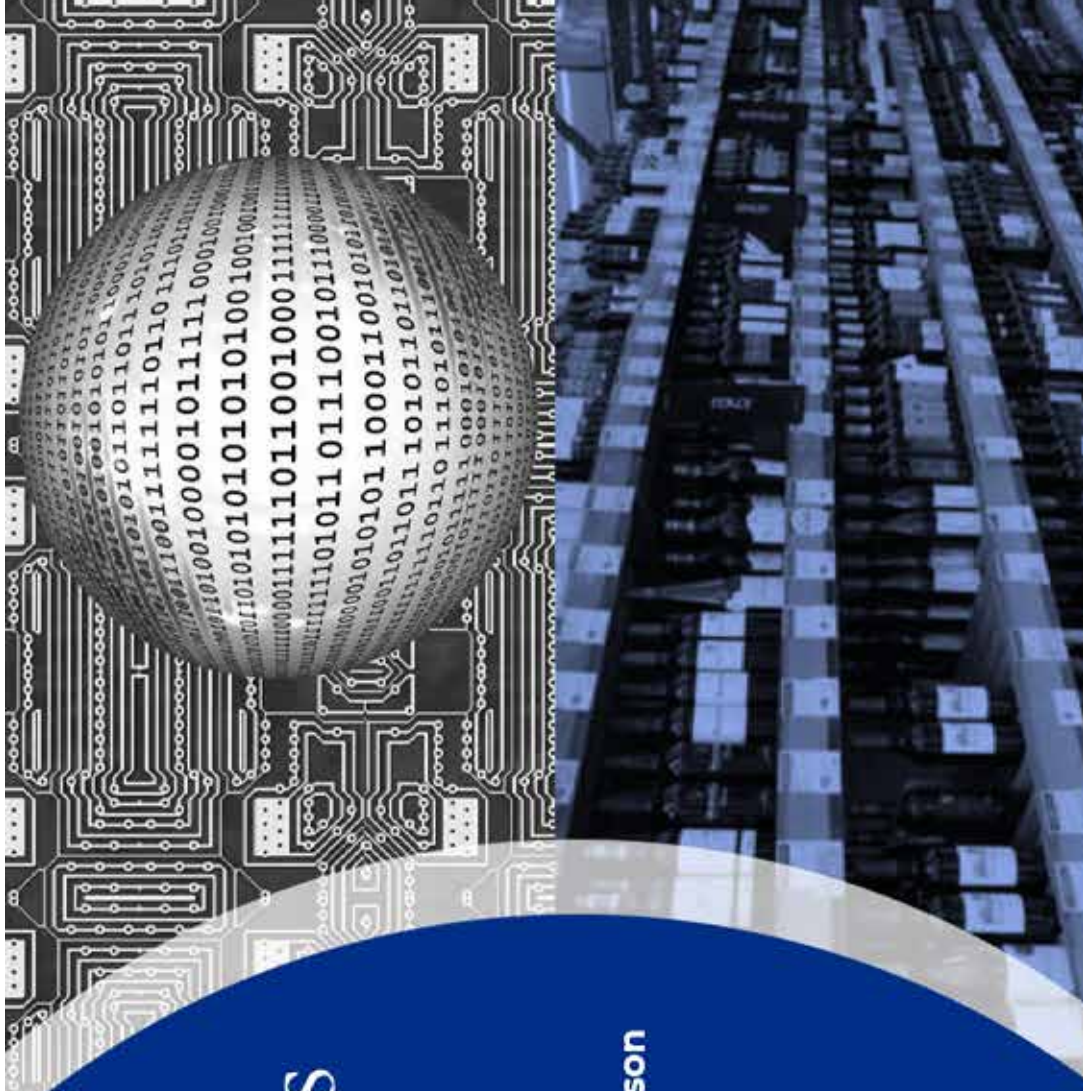
Category Insights Presentation

11:30am – 12:30pm

AJ Atta, Jeff Ritter & Billy Johnson – Johnson
Brothers, MN

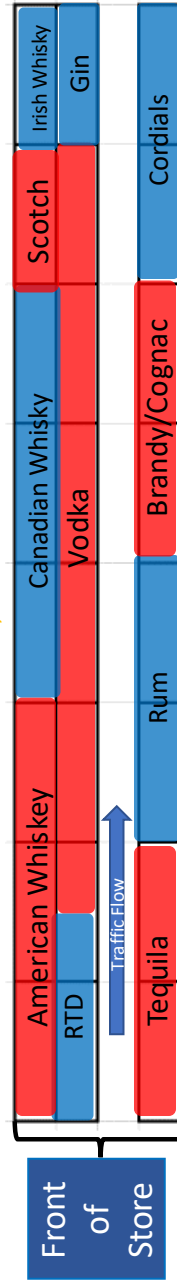
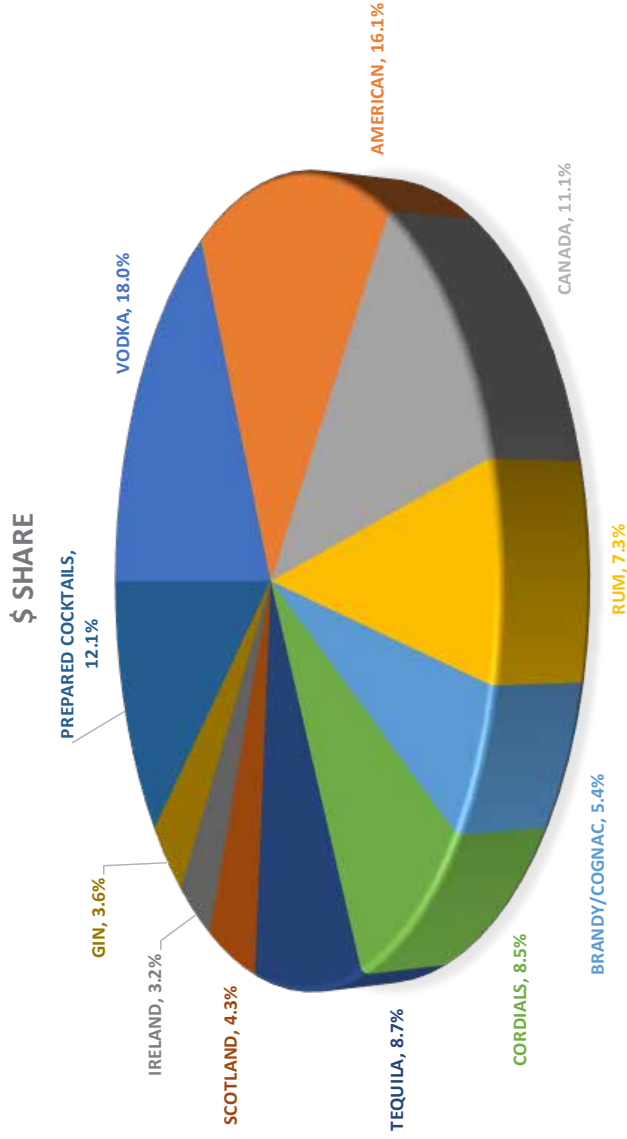


JOHNSON BROTHERS
• SINCE 1953 •



Space to Sales Strategy (Spirits)

- If you have 24 - 4' Segments (96') for spirits, below is how your spirit set should look according to the current \$ Share data from MN Nielsen
- Place categories with a high consumer affinity together to drive incremental sales
 - American, Canadian, Scotch and Irish Whiskey
 - Vodka ↔ Gin
 - Tequila ↔ Rum
- Make sure not to place growth categories like American Whiskey, Tequila and RTD in locations that don't allow for future expansion

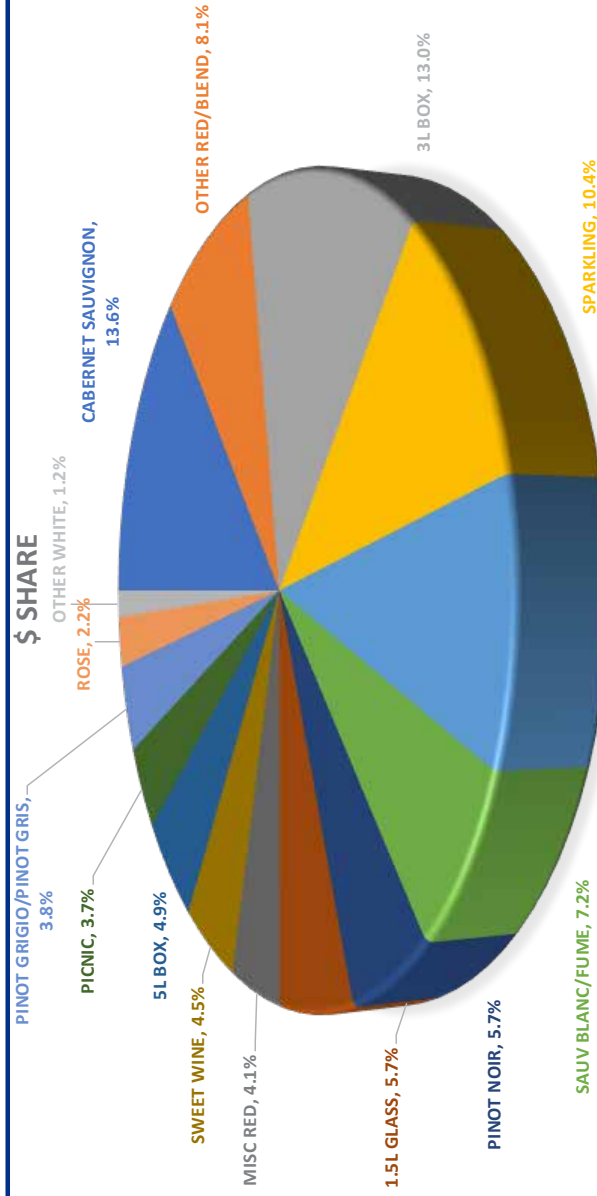


A simplified spirits shopping experience can generate up to a 12% increase in sales

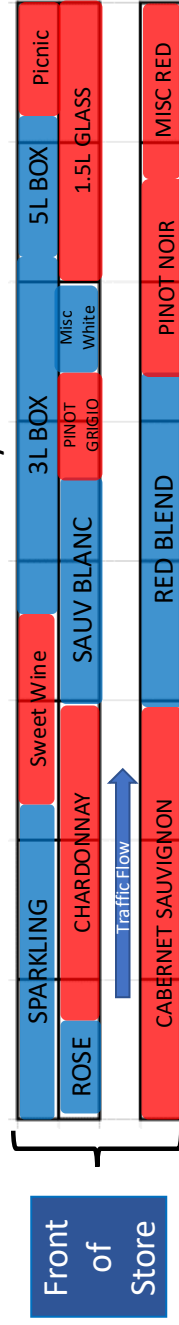
Source: Circana Sum of Minnesota-RMA - Liquor (B/W/S) 52 Weeks Ending 3/24/2025

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Space to Sales Strategy (Wine)



Recommended Wine Layout



Source: Circana Sum of Minnesota-RMA - Liquor (B/W/S) 52 Weeks Ending 3/24/2025

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Space to Sales

- The basic philosophy of space to sales is that the space allocated to a category should be proportional to the revenue it generates
- Below is an example of how to lay out a wine department with ideal category spacing, category adjacencies and category placement
- Picnic includes 187ML, 375ML, 500ML, and 250ML Items
- Misc Red includes Zin, Syrah, Malbec, and Merlot

Tips for Wine Category Layout

- By grouping red wines, white wines, and alternative packages together you reduce the shopper's decision making by 33%
- Simplifying the shopping experience leads to a larger basket size through impulse purchases

A simplified wine shopping experience can generate up to an 8% increase in sales

Shelf Principles: Make it Easy so they Buy More

- > Up to 65% of purchase decisions made in store – critical to get it right
- > Don't fight human nature – adapt your store to shoppers
- > Simplicity is key



1. BLOCKING

- > Horizontal and Vertical
- > Straight Lines
- > Defined Edges
- > 4' to 6' Wide
- > Simple Shapes (rectangles)

2. ANCHOR BRANDS

- > Shoppers navigate by major brands
- > Shoppers view eye shelf first and most
- > Place leading brands on eye shelf at leading edge of traffic flow

3. HIGH TO LOW

- > Shoppers expect it
- > Supports higher sales and profits
- > Only price shoppers shop price – don't trade other shoppers down



VENDOR TRADESHOW

VENDOR TRADESHOW: WINE MERCHANTS

Picnic Wines



Canella Bellini, Mimosa, Rossini (12pk, 750mL)

Elemental Pinot Grigio, Rosé (12pk, 750mL)

Revelshine Red, Rosé, White (18pk, 500mL)

Risata Moscato, Prosecco (24pk, 187mL)

Underwood Bubbles, Rosé Bubbles (12pk, 355mL)

Underwood Pinot Grigio, Pinot Noir, Rosé (12pk, 355mL)

VENDOR TRADESHOW: WINE MERCHANTS

What's New?



ONCE HIDDEN



Old Vine Ranch Cabernet by Marietta (12pk, 750mL)

Old Vine Ranch Sauvignon Blanc by Marietta (12pk, 750mL)

Once Hidden Sauvignon Blanc (12pk, 750mL)

Vina Robles The Arborist Red (12pk, 750mL)

Vina Robles Cabernet Sauvignon (12pk, 750mL)

Vina Robles Sauvignon Blanc (12pk, 750mL)

Bartenura Moscato (12pk, 750mL)

Bartenura Malvasia (12pk, 750mL)

Bartenura Pinot Grigio (12pk, 750mL)

Bartenura Brachetto (12pk, 750mL)

Bartenura Dolce Noir (12pk, 750mL)

Bartenura Peach or Blueberry Cans (48pk, 250mL)

VENDOR TRADESHOW: WINE MERCHANTS



Oak Ridge Winery



OLD SOUL



Old Soul Sauvignon Blanc (12pk, 750mL)

Old Soul Pinot Noir (12pk, 750mL)

Old Soul Folklore Red (12pk, 750mL)

Old Soul Cabernet (12pk, 750mL)

Old Soul Petite Sirah (12pk, 750mL)

OZV Red (12pk, 750mL)

OZV Zinfandel (12pk, 750mL)

VENDOR TRADESHOW: WINE MERCHANTS



Resurrection Brands



McMANIS
FAMILY VINEYARDS®

STAVE & STEEL



SLOW PRESS

CRAFT VINTED WINES

McManis Sauvignon Blanc (12pk, 750mL)

McManis Cabernet (12pk, 750mL)

McManis Pinot Grigio (12pk, 750mL)

McManis Pinot Noir (12pk, 750mL)

Slow Press Chardonnay (12pk, 750mL)

Slow Press Sauvignon Blanc (12pk, 750mL)

Slow Press Cabernet (12pk, 750mL)

Stave & Steel Cabernet (12pk, 750mL)

VENDOR TRADESHOW: PHILLIPS

TRINCHERO
Family Estates

Trinchero Wines

Phillips

Echo Bay
VINEYARDS
SEAGLASS
WINE COMPANY

IRON + sand


Ménage à Trois

**ATOMIC
BOSS**
BEVERAGES

CERETTO

AVISSI
PROSECCO

JOEL GOTT
WINES

FALESCO

Atomic Boss Berry (750ml)

Atomic Boss Tropical (750ml)

Avissi Prosecco 6pk (6pk, 750ml)

Ceretto Arneis Blange (750ml)

Echo Bay Sauvignon Blanc (750ml)

Falesco Vitiano Rosso (750ml)

Iron + Sand (750ml)

Joel Gott CA Pinot Grigio (750ml)

Joel Gott Paso Cab (750ml)

Ménage à Trois Light Pinot Grigio (750ml)

Ménage à Trois Light Red (750ml)

Ménage à Trois Sublime Sauv Blanc (750ml)

SEAGLASS NA Pinot Grigio (750ml)

SEAGLASS NA Sauvignon Blanc (750ml)

VENDOR TRADESHOW: PHILLIPS

TRINCHERO
Family Estates

Trinchero Spirits

Phillips



Tres Agaves Blanco 6pk (750ml)

Tres Agaves Marg (1L)

Tres Agaves Paloma (1L)

Tres Agaves Spicy (1L)

VENDOR TRADESHOW: PHILLIPS



O'Shaughnessy Distilling

Phillips



Keeper's Heart Irish + American (6pk, 700mL)

Keeper's Heart Irish + Bourbon (6pk, 700mL)

Keeper's Heart Irish + American 110 Proof (6pk, 700mL)

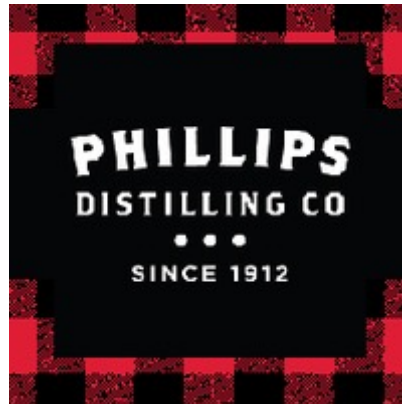
Keeper's Heart Irish + Bourbon Cask Strength (6pk, 700mL)

Keeper's Heart 10yr Single Malt (6pk, 700mL)

Keeper's Heart Irish + American (72pk, 50mL)

Keeper's Heart Irish + Bourbon (72pk, 50mL)

VENDOR TRADESHOW: PHILLIPS



Phillips Distilling Co.

Phillips

KAMORA
COFFEE LIQUEUR

PRAIRIE
— ORGANIC —
SPIRITS

LEROUX

Kamora Coffee (6pk, 1.75L)

Kamora Coffee (12pk, 750mL)

Kamora Dulce de Leche (12pk, 750mL)

Leroux Polish Blackberry (6pk, 1.75L)

Leroux Polish Blackberry (12pk, 750mL)

Leroux Polish Blackberry (120pk, 50mL)

Prairie Organic Vodka (120pk, 50mL)

Prairie Organic Cucumber Vodka (120pk, 50mL)

Prairie Organic Gin (120pk, 50mL)

VENDOR TRADESHOW: PHILLIPS



Phillips Distilling Co.

Phillips



Tattersall Tightline Vodka (6pk, 1.75L)

Tattersall Straight Rye Whiskey (6pk, 750mL)

Tattersall Gin (6pk, 750mL)

Tattersall Orange Crema (6pk, 750mL)

Tattersall Canned Cocktails (24pk, 12oz)

VENDOR TRADESHOW: JOHNSON BROTHERS

Wink THC



WYNKTM
SELTZER + THC

WYNK Lemonade 10mg (24pk, 12oz)

WYNK Strawberry Lemonade 10mg (24pk, 12oz)

WYNK Raspberry Lemonade 10mg (24pk, 12oz)

WYNK Variety Pack 5mg (24pk, 12oz)

VENDOR TRADESHOW: JOHNSON BROTHERS



PROXIMO

Proximo Spirits



AMERICAN WHISKEY
TINCUP®
1800

PENDLETON
WHISKY
Jose Cuervo®



Pendleton 1910 Bourbon (6pk, 750mL)

Pendleton 1910 Rye (6pk, 750mL)

Pendleton Midnight (6pk, 750mL)

Cuervo Authentic (6pk, 1.75L)

Cuervo Authentic Double Strength (6pk, 1.75L)

Karken Gold Spice Rum (6pk, 1.75L)

New! **Jose Cuervo Authentic Dragon Fruit Lemonade** (6pk, 1.75L)

1800 The Ultimate Margarita Light (6pk, 1.75L)

New! **Tin Cup Bourbon** (6pk, 1.75L)

New! **Cuervo Devil's Reserve** (12pk, 750mL)

VENDOR TRADESHOW: JOHNSON BROTHERS

Craft Spirits



Phillips



Michter's US #1 American (6pk, 750mL)

Michter's US #1 Sour Mash (6pk, 750mL)

Michter's US #1 Bourbon Small Batch (6pk, 750mL)

Michter's US #1 Rye Single Barrel (6pk, 750mL)

Four Roses (12pk, 750mL)

Four Roses (6pk, 1.75L)

Four Roses Small Batch (6pk, 750mL)

Four Roses Single Barrel (6pk, 750mL)

Four Roses Small Batch Select (6pk, 750mL)

Bubba's Secret Stills Burnt Sugar (6pk, 750mL)

Bubba's Secret Stills Marshmallow Chocolate (6pk, 750mL)

Bubba's Secret Stills Pancakes & Bacon (6pk, 750mL)

Panther Distillery MN14 Apple (6pk, 750mL)

Panther Distillery MN14 Honey (6pk, 750mL)

Panther Distillery MN14 Maple (6pk, 750mL)

Panther Distillery Saint Paul Bourbon (6pk, 750mL)

Panther Distillery MN 14 Whiskey (6pk, 750mL)

Panther Distillery Minneapolis 14 Bourbon (6pk, 750mL)

Panther Distillery Ordeal Bourbon (12pk, 1L)

Du Nord Foundation Vodka (120pk, 50mL)

Du Nord Foundation Vodka (6pk, 750mL)

Du Nord Prominence Gin (6pk, 750mL)

Du Nord Café Freida Coffee Liqueur (6pk, 750mL)

Du Nord Pronounced Apple Liqueur (6pk, 750mL)

Du Nord Mixed Bloody Whiskey (6pk, 750mL)

Du Nord Prominence Barrel Aged Gin (6pk, 750mL)

VENDOR TRADESHOW: JOHNSON BROTHERS

Craft Spirits Cont.



Phillips



Willet[®]

- New Riff BIB Straight Bourbon & Rye (96pk, 50mL)**
- New Riff Kentucky BIB Straight Bourbon (6pk, 750mL)**
- New Riff Kentucky BIB Rye (6pk, 750mL)**
- New Riff Single Barrel Cask Strength Bourbon (6pk, 750mL)**
- New Riff Single Barrel Cask Strength Rye (6pk, 750mL)**
- New Riff Kentucky Wild Gin (6pk, 750mL)**
- New Riff Barrel Aged Gin (6pk, 750mL)**
- New Riff 100% Malted Rye (6pk, 750mL)**
- Willet Pot Still Reserve (60pk, 50mL)**
- Willet Pot Still Reserve (6pk, 750mL)**
- Willet Pot Still Reserve (3pk, 1.75L)**
- Willet Rye (60pk, 50mL)**
- Willet Rye (6pk, 750mL)**
- Willet Noah's Mill Bourbon (6pk, 750mL)**
- Willet Rowan's Creek (6pk, 750mL)**
- Willet Kentucky Vintage Bourbon (6pk, 750mL)**
- Willet Old Bardstown Estate Bourbon (6pk, 750mL)**
- Willet Old Bardstown (12pk, 750mL)**
- Willet Johnny Drum Bourbon (6pk, 750mL)**
- Willet Kentucky Pure Bourbon (6pk, 750mL)**
- Willet Harahorn Gin (6pk, 750mL)**
- Willet Hovding Aquavit (6pk, 750mL)**
- Willet Pere Dom Brandy VSOP Napoleon (6pk, 750mL)**
- Willet Couvignac Very Special Fine Cognac (6pk, 750mL)**
- Willet Baardseth Vielle Reserve Cognac (6pk, 750mL)**
- Willet Baardseth XO Single Cru Cognac (6pk, 750mL)**

VENDOR TRADESHOW: JOHNSON BROTHERS

Craft Wine / Liqueur



Phillips



Filthy

JAH IOT

- Santa Marina Pinot Grigio** (12pk, 750mL)
- Santa Marina Chardonnay** (12pk, 750mL)
- Santa Marina Pinot Noir** (12pk, 750mL)
- Santa Marina Cabernet Sauvignon** (12pk, 750mL)
- Filthy Pimento** (12pk, 8.5oz)
- Filthy Onions** (12pk, 8.5oz)
- Filthy Red Cherry** (12pk, 9oz)
- Filthy Pickle** (12pk, 8.5oz)
- Filthy Pepper** (12pk, 8.5oz)
- Filthy Blue Cheese** (12pk, 8.5oz)
- Filthy Olive Brine** (12pk, 8oz)
- Filthy Bloody Mary** (12pk, 8oz)
- Filthy Margarita Mix** (12pk, 8oz)
- Filthy Bloody Mary** (8pk, 32oz)
- Filthy Paloma** (8pk, 32oz)
- Filthy Margarita Mix** (8pk, 32oz)
- Filthy Bloody Mary** (4pk, 1gal)
- Filthy Margarita Mix** (4pk, 1gal)
- Filthy Black Cherry Syrup** (12pk, 8oz)
- Filthy Black Cherries** (12pk, 11oz)
- Jahiot Crème de Mure** (12pk, 375ml)
- Jahiot Crème de Framboise** (12pk, 375ml)
- Jahiot Crème de Framboise** (6pk, 750ml)
- Jahiot Crème de Peche** (12pk, 375ml)
- Jahiot Crème de Peche** (6pk, 750ml)
- Jahiot Crème de Cassis** (12pk, 375ml)
- Jahiot Crème de Cassis** (6pk, 750ml)

VENDOR TRADESHOW: JOHNSON BROTHERS



Gray Duck

Description	Size	Case Qty
Gray Duck 1.75L Buy 12 get 3 cases free	1.75L	12
Gray Duck 1.75L buy 24 get 9 free + a Joe Ryan or Byron Buxton Jersey	1.75L	24
Gray Duck 1.75L buy 48 get 18 free + a Joe Ryan or Byron Buxton Jersey X 2	1.75L	48
Happy Duck Buy any case at 10 case Quantity Pricing	24 pack	1
Happy Duck Buy 8 cases with a riser and get \$100 off	24 pack	1
Gray Duck Seltzers Original Variety 5 case buy at 25 case pricing	24 pack	5
Gray Duck Seltzers Bomba 12 pack 5 case buy at 25 case pricing	24 pack	5
Gray Duck Seltzers New Bomba Variety Pack 5 case buy at 25 case pricing	24 pack	5

VENDOR TRADESHOW

Maverick

Description	Size	Case Qty
Alma Del Jaguar Blanco	750ml	6
Alma Del Jaguar Reposado	750ml	6
Alma Del Jaguar Anejo	750ml	6
TLC Vodka	1L	12
TLC Vodka	1.75L	6
RD1 French Oak	750ml	6
RD1 Maple and Oak	750ml	6
RD1 Amburna	750ml	6
Alias Pinot Noir	750ml	12
Alias Cabernet	750ml	12
Alias Chardonnay	750ml	12
Alias Merlot	750ml	12
Aviary Birds of Prey Red Blend	750ml	12
Aviary Chardonnay	750ml	12
Aviary Cabernet	750ml	12
Bricco Riella Moscato d'Asti	750ml	12
Serena Sweet Res	750ml	12
Dow's Tawny Port	750ml	12
Dow's Ruby Port	750ml	12
Dows White Port	750ml	12
Dows's LBV	750ml	12
Hedges CMS Cabernet	750ml	12
Hedges CMS Red Blend	750ml	12
Hedges CMS Sauvignon Blanc	750ml	12
Klinker Brick Cabernet Sauvignon	750ml	12
Klinker Brick Old Vine Zinfandel	750ml	12
Klinker Brick Brickmason Red	750ml	12

THE WINE COMPANY

Spirits

Description	Size	Case Qty
Far North Solveig Gin	750ML	6
Far North Anna's Garden Gin	750ML	6
Far North Roknar Rye	750ML	6
Far North Bodalen Bourbon	750ML	6

Wines

Description	Size	Case Qty
Markham Sauvignon Blanc	750ML	12
Markham Merlot	750ML	12
Markham Cabernet Sauvignon	750ML	12
Markham Chardonnay	750ML	12
Markham 'The Altruist'	750ML	12
RoseBlood d'Estoublon Provence Rose	750ML	12
Muriel Rioja Crianza	750ML	12

Small Lot Wine & Spirits THC

Description	Size	Case Qty
Ganja Skoden "Black" 5mg	12oz	6/4pk
Ganja Skoden "Red" 10mg	12oz	6/4pk
Foundry Nation - Two Scoops Rootbeer Float 10mg	12oz	6/4pk
Foundry Nation - Two Scoops Orange Dream Float 10mg	12oz	6/4pk
Foundry Nation - Two Scoops Cherry Float 10mg	12oz	6/4pk
Foundry Nation - Two Scoops Variety Pack 10mg	12oz	4/6pk
Foundry Nation - Ringside Refreshers - Guava Libre -10mg	12oz	6/4pk
Foundry Nation - Ringside Refreshers - Fruit Punch 10mg	12oz	6/4pk
Foundry Nation - Ringside Refreshers - Mango Monster 10mg	12oz	6/4pk
Foundry Nation - Ringside Refreshers - Variety Pack 10mg	12oz	4/6pk
Foundry Nation - THC Sodas - Orangie Tangie - 5mg	12oz	6/4pk
Foundry Nation - THC Sodas - Strawberry Fields - 5mg	12oz	6/4pk
Foundry Nation - THC Sodas - Granddaddy Purple - 5mg	12oz	6/4pk
Foundry Nation - THC Sodas - Blue Dream - 5mg	12oz	6/4pk
Foundry Nation - THC Sodas - Variety Pack - 5mg	12oz	4/6pk
BLNCD - THC Sparkling Waters - Yuzu Ginger -5mg	12oz	6/4pk
BLNCD - THC Sparkling Waters - Strawberry Basil -5mg	12oz	6/4pk
BLNCD - THC Sparkling Waters - Blood Orange Cardamom -5mg	12oz	6/4pk
BLNCD - THC Sparkling Waters - Variety Pack -5mg	12oz	4/6pk
BLNCD - Brain Boost - Hibiscus Punch - 5mg THC/ 5mg CBD	12oz	6/4pk
BLNCD - Zen Blend - Blackberry Lime - 5mg THC/ 5mg CBD	12oz	6/4pk
BLNCD - Elixir Variety Pack- 5mg THC/ 5mg CBD	12oz	4/6pk
BLNCD - Mocktails - Cucumber Mojito 10mg	12oz	6/4pk
BLNCD - Mocktails - Watermelon Margarita 10mg	12oz	6/4pk
BLNCD - Mocktails - Variety Pack 10mg	12oz	6/6pk

Small Lot Wine & Spirits THC

Earl Giles - Ecto Chill - 5mg	12oz	6/4pk
Earl Giles Electric Lemonade - 5mg	12oz	6/4pk
Earl Giles - Chronic Tonic - 5mg	12oz	6/4pk
Earl Giles - Ginger Bliss - 10mg	12oz	6/4pk
Earl Giles - Ecto Chiller - 10mg	12oz	6/4pk
Earl Giles - Piffton Sour Tangie - 10mg	12oz	6/4pk
Earl Giles - Piffton Layer Cake - 10mg	12oz	6/4pk
Earl Giles - Piffton Pineapple Kush - 10mg	12oz	6/4pk

Small Lot Wine & Spirits Wine

Description	Size	Case Qty
Sand Point - Moscato	750	12
Sand Point - Pinot Grigio	750	12
Sand Point - Sauvignon Blanc	750	12
Sand Point - Chardonnay	750	12
Sand Point - Rose	750	12
Sand Point - Pinot Noir	750	12
Sand Point - Merlot	750	12
Sand Point - Zinfandel	750	12
Sand Point -Cab Sauv	750	12
Ivory & Burt - Chardonnay	750	12
Ivory & Burt - Zinfandel	750	12
Ivory & Burt - Cab Sauv	750	12
LangeTwins Single Vineyard Whites - Chenin Blanc	750	6
LangeTwins Single Vineyard Whites - Rose	750	6
LangeTwins Single Vineyard Whites - Chardonnay	750	6

Small Lot Wine & Spirits Wine

Description	Size	Case Qty
LangeTwins Single Vineyard Reds - Cab Sauv	750	6
LangeTwins Single Vineyard Reds - Zin	750	6
LangeTwins Single Vineyard Reds - Cab Franc	750	6
LangeTwins Single Vineyard Reds - Petite Sirah	750	6
Sunny with a Chance of Flowers - Rose	750	12
Sunny with a Chance of Flowers - Pinot Grigio	750	12
Sunny with a Chance of Flowers -Sauvignon Blanc	750	12
Sunny with a Chance of Flowers - Chardonnay	750	12
Sunny with a Chance of Flowers - Pinot Noir	750	12
Sunny with a Chance of Flowers -Cab Sauv	750	12
District 7 - Chardonnay	750	12
District 7 - Pinot Noir	750	12
District 7 - Cab Sauv	750	12
Ryder Estate - Sauvignon Blanc	750	12
Ryder Estate - Chardonnay	750	12
Ryder Estate - Pinot Noir	750	12
Ryder Estate - Merlot	750	12
Ryder Estate - Cab Sauv	750	12
VDR (Very Dark Red) Blend	750	12
VDR (Very Dark Red) Cabernet Sauvignon	750	12

Small Lot Wine & Spirits Liquors

Description	Size	Case Qty
Lost Woods 88 Proof Single Malt Whiskey - MN made	750ml	6
Lost Woods 110 Proof Single Malt Whiskey - MN made	750ml	6
Ida Graves Gin	750ml	6
Ida Graves Vodka	750ml	6
Ida Graves Cache Vodka	750ml	12
Ida Graves Sumacello	750ml	6
Ida Graves Aquavit	750ml	6
Northland Vodka Liter	Liter	12
Northland Vodka 1.75L	1.75L	6
Loud Lemon - Summer Hummer 6/4pk	12oz	6/4pk
Loud Lemon - Island Jam 6/4pk	12oz	6/4pk
Loud Lemon - Cranberry Sunrise 6/4pk	12oz	6/4pk
Loud Lemon - Peach Mango 6/4pk	12oz	6/4pk
Loud Lemon - Strawberry Watermelon 6/4pk	12oz	6/4pk
Loud Lemon - Variety Pack 3/8pk	12oz	3/8pk
Earl Giles - Art & Rev - Vodka Soda	12oz	6/4pk
Earl Giles - Art & Rev - Rum & Coconut	12oz	6/4pk
Earl Giles - Art & Rev - Whiskey Buck	12oz	6/4pk
Earl Giles - Art & Rev - Orange Gin Spritz	12oz	6/4pk
Earl Giles - Art & Rev - Variety Pack - 1 of each flavor	12oz	6/4pk

Small Lot Wine & Spirits Non Alc

Description	Size	Case Qty
Oddbird Presence	750	6
Oddbird Blanc de Blanc	750	6
Oddbird Sparkling Rose	750	6
Oddbird GSM	750	6
Saint Viviana Sauvignon Blanc	750	12
Saint Viviana Cabernet Sauvignon	750	12
Saint Viviana Sparkling Chardonnay	250ml	6/4pk
ISH Sprkling White	750	6
ISH Sprkling Rose	750	6
ISH Espumante	750	6
ISH N/A Cans - Gin & Tonic	250ml	6/4pk
ISH N/A Cans - Mojito	250ml	6/4pk
ISH N/A Cans - Dauquiri	250ml	6/4pk
ISH N/A Cans - Spritz	250ml	6/4pk
ISH N/A Cans - Paloma	250ml	6/4pk
Lapos Aperitivo N/A	750ml	6
Lapos Negroni N/A	250ml	6/4pk
Nugan Estate New Blood Chardonnay N/A	750ml	12
Nugan Estate New Blood Red Blend N/A	750ml	12



What is City Hive

City Hive is a technology platform designed specifically for the beverage alcohol industry, providing tools for inventory management, sales analytics, and customer engagement. City Hive offers several benefits for municipal liquor stores, including streamlined inventory management, enhanced customer engagement, and improved sales analytics. The platform provides real-time data on product performance, allowing stores to optimize their stock based on customer preferences. Additionally, City Hive facilitates a more personalized shopping experience through targeted promotions and loyalty programs, which can drive repeat business. By leveraging technology to enhance operations and customer service, municipal liquor stores can enhance their marketing strategies, improve operational efficiency, and revenue and ultimately increase sales. Whether you're looking for just a website to promote your operation or a full e-commerce site City Hive has what you need.

Find the Plan that's Right for Your Business

Get Started	Standard	Pro	Expert
<p>Starting At... NEW!!</p> <p>\$29 /month For MMBA Only!</p> <p>+ Transaction Fee ① 2.9% Processing + .30 per transaction fee!</p> <p>Everything you need to transform your business.</p> <p>Includes 1,000 contacts ①</p> <ul style="list-style-type: none"> ✓ Website ✓ Inventory Management ✓ Unlimited Users ✓ Analytics & Reporting ✓ FindMyLiquorMN Web & App ✓ With Pricing or Without on Website 	<p>Starting At... MMBA Pricing</p> <p>\$99 /month \$49 /month</p> <p>+ Transaction Fee ① 2.9% Processing + .30 per transaction fee!</p> <p>Everything you need to transform your business.</p> <p>Includes 1,000 contacts ①</p> <ul style="list-style-type: none"> ✓ E-Commerce Website ✓ Inventory Management ✓ Unlimited Users ✓ Analytics & Reporting ✓ FindMyLiquorMN Web & App 	<p>Starting At... MMBA Pricing</p> <p>\$149 /month \$99 /month</p> <p>+ Transaction Fee ① 2.9% Processing + .30 per transaction fee!</p> <p>Take your business to the next level with advanced features.</p> <p>Includes 5,000 contacts ①</p> <ul style="list-style-type: none"> ✓ Everything in Standard ✓ Custom Mobile App ✓ Marketing Tools ✓ Wine Club ✓ Loyalty Program ✓ FindMyLiquorMN Web & App 	<p>Starting At...</p> <p>\$699 /month CALL FOR PRICING</p> <p>+ Transaction Fee ① 2.9% Processing + .30 per transaction fee!</p> <p>The complete City Hive experience.</p> <p>Includes 10,000 contacts ①</p> <ul style="list-style-type: none"> ✓ Everything in Pro ✓ Upsell in Cart ✓ Google, Facebook & Instagram Ads ✓ In-Store Loyalty Program ✓ Two-Way Sync ✓ FindMyLiquorMN Web & App



Findmyliquormn.com

What is FindMyLiquorMN.com

FindMyLiquorMN is a digital platform designed for Municipal Liquor stores to help consumers locate and purchase liquor in Minnesota. It is available as a web site or an app found on the app stores. It provides a user-friendly interface that allows users to search for specific alcoholic beverages, check their availability at local Municipal liquor stores, or compare prices. The platform aims to enhance the shopping experience by offering information on store inventories and facilitating easy access to products, ultimately promoting responsible alcohol consumption and supporting your local communities. This is a free service to MMBA Members that are City Hive customers.

Welcome to u-Commerce
Build every aspect of your business, better.

You Could Be Proud Member Of



Get Started

Starting At... **NEW!!**
\$29 /month **For**
+ Transaction Fee **MMBA**
Only!

Everything you need to transform
your business.

Includes 1,000 contacts ⓘ

- ✓ Website
- ✓ Inventory Management
- ✓ Unlimited Users
- ✓ Analytics & Reporting
- ✓ FindMyLiquorMN Web & App
- ✓ With Pricing or Without on App



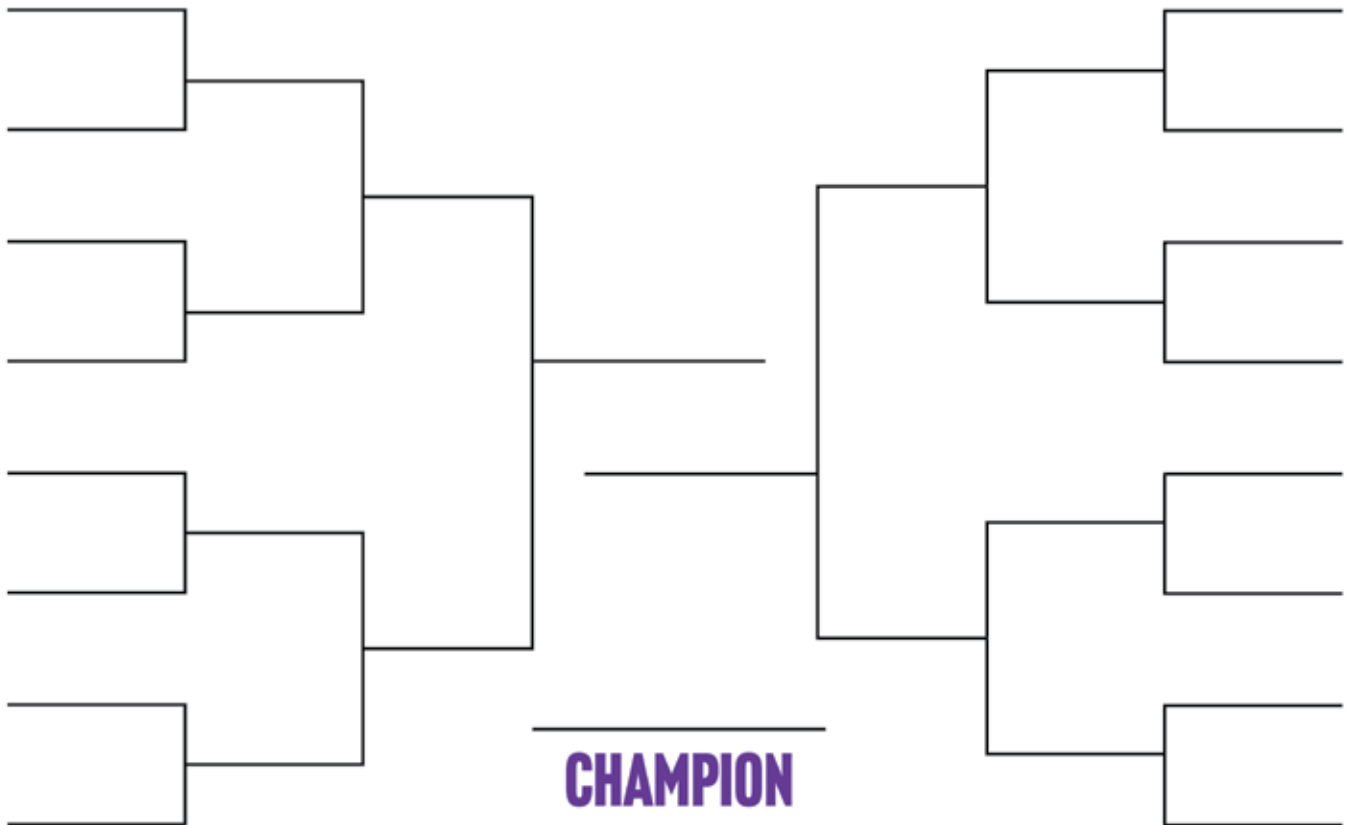
Our Web Page:



GAME SHOWS, BAGS *and* MUSIC



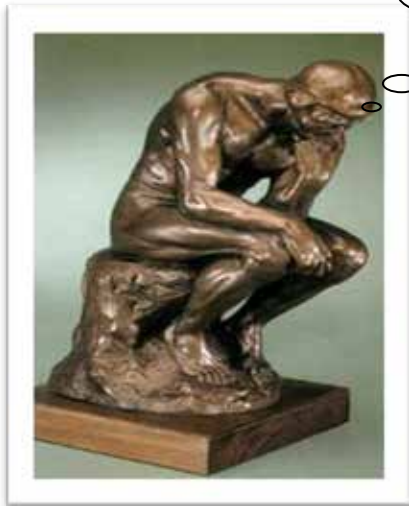
CONFERENCE *2025* TOURNAMENT



OLD SOUL

SERVING UP A BETTER MEMORY

*If I could only
remember ...*



**How to Remember
What's-his-name
and other
important stuff**

Minnesota Municipal Beverage Association

**Monday, April 28, 2025
Arrowwood Resort
Alexandria, Minnesota**

Presenter

Paul Mellor

WHICH REMINDS ME ...

CEILING

Diagram illustrating memory palace construction for the CEILING using the Method of Loci. The diagram shows a vertical sequence of horizontal lines representing loci, with arrows indicating the direction of movement and association.

The sequence consists of 10 horizontal lines, grouped into 5 pairs. Each pair is connected by a dotted arrow pointing right. The first line of each pair has a downward-pointing arrow above it, and the second line has an upward-pointing arrow above it. The arrows indicate a path that moves down the left side, across the bottom, and up the right side, forming a loop.

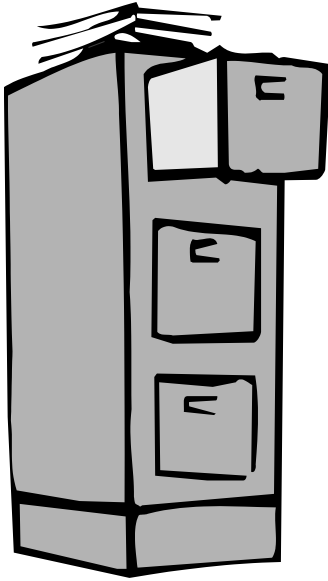
Diagram structure:

- Line 1: Downward arrow above
- Line 2: Dotted arrow from Line 1 to Line 3
- Line 3: Upward arrow above
- Line 4: Downward arrow above
- Line 5: Dotted arrow from Line 4 to Line 6
- Line 6: Upward arrow above
- Line 7: Downward arrow above
- Line 8: Dotted arrow from Line 7 to Line 9
- Line 9: Upward arrow above
- Line 10: Downward arrow above
- Line 11: Dotted arrow from Line 10 to Line 12
- Line 12: Upward arrow above

HARDWOOD FLOOR



8:14 am



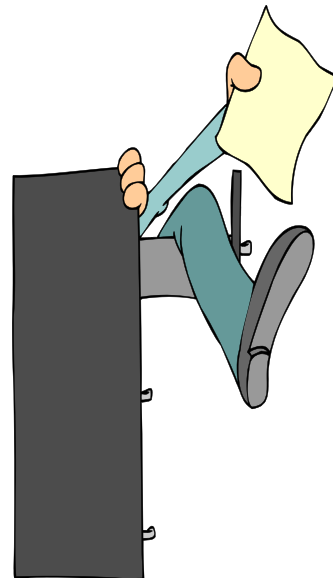
8:14 am



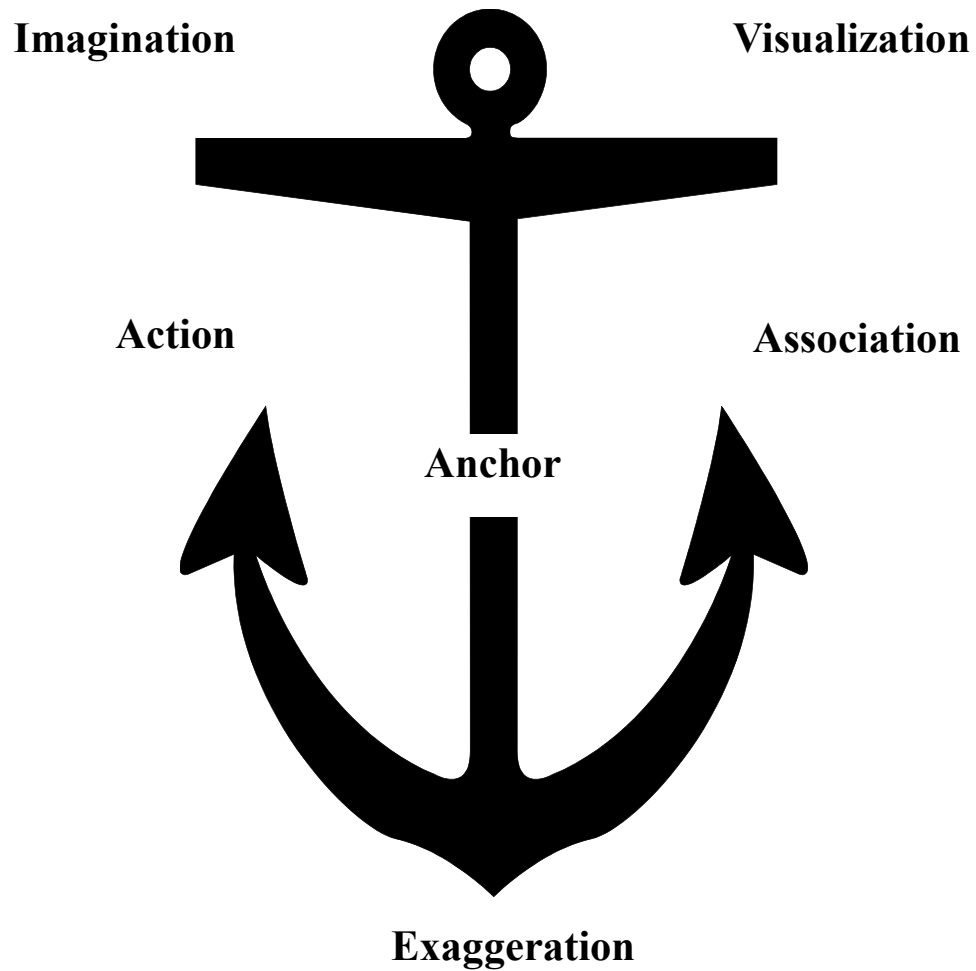
8:14 am



4:27 pm

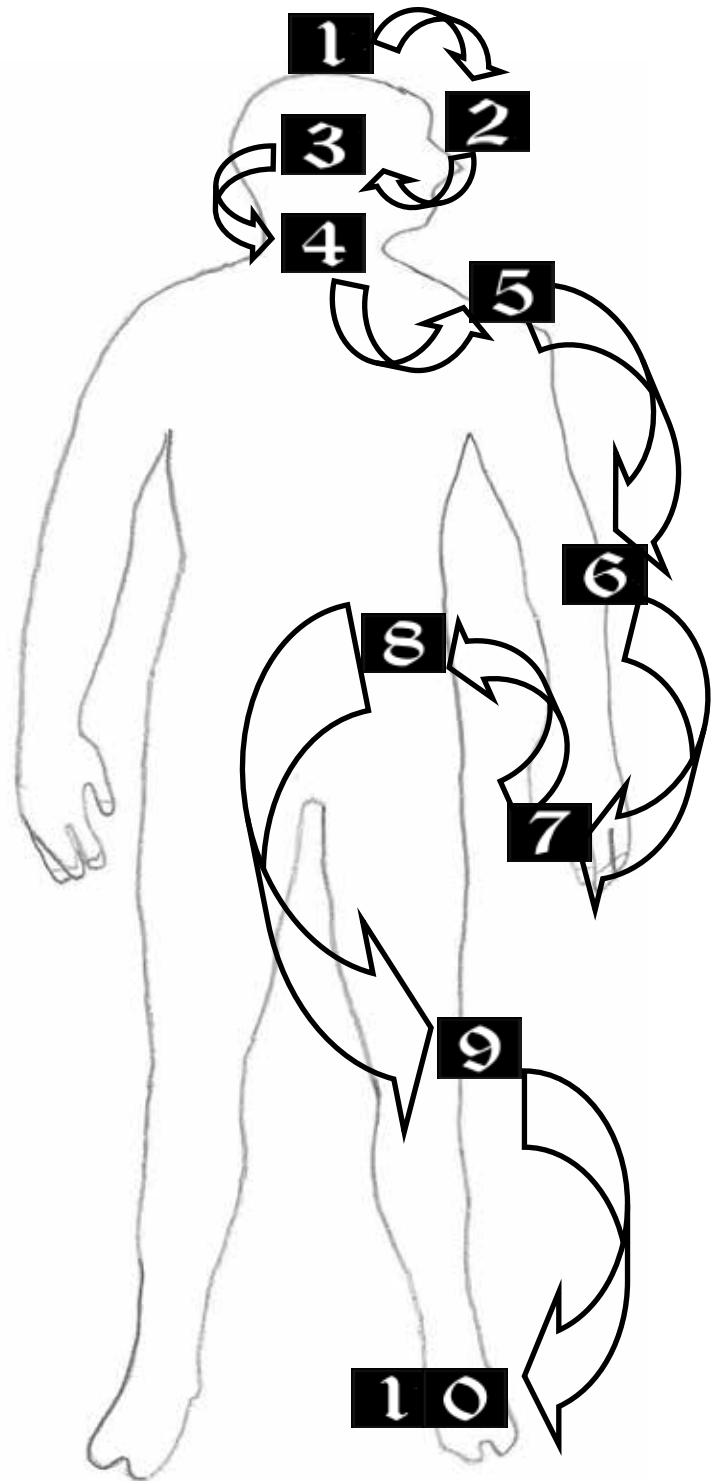


Components to a Mental Filing System



BODY ANCHOR

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____



THE NAME GAME

- Get ready, here it comes
- Hey, look at me when I'm talking
- Hi, I'm Fptuith Mitwljht
- Throw it back
- I'm Rose, like the flower

Recap ...

Please, I beg you ...

never ever,
attempt, try, strive, undertake,
make an effort, or take a crack at
remembering more than two (2)
things at a time.

Thank You



SAVE over 35% - All 7 Books for only \$80

Any 7 for \$80 ... Any 6 for \$70 ... Any 5 for \$60

Any 4 for \$50 ... Any 3 for \$40 ... Any 2 for \$30

Any 1 for \$20

(Price includes P/H)

YES! Please send me _____ book(s). (Please circle books to be ordered)
(quantity)

I've enclosed a check/money order payable to **Success Links**

in the amount of \$ _____ and have mailed to:

Paul Mellor
1405 St. Joan Court
N. Chesterfield, VA 23236

email: **paul@mellormemory.com**
phone: **804-873-6090**
website: **mellormemory.com**

Credit Card information (VISA / MC / DISC / AMEX) in the amount of \$ _____

_____ - _____ - _____ - _____

EXP: _____ / _____

3-Digit Code (back of card) _____
AMEX 4-Digit (front of card) _____

NAME: _____

ADDRESS: _____

CITY/STATE/ZIP: _____

PHONE: (_____) _____

Monday Featured Speaker



Chris Hawkey is a true entertainer with a wide variety of outlets to connect with people across the Midwest. His primary role is co-host and producer of the Power Trip Morning Show – one of the most successful and highly-rated talk radio shows in the United States.

In addition to the Power Trip, Hawkey is the producer of the Minnesota Vikings Radio Network for all of the team's road games. When he's not on the radio, Hawkey takes his talents to the stage singing with multiple bands - the Fabulous Armadillos, Rocket Club, the Chris Hawkey Band, plus an occasional solo acoustic performance. He has released 6 albums with the Chris Hawkey Band and an additional 5 with Rocket Club.

Hawkey loves to write and support local charities. He can also frequently be found hosting and lending his support to hundreds of charities around the Twin Cities helping raise millions of dollars for causes – with a focus on kids and mental health.

Fighting the Darkness by Sharing your light.

So many of us battle depression and anxiety on a regular basis or know someone that does. Making it even more difficult is the fact that most fight their "Darkness" in secret. Chris Hawkey was one of those people until an unlikely scenario led him to bring his battle into the light. Chris will talk about how going public with his depression helped him with his own mental health issues. He'll also reveal how each of us can help ourselves and those we love to bring our own darkness into the light.

Ross Olson
City Administrator/EDA Executive Director
City of Sauk Rapids

Kurt Hunstiger
Former Mayor
City of Sauk Rapids

View from City Hall

Minnesota Municipal Beverage Association
2025 Annual Conference



City Council Work Groups

Public Works

This committee meets on an as-needed basis (depends on the current projects) and assists in developing recommendations to the Council on road and infrastructure related projects.

Personnel and Finance

This committee meets on an as-needed basis (up-to three times per month depending on the time of year) and assists in developing recommendations to the Council on staffing, collective bargaining unit(s), budget and other financial issues. This committee also acts as the Code of Ethics Review and Conduct Review committee.

Land Use/Development

This committee meets on an as-needed basis (six to twelve times per year) and assists in developing recommendations to the Council on residential, commercial and industrial related development/zoning issues as well as regulatory issues pertaining to our land-use ordinances.

Liquor Operations

This committee meets on an as-needed basis (three to four times per year) and assists in developing recommendations to the Council on Liquor Store sales, operations and development related projects.

- This allows two City Council member to become very familiar with the operations of the store.
- The remaining Council members trust the department's recommendation to the Council.



Regular Presentations at the City Council Meeting

Each Department Head makes three presentations to the City Council per year

Intended to be a general presentation on new developments in the department

Provides an opportunity for Council members to ask questions

State of the City

- Sales Dropping Since Covid But still Profitable
- Liquor Store Supports Capital Expenditures
- \$135,000 was transferred into the Capital Equipment Fund this year
- Helps reduce the property levy





Regular Reviews/Annual Meetings

Department Heads must understand how they are doing.

I don't like the scoring method.

This process should be an opportunity to discuss any issues the employee has that is preventing them from being the best employee they can be.

The goal of this is to understand how Administration can assist the employee.

All employee issues or work deficiencies should have been discussed already and not waited until the annual review/meeting.

EMPLOYEE EVALUATION BY SUPERVISOR

FOR: _____

By: Ross Olson, City Administrator

TYPE: Annual (_____.2022)

(ex. 6 month, annual, etc.)

Items to be discussed when meeting with employee for review discussion:

Organizational Management: Discuss with employee if he/she feels that they understand and utilize available resources and seeks out new resources to effectively plan, organize, and implement work tasks to accomplish established city goals and expectations related to his/her position.

Communication Skills: Discuss with employee how the City can assist them in communicating appropriately and effectively with the public, other employees, yourself, councils and boards, and subordinates as it pertains to his/her job. Does he/she give and receive information (orally and written) accurately, concisely, promptly and in a positive manner and influence others to achieve appropriate outcomes?

Problem Solving: Discuss with employee any issues/problems and offer/discuss suggestions or viable solutions.

Employee Development Plan: Discuss with employee areas for development in the upcoming year that would build on his/her strengths, address identified performance weaknesses, or assist in continued successful performance in the position.

Conclusions/Assessment:

(Example)

From this review I find that _____ is exceeding/meeting all reasonable expectations in fulfilling the established duties of the City's _____.

Date: _____

Ross C. Olson, City Administrator

Date: _____



Recognize Your Staff

Recognize employees at City Council meetings for years of service, professional awards or recognitions.

Employees feel that they are a valuable part of the City of they get recognized for their work.

Progressive Discipline/Coaching

Directional Memo

Documented Oral Reprimand

Documented Written Reprimand

DIRECTIONAL MEMO

TO:

FROM: City Administrator/Department Head/Supervisor

DATE: ____/____/____

ISSUE: Documented Directional Memo

COMMENTS: Incorporated herein and attached hereto **(If needed)** is the list of violations upon which this Directional Memo is based.

REQUEST FOR ACTION:

Based upon our discussions, the City expects you to do the following:

- 1) Refrain from
- 2) Keep supervisor apprised of
- 3) Etc.

CONSEQUENCE:

Failure or refusal to meet reasonable standards of job performance and personal and professional conduct shall constitute cause for disciplinary action including oral or written reprimand, suspensions and dismissal.

You have been given notice of your violation of the City's reasonable standards of personal and professional conduct and have been requested to correct the above-referenced deficiencies. If the conditions are not corrected, you will be subject to disciplinary action. **Corrective action must be taken by the employee to avoid discipline.**

Acknowledged By:

Employee

The City

Name
Position

Name
Title

NOTICE OF ORAL REPRIMEND

TO:

FROM: City Administrator/Department Head/Supervisor

DATE: ____/____/____

ISSUE: Documented Oral Reprimand

COMMENTS: Incorporated herein and attached hereto (**If needed**) is the list of violations upon which this Oral Reprimand is based.

REQUEST FOR ACTION:

Based upon our discussions, the City expects you to do the following:

- 1) Refrain from
- 2) Keep supervisor apprised of
- 3) Etc.

CONSEQUENCE:

Failure or refusal to meet reasonable standards of job performance and personal and professional conduct shall constitute cause for disciplinary action including oral or written reprimand, suspensions and dismissal.

You have been given notice of your neglect to abide by the City's reasonable standards of job and professional conduct and have been requested to correct the above-referenced deficiencies. If the conditions are not corrected, you will be subject additional or more severe disciplinary action.

Corrective action must be taken by the employee to avoid further discipline.

ACKNOWLEDGED BY:

Employee

The City

Name

Name

Position

Title

NOTICE OF WRITTEN REPRIMEND

TO:

FROM: City Administrator/Department Head/Supervisor

DATE: ____/____/____

ISSUE: Documented Written Reprimand

COMMENTS: Incorporated herein and attached hereto (If needed) is the list of violations upon which this Written Reprimand is based. (The supervisor will want to include in this section how this notice has progressed from the level of an oral reprimand or the severity of this violation and how it warrants this level of reprimand).)

REQUEST FOR ACTION:

Based upon our discussions, the City expects you to do the following:

- 1) Refrain from
- 2) Keep supervisor apprised of
- 3) Etc.

CONSEQUENCE:

Failure or refusal to meet reasonable standards of job performance and personal and professional conduct shall constitute cause for disciplinary action including oral or written reprimand, suspensions and dismissal.

You have been given notice of your neglect to abide by the City's reasonable standards of job and professional conduct and have been requested to correct the above-referenced deficiencies. If the conditions are not corrected, you will be subject additional or more severe disciplinary action. **Corrective action must be taken by the employee to avoid further discipline.**

ACKNOWLEDGED BY:

Employee

Name

Name

Position

Title

The City



Understanding Roles

The League has great on-line courses and conferences on understanding the role and power that elected officials have.

Newly elected official conference

Roles and responsibilities for elected officials

Handbook for Minnesota Cities

Job Descriptions - Manager

City of Sauk Rapids, Minnesota Class Description

Title: Liquor Manager
Department: Liquor
Division: N/A

FLSA Status: Exempt
Job Code:
Updated: 1/22/2020

General Definition of Work

Performs difficult administrative work; participating in and supervising product inventory activities, analyzing and setting product pricing and retail store policies, preparing reports, and related work as apparent or assigned. Work is performed under the general direction of the City Administrator & HR Director. Departmental supervision is exercised over all personnel within the department.

Essential Functions

To perform this job successfully, an individual must be able to perform each essential function satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable an individual with disabilities to perform the essential functions.

- Orders, maintains, and oversees inventory levels; processes invoices; prepares and adjusts product pricing.
- Supervises, schedules, hires, trains, and assigns work for employees; completes hiring processes; updates Liquor Store Manual and creates store policies.
- Provides customer service; processes customer transactions; stocks and rotates products on sales floor and cooler; designs floor plans and cooler sets.
- Collaborates with advertising companies; displays paper ads and posts social media ads; creates in store flyers and banners; conducts store trainings and facilitates wine club events.
- Administers proposals, agreements, leases, and contracts; selects vendors; negotiates and purchases product from contractors; orders and maintains equipment and supplies.
- Attends meetings, classes, and seminars; designs and implements customer service programs; responds to inquiries and complaints from the public; updates customer profile survey.
- Coordinates activities with the City Council; provides the City Council with information on purchases and problems; plans and supervises legal compliance checks.
- Drafts, maintains, updates, and stores files, reports, and other documents; composes correspondence; processes department payroll.
- Performs financial activities, monitors and handles cash; conducts collection activities; prepares budget for department; monitors and controls expenses.

Minimum Qualifications

Associate's/Technical degree with coursework in marketing, business management, or related field and considerable experience in the liquor industry and retail management, or equivalent combination of education and experience.

Liquor Clerk

City of Sauk Rapids, Minnesota Class Description

Title: Liquor Clerk
Department: Liquor
Division: N/A
FLSA Status: Non-Exempt
Job Code:
Updated: December 2020

General Definition of Work

Performs semiskilled work providing support to customers, preparing and maintaining product inventory, maintaining records and files, and related work as apparent or assigned. Work is performed under the close supervision of the Liquor Manager.

Essential Functions

To perform this job successfully, an individual must be able to perform each essential function independently. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable an individual with disabilities to perform the essential functions.

- Processes customer transactions; provides customer service; responds to inquiries and complaints.
- Stocks products; cleans and maintains sales floor; rotates products for freshness; maintains product displays; assists with store advertisement.
- Oversees, trains, and assigns work to part-time employees; assists with the location of and development of community events.
- Orders, processes, and maintains inventory levels.
- Processes bank deposits and reports; monitors cash processing; assists with the development of store policies.
- Assists with maintaining building security; performs general building cleaning and maintenance.

Minimum Qualifications

High School diploma or GED, or related field and minimal experience in customer service with a background in the liquor industry and retail, or equivalent combination of education and experience.

Special Qualifications

Valid driver's license in the State of Minnesota.

Job Specifications

General knowledge of the application of laws, rules and regulations, policies and procedures relating to the department and the sale of alcohol; general knowledge of validating IDs; general knowledge of alcohol related products; general knowledge of processing customer transactions and cashing-in. Sell in the use of personal computers, associated software packages, hardware, and peripheral equipment skill in written and verbal communication; skill in excellent customer service.

Dolan TMY's SAFE[®] System

June 2020

11 P 1 E #


City Council Powers

- As individuals, council members have no administrative authority. They cannot give orders to or otherwise supervise city employees unless specifically directed to do so by the council. The council, however, has complete authority over all administrative affairs in the city. In Plan B cities, this authority is generally restricted to conducting investigations and establishing policies to be performed by the manager.

- A. Role of the individual council member
Council members' statutory duties are to be performed, almost without exception, by the council as a whole. For example, it is the council and not individual council members that must supervise administrative officers, formulate policies, and exercise city powers.

Duties of the Mayor

- A. Official head of the city As the official head of the city, the mayor has three important responsibilities. First, the mayor usually serves as the city's representative before the Minnesota Legislature, federal agencies, and other local governments.
- Second, the mayor performs ceremonial duties on behalf of the community. The mayor usually greets important visitors, gives formal and informal talks, and takes part in public events. Because local civic groups frequently ask the mayor to speak, the mayor must be prepared to explain and defend city problems and programs.
- A third responsibility is to exert leadership in city affairs. Because the mayors of statutory cities lack significant individual authority, this responsibility frequently calls for tact rather than overt acts of direction or

- 
- Presiding officer at Council meetings
 - Power to make appointments
 - Planning Commission
 - Economic Development Authority (EDA)
 - Declaring local emergencies
 - Weed Inspector

Code of Conduct

- A. It is the policy of the City of Sauk Rapids to provide a safe, secure and healthy environment for employees, public officials and citizens when engaged in city business. The City is committed to working to maintain a work environment free from acts or threats of violence, harassment, intimidation and other disruptive behavior.
- B. Acts of violence, threats, harassment, intimidation and other disruptive behavior in the workplace will not be tolerated. All reports of such conduct will be taken seriously and will be dealt with in a timely and appropriate manner. The behavior described above can include oral or written statements, gestures, or expressions that communicate either a direct or indirect threat. Individuals who commit such acts may be removed from city property and may be subject to disciplinary action, criminal penalties, or both.
- C. The cooperation of all persons subject to this Code is needed to implement this policy effectively. They should not ignore violent, threatening, harassing, intimidating or other disruptive behavior. If they observe or experience any behavior prohibited by this Code, by anyone engaged in city business or acting on behalf of the city in any way, it should be reported immediately to any city employee or city official who will initiate the appropriate action.
- D. Councilmember's statutory duties are performed primarily by the Council as a whole. The Council, and not individual members, supervises administrative officers and employees. Individuals do not give orders or otherwise supervise City employees, unless directed to do so by the Council. The Council as a unit, however, has complete authority over all administrative affairs in the City; this authority is primarily implemented through the City Administrator. It is the policy of the Council that each Council person will respect the abilities, experience, and dignity of each City employee.

Council Conduct with Staff

- A. Questions of City staff and/or requests for information shall be directed to the City Administrator, City Clerk, or Department Heads. Materials supplied to a Council member in response to a request will be made available to all members of the Council.
- B. Except as part of an official council employee evaluation or disciplinary proceedings, council members shall never express concerns about the performance of a City employee in public. Council members do not criticize the conduct or performance of employees to the employee directly, or to the employee's supervisor. Comments about staff performance shall be made to the City Administrator in accord with personnel procedures.
- C. Individual Council members may not attempt to influence staff on the making of appointments, awarding of contracts, selecting of consultants, processing of development applications, or granting of City licenses and permits.

Thank you!



2025 MMBA *Facility of the Year*
Award Winners



BEST THEMED PROMOTION

Last Year an employee approached me and showed me a Tik Tok on how in California they were selling bags with little bottles in them with mix to go. I said we can do more than that!! With that Cocktails to Go was Born!!

Cocktails to Go have been a huge success. Our drinks include 50ml bottles, Ice, Mix, A Glass and instructions on how to mix. There is single drinks all the way up to drink dispensers with Party's to go for 4. Some drinks will make 2 drinks per unit some only 1. All are prepackaged ready to go. Being an ex bartender help with coming up with names and drink mixing combos. I'm always on the lookout for new 50 ml bottles of liquor. The trick is to try to get the proportions to match.... Some drinks are a little strong!! I have made drinks in Fish bowl!! Added Swedish fish for fun!! Glowing ice cubes, anything to make them more fun!!

530 Cocktails to Go have been sold from 4/29/24 to date. Prices from \$3.49 - \$29.99.

Markup 20% to 71%. So averages around 50% Markup.

It all depends on the cost of the Glass and I try to get not to outrageously priced (on the larger ones) so people will buy them as an add on sale.

And that's my story, I know the Phillips salesman has showed a couple stores my idea but Riverside Liquor was the first!!

Thank You

Pam Koska and her wonderful Staff!!





2025 MMBA Facility Award

Community Involvement

The Vergas Municipal Liquor store has always been more than just a liquor store to the 350 some residents of Vergas. They're active in several ways within their community. Here are a few examples.

The liquor store staff work closely with the city's fire department for fundraising events. They've donated alcohol for a "Wheelbarrow of Booze" to be raffled off and promoted the event in their store and on their Facebook page.

Two years ago, the fire department started doing a "Wall of Beer" raffle event. Each fireman bought beer that they donated, and the whole wall of beer was awarded to one random winner. Kyle worked with the fire department to get better pricing on purchased cases of beer. Last year they changed it up and started asking the public to donate. They were expecting just a small handful of donations, but ended up getting about 50 cases of beer donated. Keep in mind that Vergas only has a population of 350, so 50 cases donated was a HUGE outpouring of support! This fundraising event has become one of the largest and most popular events in town, and the whole community wins!

They also work closely with The Marshmallow Foundation, which is a local animal shelter similar to the Humane Society. They have a donation jar at the register throughout the year. In December, Kyle personally matched every penny donated. It usually ends up being a couple hundred dollars raised. Two summers ago, they had a large event in town and Kyle got the Marshmallow Foundation to bring a shelter dog to the event. A regular customer of theirs, the local coffee shop, and Kyle all offered to pay for this dog's adoption fees, and the dog found her "forever" home!

The folks at the Vergas Municipal Liquor Store take a lot of pride in being a vital part of their community. They participate in and promote a wide variety of community events. They're hoping to give the monetary portion of the award to the Marshmallow Foundation and display the award with pride at the liquor store.

Buy a Fireman A Beer Fundraiser -



Vergas Municipal Liquor Store

October 23, 2024 · 🌐

...

Today is your last day to purchase beer at a huge discount to donate to the [Vergas Fire/Rescue Department](#) annual fundraiser. After today, you may still purchase cases of beer and donate them but at regular price.

Buy a Fireman a Beer!

The Vergas Fire & Rescue Annual Fundraiser is **Saturday, October 26th**.

As part of the fundraiser, they will be auctioning off a "Wall Of Beer" and You can help!

Purchase any of the beers below at the reduced price. Purchased beer remains at The Vergas Liquor Store. We will then deliver all purchased beer to the fundraiser to be auctioned off. All proceeds raised go to the Annual Fundraiser for firefighters and rescue.

6 pack of 16-ounce cans

\$6 regular price \$8.49

12 pack of 12-ounce cans

\$10 Regular price \$13.99

24 pack of 12-ounce cans

\$20 Regular price \$24.99

Vergas Fire & Rescue will be donating \$75 Looney Bucks to one lucky winner. Write your name & number on the back of your receipt for your chance to win!

Vergas Wine Walk –

**Vergas Municipal Liquor Store**
October 9, 2024 · 🌐

One of your favorite events of the year is less than 2 weeks away!



The Village of Vergas Welcomes You!

6th Annual
Wine Walk
vergas, mn

Saturday, October 19 • Noon-4 pm

- Entry forms will be available at participating businesses •
- Every participating business will be serving a different wine •
- You must visit every participating business to qualify for door prizes •

Bring your friends and enjoy sampling wines while you do your holiday shopping at Vergas businesses!

**door prizes
appetizers
sales**



DANIEL K. KOSKINEN

**Vergas Community Club**
October 4, 2024 · 🌐

The 🍷 **6th Annual Vergas Wine Walk** 🍷 is just 2 weeks away!
Such a fun event....bring your friends and enjoy the day.
🛒 SHOP - 🍷 SIP - 🍴 EAT - REPEAT!
It's going to be ... See more

Vergas Hairyman Festival –



Vergas Municipal Liquor Store

September 18, 2024 · 🌐

...

Registration forms are available at the Vergas Liquor Store. Get your team signed up



3RD ANNUAL • SEPTEMBER 28, 2024

HMF 2024

Annual Hairyman Festival Bean Bag Tournament
Saturday, September 28th, 2024 @ 2:00 pm

REGISTRATION IS \$25 (cash only)

****IMPORTANT RULES:**

*The team listed on top in the tournament bracket shall begin play first.

- * Each player throws all four bags by alternating tosses with the opposing player.
- * The round is complete after all eight bags are tossed.

The points are awarded as follows:

- * 3 points for each bag made in the hole. 1 point for each bag made on the board. A bag must go completely in the hole to count for 3 points. Any bag(s) that is partially in the hole and partially on the board counts as 1 point.
- * The score for each round is determined by each team combining their points for all bags in the hole with all bags on the board. The team with the higher total subtracts the opposing team's points and earns the points of the difference between the two totals. The team with the lower total does not earn any points for the round.
- * The team that scores more points for the round goes first in the next round. If there is a tie, the team that went first in the previous round shall go first in the next round.

The winner is declared once a team reaches or exceeds 21 points after the completion of a round.

Entry Form:

Limited to 32 Teams

Registration: Date _____

Team Name: _____

Team Member Name: _____

E-Mail Address _____

Phone Number: _____

Team Member Name: _____

E-Mail Address _____

Phone Number: _____

Paid: _____

We thank you in advance for entering in the bean bag contest at our Hairyman Festival. **Check in for tournament is at the Vergas Baseball Field.** Mark your calendar for an afternoon of fun!!



This completed application form can be delivered to the
Vergas Municipal Liquor or mailed to:

HMF2024 Bean Bag Contest
Attn: Sherri
PO Box 264

For more information, call Barry Lindblom – 218-205-4257- www.vergascommunityclub.com

Vergas Loony Days –



Vergas Municipal Liquor Store

June 10, 2024 · 🌐

...

No this isn't Looney Days. But it sure did feel like it was!

Shops & Hops 2024 sure was busy and a ton of fun! We had awesome weather, great beer samples, delicious food and amazing music.

Thank you to all of the breweries who sampled out your beers and ciders. I heard from numerous people that the beers were amazing and a fantastic variety. Ya'll rock!

Thank you to everyone who came out and celebrated with us. We love seeing so many people downtown Vergas. Main Street looks better with a few hundred people laughing and having a good time 😊

A huge shout out to all of the volunteers who helped make this happen! Without you, this wouldn't be possible. You help make Vergas the best town in lakes country!



MMBA Pet Supply Drive –



Vergas Municipal Liquor Store

April 22, 2024 · 🌐

...

Good morning Vergas!

We're still taking donations for a pet drive. Food, leashes, blankets, toys, etc. You name it and the shelter dogs and cats can probably use it.

Also, you can get \$100 back for adopting a pet from a shelter in the month of April. Stop by the liquor store for more details.

[Marshmallow Animal Shelter](#)



Animal Shelter Fundraiser –



Vergas Municipal Liquor Store is at Marshmallow Animal Shelter.
December 25, 2023 · Detroit Lakes · 📍

...

My friend Maggie and I spent some time on Christmas Day with the [Marshmallow Animal Shelter](#) and brought gifts for all the good dogs and cats.

Femur bones
Collars
Dog and cat treats
Cat nip
Cat food

In addition, thanks to all of the customers at the Vergas Liquor Store, we raised \$86 last weekend alone! I said I would match it, so we gave them approximately \$200 cash.

Merry Christmas to everyone. And Merry Christmas to all the animals!



Firefighter Wall of Beer Fundraiser –



Finley before she found her “furever” home –



Sauk Rapids 2025 Team of the Year

Awarded to the facility showing outstanding achievements of teams epitomizing the spirit of unity, collaboration, and collective success in their operation.

Exception teams play an integral role in driving excellence, innovation, and the overarching success of their organization.

The judges will pay particular attention to:

1. Team excellence: *Demonstrate how your team has achieved outstanding teamwork, contributed to significant objectives and impacted the overall success of the organization.*

2. Collaboration and initiative: *Prove your ability to foster collaboration, inspire initiative, and work collectively toward common goals, with specific examples.*

3. Results and impact: *Share measurable results, such as improved performance, positive influence, and contributions to the retail industry.*

Unfortunately, often municipal liquor departments are treated as outliers by city officials and staff.

Furthermore, liquor management often takes a “leave me alone” attitude toward those officials and staff.

The City of Sauk Rapids takes a different approach which has resulted in great success for both the liquor operation and city.

Here are two articles from city administrator Ross Olson showing how the liquor department is integrated into city operations.

I've been with the City of Sauk Rapids since 2000.

I started as the city's Community Development Director and one of seven department heads.

One department though functioned much like an independent service.

Our Liquor Operations Department really didn't participate in our weekly department head meetings nor did the City Administrator or the City Council pay much attention to the day-to-day running of the store.

I think the mentality was as long as the store makes money, everyone is happy.

I became the City Administrator in 2002 and made the decision to treat and interact with the Liquor Operations Department the same as I would the Police Department or the Public Works Department.

All of our departments provide a necessary service to the community and all deserve the respect and attention to make the service the best we can.

This new direction and attention brought with it a site visit and evaluation by the MMBA on how we could become more competitive in our market and how to best engage our leadership and staff at the store.

Sometimes change can be difficult for employees who have become very secure in their usual day-to-day operations.

Change brought about by the observation, expertise and recommendations from the MMBA can take an adequate or underproducing service to a position that can offer a better service and more profit to the city.

This is what happened in my community.

Today, even with harsh competition, the store is as profitable as it has ever been and the leadership, staff and elected officials work together on a regular basis.

To the City Clerks, Administrators and Elected Officials who see their Liquor Operations as a service that is different than services traditionally provided, change your attitude.

Become more involved in the daily operations of your business.

All of the community's services need to work together.

Sauk Rapids doesn't just provide Public Works, Police or Building Inspection services.

We work together to provide efficient and successful community service.

Municipal Liquor Operations in Sauk Rapids is one "City" service we are proud to offer and strive to provide the same level of administrative support to our store and dedicated employees as we do for any other department.

If you want a successful store that will attract and retain quality and dedicated employees, you should do the same.

Keeping City Hall and the City Council Engaged.

At the last Regional Meeting in Alexandria, we went around the room allowing members to share “Updates” from their store.

Members shared how well their store is doing, different promotions and events that have been successful or challenging.

Some shared the existing relationship the store and management is experiencing with their elected leaders.

Some stores shared that City Hall and City Council members absolutely leave them alone and how wonderful this relationship is.

Some other members shared their relationship with City Hall and City Council members is one of micro-management and constant review and criticism.

I am here to tell you if your store has the “Hands Off” relationship with City Hall and your elected leaders, you need to change that.

I believe this situation can quickly change to the more chaotic relationship we all don’t need.

I wrote an article a few years back that spoke to the issue of developing positive relationships with the City Council and City Hall.

I want to bring some of the elements of that article back.

I’ve been with the City of Sauk Rapids long enough to experience a number of different City Council member personalities.

Council Members want to understand and have input on the operations and services the city provides.

Sometimes council members take the “laid-back” approach and only need periodic summaries as to how departments are doing.

But some members are very aggressive and feel they need to be part of many, if not most of the operational decisions.

The City of Sauk Rapids, a number of years ago, developed a working group structure in an effort to keep all City Council members comfortable they are appropriately engaged in the operations of the departments.

Today our City Council has four department working groups consisting of two members of the City Council and the applicable city staff.

The working groups are: Personnel and Finance, Land Use/Development, Public Works and Liquor Operations.

When the City Council established the working group structure, they made a decision to trust the members appointed to each group that they will be appropriately engaged and participate in assisting administration in developing recommendations to the City Council.

It is very important to understand the two working group members from the Council meet on an as-needed basis with staff and the two council members do not make any decisions.

Their role is to provide the City Council with a comfort level that they have spent the appropriate amount of time with staff and feel comfortable with the departments operations and any recommendation being placed on the dais for consideration.

Managing a Liquor Operations Department and keeping elected officials informed can sometimes feel like a difficult task.

When I first came to Sauk Rapids, the City Council basically knew nothing about the operations of our store.

Today, due to the elected leader's structured participation in the working group, the Council better appreciates the services the department provides the community and advocates for the operations/services just as they do for the Police, Public Works and Fire Department.

Working Group Descriptions

Personnel and Finance

This group meets on an as-needed basis (up-to three times per month depending on the time of year) and assists in developing recommendations to the Council on staffing, collective bargaining unit(s), budget and other financial issues.

Land Use/Development

This group meets on an as-needed basis (six to twelve times per year) and assists in developing recommendations to the Council on residential, commercial and industrial related development/zoning issues as well as regulatory issues pertaining to our land-use ordinances.

Public Works

This group meets on an as-needed basis (depends on the current projects) and assists in developing recommendations to the Council on road and infrastructure related projects.

Liquor Operations

This group meets on an as-needed basis (three to four times per year) and assists in developing recommendations to the Council on Liquor Store sales, operations and development related projects.

As always, please feel free to [contact me](#) if you have any questions.

I'm happy to assist!

2025 MMBA Facility Award

Windom In-Store Experience & Design

For many years, Windom has looked at a need for a Rebuild or a Remodel. It was in April of 2021 a Feasibility Study was completed with TSP, Inc. out of Sioux Falls, SD. There we looked at four different designs:

1. An expansion onto the east and south sides of the existing liquor store
2. A teardown and rebuild of the existing liquor store while working with EDA on future development to the south of the liquor store.
3. Exploration of design in leasing square footage from the vacated Shopko building
4. A new build in another location near the vacated Shopko building in hopes of drawing a 2nd major grocery store to the community.

During this process, option 4 was cut due to somebody else having an interest in that parcel of EDA land. We continued the feasibility study with the first three locations. In the end, we had designs and potential costs, which ranged from \$1.1 Million to \$2.6 Million. Then of course with COVID-19, building materials skyrocketed (30%) and everything was put on hold.

However, I did not give up! In late 2022, we decided to look at a building #5 option. This option involved an expansion onto the south side of the existing building. This came with many different design hurdles. One was that we were sitting in the 100-year flood plain. What did this mean? We had to design for an elevation change. The existing building was built in the mid-1970s. Rules were different. We had to plan for the expansion to be at an elevation of 2 feet higher than the existing store floor. Not ideal for retail. We could have customers going up and down the elevation change. We maximized the expansion by keeping it the same width as the existing building and expanding to the south as far as we could. In turn, we added a 25'x60' addition, which would be our new warehouse/storage. We did not stop there. Other things needed to be addressed from our mid-1970s building. The cooler was outdated and small. The shelving was old, warped, and small, and ADA Accessibility was an issue.

Highlights:

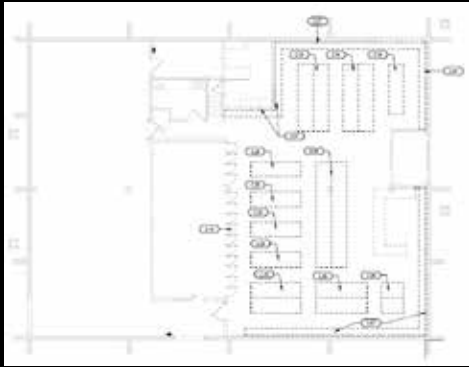
- Walk-in Cooler Space Increased from 455 square feet to 794 square feet (75% Increase)
- Expanded Retail Space from 2,291 square feet to 2,800 square feet (22% Increase)
- Extended Shelving from 929 linear feet to 1304 linear feet (40% Increase)

Construction began in Late September of 2023 and was completed in May of 2024. There were a couple of days of late openings (1 pm instead of the typical 10 am), and only five consecutive days of complete closure during the epoxy flooring install and new shelving setup. When existing wall shelving was dismantled product was stored in the warehouse and was fetched for the customer if it was not set up on a display on the floor.

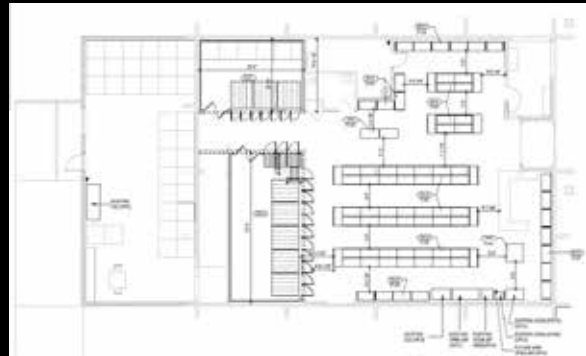
Overall many new and existing customers enjoy this project and some cannot still believe the change that was made.

Check out our Launch Video here: <https://youtu.be/KhMPS31P3wA?si=GmDol8Y8sZn8j9OH> or Search on YouTube for River Bend Liquor. Photos on PowerPoint Document.

Floor Plan Adjustments



Existing Building Floor Plan



Final Floor Plan Design



Work began in Sept 2023 with Groundwork, forms, fill, existing roof to tie the two buildings together, finished with new sidewalk out front



The existing backroom/warehouse was prepared for footings and a ramp to be built for access between two buildings



Spray foam insulation was added to the new addition and also all exterior walls on the existing building to be a little more energy efficient over the existing exposed brick.



The front entry point was updated as a more modern looking as the old worn awning was removed.

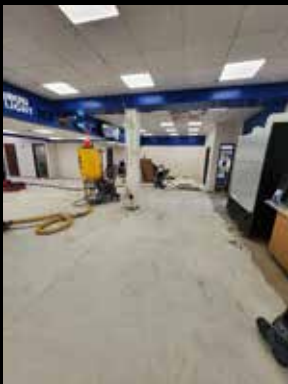


Lots of demo in existing store including removal of shelving and storage. Product was not on shelves for months and managed to maintain sales.





Managed to keep store operational even while moving office 3 times before it was in it's final location.



The only store closure was needed for the installation of epoxy flooring and then initial setup of new shelving



Farmington Liquors 2025 Best Innovation

(Comments from the nominator)

His social media is some of the best I have ever seen, and he utilizes it to its fullest potential.

1. In April for the baseball opening, he created baseball trading cards of the liquor store's senior staff, with bios listed
2. In March he made a video of him as a leprechaun sitting on a barrel "Josh O' Sollinger"
3. Better yet is his Super Bowl feed where he is mourning that he cannot root on his favorite team (in front of a Dallas Jersey, then says or his second favorite team (in front of a Ponder Jersey) which he says no comments. LOL. But then it goes into what is on sale.
4. Best is his pre football season video of his staff in training video showing how his team trains to serve the customer.

In addition to this, he utilizes the Farmington Feed, a podcast to support the operations big events and fundraisers. Using social media and the podcast, they raised over \$24,000 for the Farmington K-9 unit and "Tots for Town," which is the police department's Toys for Tots but ensures all the giving remains in town.



Farmington Liquors · Follow

March 17 at 6:00 PM · 🌐

...

Meet your Farmington Liquors All-Stars!

Marc F - 14 Years

I love my job because it allows me to make a positive impact in the Farmington community. The proceeds from the Liquor stores benefit our parks, senior center, and the Fire and Police Departments. I like to think I am doing my part in helping provide a higher quality of life and more recreational opportunities for all in our community!

Dave T - 22 Years

I love working in the community that I live in. It has been amazing being a part of the growth we have experienced since we were in that small store next to Subway. Being witness to of all the changes in the industry has been exciting. The relationships I've made with all the co-workers, customers, and sales reps are something I greatly appreciate.

Scott H - 13 Years

I love working at Farmington Liquors because it offers a vibrant and exciting atmosphere. Friendly customers and all my teammates are a great perk as well.

ALL-STARS



SCOTT H • 13 YEARS

ALL-STARS



ALL-STARS



DAVE T • 22 YEARS



Farmington Liquors

August 31, 2024 ·

Get your game face on for this Liquors video! ... See more





City of Sauk Rapids, Minnesota

Class Description

Title: Liquor Manager

Department: Liquor

Division: N/A

FLSA Status: Exempt

Job Code:

Updated: 7/22/2020

General Definition of Work

Performs difficult administrative work participating in and supervising product inventory activities, analyzing and setting product pricing margins and store policies, preparing reports, and related work as apparent or assigned. Work is performed under the general direction of the City Administrator & HRA Director. Departmental supervision is exercised over all personnel within the department.

Essential Functions

To perform this job successfully, an individual must be able to perform each essential function satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable an individual with disabilities to perform the essential functions.

Orders, maintains, and oversees inventory levels; processes invoices; analyzes and adjusts product pricing.

Supervises, schedules, hires, trains, and assigns work for employees; completes hiring processes; updates Liquor Store Manual and creates store policies.

Provides customer service; processes customer transactions; stocks and rotates products on sales floor and cooler; designs floor plans and cooler sets.

Collaborates with advertising companies; displays paper ads and posts social media ads; creates in store flyers and banners; conducts store tastings and facilitates wine club events.

Administers proposals, agreements, leases, and contracts; selects vendors; negotiates and purchases product from contractors; orders and maintains equipment and supplies.

Attends meetings, classes, and seminars; designs and implements customer service programs; responds to inquiries and complaints from the public; updates customer profile survey.

Coordinates activities with the City Council; provides the City Council with information on purchases and problems; plans and supervises legal compliance checks.

Drafts, maintains, updates, and stores files, records, and other documents; composes correspondence; processes department payroll.

Performs financial activities; monitors and handles cash; conducts collection activities; prepares budget for department; monitors and controls expenses.

Minimum Qualifications

Associates/Technical degree with coursework in marketing, business management, or related field and considerable experience in the liquor industry and retail management, or equivalent combination of education and experience.

City of Sauk Rapids, Minnesota

Class Description

Special Qualifications

Possession of Training for Intervention Procedures (TIPS) certification upon hire.

Valid driver's license in the State of Minnesota.

Job Specifications

General knowledge of the application of laws, rules and regulations, policies and procedures relating to the department, the management of a liquor store, and the sale of alcohol; general knowledge of validating IDs; general knowledge of alcohol related products; general knowledge of processing customer transactions and cashing.

Skill in the use of personal computers, associated software packages, hardware, and peripheral equipment; skill in written and verbal communication.

Skill in excellent customer service; skill in planning, budgeting, supervision, public relations, and technical writing; skill in developing and executing administrative procedures, management practices, and leadership; skill in short- and long-range strategic planning and recommendations.

Ability to effectively build and maintain relations and consensus; ability to perform and organize work independently; ability to plan and direct the work of subordinate employees; ability to speak clearly, understand and follow written and oral directions; ability to deal courteously and effectively with the public; ability to establish and maintain effective working relationships with associates, clients and the general public.

Working Conditions

This work requires the regular exertion of up to 10 pounds of force, frequent exertion of up to 25 pounds of force and occasional exertion of up to 50 pounds of force; work regularly requires speaking or hearing, using hands to finger, handle or feel, reaching with hands and arms and repetitive motions, frequently requires standing and walking and occasionally requires sitting, climbing or balancing, stooping, kneeling, crouching or crawling, tasting or smelling, pushing or pulling and lifting; work has standard vision requirements; vocal communication is required for expressing or exchanging ideas by means of the spoken word and conveying detailed or important instructions to others accurately, loudly or quickly; hearing is required to perceive information at normal spoken word levels and to receive detailed information through oral communications and/or to make fine distinctions in sound; work requires preparing and analyzing written or computer data and observing general surroundings and activities; work occasionally requires wet, humid conditions (non-weather), working near moving mechanical parts, exposure to outdoor weather conditions and exposure to extreme cold (non-weather); work is generally in a moderately noisy location (e.g. business office, light traffic).

City of Sauk Rapids, Minnesota

Class Description

Title: Liquor Clerk

Department: Liquor

Division: N/A

FLSA Status: Non-Exempt

Job Code:

Updated: December 2020

General Definition of Work

Performs semiskilled work providing support to customers, preparing and maintaining product inventory, maintaining records and files, and related work as apparent or assigned. Work is performed under the close supervision of the Liquor Manager.

Essential Functions

To perform this job successfully, an individual must be able to perform each essential function satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable an individual with disabilities to perform the essential functions.

Processes customer transactions; provides customer service; responds to inquiries and complaints.

Stocks products; cleans and maintains sales floor; rotates products for freshness; maintains product displays; assists with store advertisement.

Oversees, trains, and assigns work to part-time employees; assists with the facilitation of and development of community events.

Orders, processes, and maintains inventory levels.

Processes bank deposits and reports; monitors cash processing; assists with the development of store policies.

Assists with maintaining building security; performs general building cleaning and maintenance.

Minimum Qualifications

High School diploma or GED, or related field and minimal experience in customer service with a background in the liquor industry and retail, or equivalent combination of education and experience.

Special Qualifications

Valid driver's license in the State of Minnesota.

Job Specifications

General knowledge of the application of laws, rules and regulations, policies and procedures relating to the department and the sale of alcohol; general knowledge of validating IDs; general knowledge of alcohol related products; general knowledge of processing customer transactions and cashing.

Skill in the use of personal computers, associated software packages, hardware, and peripheral equipment; skill in written and verbal communication; skill in excellent customer service.

City of Sauk Rapids, Minnesota

Class Description

Ability to speak clearly, understand and follow written and oral directions; ability to deal courteously and effectively with the public; ability to establish and maintain effective working relationships with associates, clients, and the general public.

Working Conditions

This work requires the regular exertion of up to 10 pounds of force, frequent exertion of up to 25 pounds of force and occasional exertion of up to 100 pounds of force; work regularly requires standing, walking, speaking or hearing, using hands to finger, handle or feel, reaching with hands and arms and repetitive motions, frequently requires lifting and occasionally requires climbing or balancing, stooping, kneeling, crouching or crawling, tasting or smelling and pushing or pulling; work has standard vision requirements; vocal communication is required for expressing or exchanging ideas by means of the spoken word; hearing is required to perceive information at normal spoken word levels; work requires preparing and analyzing written or computer data, visual inspection involving small defects and/or small parts and observing general surroundings and activities; work occasionally requires working near moving mechanical parts and exposure to extreme cold (non-weather); work is generally in a moderately noisy location (e.g. business office, light traffic).

removal, or such other action deemed appropriate under the circumstances. Nothing contained herein shall be construed as preventing prosecution under applicable state laws.

SECTION 40. CODE OF CONDUCT

Subd. 1. Policy and Purpose.

- A.** It is the policy of the City of Sauk Rapids to provide a safe, secure and healthy environment for employees, public officials and citizens when engaged in city business. The City is committed to working to maintain a work environment free from acts or threats of violence, harassment, intimidation and other disruptive behavior.
- B.** Acts of violence, threats, harassment, intimidation and other disruptive behavior in the workplace will not be tolerated. All reports of such conduct will be taken seriously and will be dealt with in a timely and appropriate manner. The behavior described above can include oral or written statements, gestures, or expressions that communicate either a direct or indirect threat. Individuals who commit such acts may be removed from city property and may be subject to disciplinary action, criminal penalties, or both.
- C.** The cooperation of all persons subject to this Code is needed to implement this policy effectively. They should not ignore violent, threatening, harassing, intimidating or other disruptive behavior. If they observe or experience any behavior prohibited by this Code, by anyone engaged in city business or acting on behalf of the city in any way, it should be reported immediately to any city employee or city official who will initiate the appropriate action.
- D.** Councilmember's statutory duties are performed primarily by the Council as a whole. The Council, and not individual members, supervises administrative officers and employees. Individuals do not give orders or otherwise supervise City employees, unless directed to do so by the Council. The Council as a unit, however, has complete authority over all administrative affairs in the City; this authority is primarily implemented through the City Administrator. It is the policy of the Council that each Council person will respect the abilities, experience, and dignity of each City employee.

Subd. 2. Council Conduct with City Staff.

- A.** The Council adopts the following policies regarding council conduct with City Staff:
 - 1.** Questions of City staff and/or requests for information shall be directed to the City Administrator, City Clerk, or Department Heads. Materials supplied to a Council member in response to a request will be made available to all members of the Council.

2. Except as part of an official council employee evaluation or disciplinary proceedings, council members shall never express concerns about the performance of a City employee in public. Council members do not criticize the conduct or performance of employees to the employee directly, or to the employee's supervisor. Comments about staff performance shall be made to the City Administrator in accord with personnel procedures.
3. Individual Council members may not attempt to influence staff on the making of appointments, awarding of contracts, selecting of consultants, processing of development applications, or granting of City licenses and permits.
4. Routine secretarial support will be provided to all Council members incident to their official duties. Requests for additional staff support, even in high priority or emergency situations, shall be made to the City Administrator who is responsible for allocating City resources in order to maintain a professional, well-run City government.

B. The Council adopts the following policies regarding council conduct with the public:

1. The Council and its members will endeavor to conduct proceedings without signs of partiality, prejudice, or disrespect toward individuals participating in a public forum.
2. The Mayor (or Acting Mayor in the Mayor's absence) will determine and announce limits on speakers at the start of the public meeting. Generally, each speaker will be allocated ten (10) minutes. If many speakers are anticipated, the Mayor may shorten the time limit and/or ask speakers to limit themselves to new information and points of view not already covered by previous speakers. Subject to reasonable rules set by the council, no speaker will be turned away unless exhibiting inappropriate behavior. The Mayor's rulings made pursuant to this subdivision are subject to reversal by a majority vote of the Council.
3. Only the Mayor (or Acting Mayor), and not individual Council members, can interrupt a speaker during a presentation. Upon conclusion of a presentation, consistent with any rules established for the hearing, Council members may question speakers. The Council does not belligerently challenge or belittle speakers.
4. The City Attorney serves as advisory parliamentarian for the City and is available to answer questions or interpret situations according to parliamentary procedures. Final rulings on parliamentary procedure are made by the Mayor, subject to the appeal of the full Council.

C. The Council adopts the following policies regarding council conduct in unofficial settings.

1. It is appropriate for Council members to give a brief overview of City policy when asked about a specific issue by constituents and to refer to City staff for further information. Councilpersons lack power to overtly or implicitly promise Council action, or to promise that City staff will perform or expedite a specific service or function (fix a pothole, rush a permit, etc).
2. The Council endeavors to maintain an atmosphere that respects each member. It is unacceptable to make derogatory personal comments about other Council members.

Subd. 3. Scope of Persons Covered. The provisions of this Code shall apply to all employees, elected officials, department heads, other “exempt” employees, members of boards/commissions/committees, and citizen volunteers engaged in city business or representing the city in any way. Any employee included in a collective bargaining agreement entered into in accordance with the Public Employment Labor Relations Act of 1971, as amended, or who is subject to other statutory requirements, shall be exempt from any provision of this Code which is inconsistent with or less restrictive than such agreement or statute.

Subd. 4. Definitions. For the purpose of this section, the following terms and phrases will have the meaning herein assigned to them.

- A. “Censure” – means a written, official expression of disapproval for misconduct on the part of an elected or appointed official.
- B. “Misconduct” – means willful improper conduct which, but this Code, is subject to disciplinary sanctions.
- C. “Complaint” – means a report of alleged misconduct delivered in person, via mail, or electronic means.
- D. “Complainant” – means the person who is making the complaint.
- E. “Public official” – includes any of the following:
 1. Members of the City Council;
 2. The mayor;
 3. Members of boards/commissions/committees;
 4. The following individuals for as long as their titles are exempt or unclassified:
 - (a). Finance Director
 - (b). Chief of Police
 - (c). Deputy Chief of Police/Police Captain
 - (d). City Administrator
 - (e). Deputy City Administrator
 - (f). Community Development Director
 - (g). Director of Public Works
 - (h). Building Official
 - (i). Liquor Store Manager

- (j). Public Works Assistant Directors
- (k). Assistant Finance Director
- (l). Administrative Secretary
- (m). Labor relations and/or personnel director

Subd 5. Employee Conflict Resolution

- A. The fair and prompt resolution of an employee's job-related conflicts and concerns is essential to the creation of a positive working environment. The following employee conflict resolution guidelines are designed to help employees and their supervisors work together to resolve job-related problems and conflicts. Employees will follow these guidelines as soon as possible after conflict or concern arises. The fact that a dispute is pending does not afford an employee with an excuse for failing to attend to duties.
- B. The City Administrator may intervene in, and alter, the dispute resolution process as appropriate to protect employees from harassment, discrimination, abuse or other inappropriate behavior, or may refer the matter to the City Attorney or appropriate governmental authority.
- C. If a conflict, concern or problem arises, the employee will discuss it with the person with whom there is a conflict or concern, unless the circumstances and nature of the problem make the discussion inappropriate, unsafe or counterproductive. The two individuals will discuss the problem and decide on a mutually acceptable resolution. This applies to conflicts among employees or with a Supervisor.
- D. If a conflict or concern with another individual is not satisfactorily resolved, (and the concern does not involve the employee's supervisor) the employee will discuss the problem with their Supervisor. They will discuss the conflict or concern and work on constructive steps to resolve the conflict or concern together.
- E. If the problem is not satisfactorily resolved, the employee and Supervisor will discuss the problem with a Department Head, if applicable. They will discuss the conflict or concern and work on constructive steps to resolve the conflict or concern together.
- F. If the problem is not satisfactorily resolved, the employee, Supervisor and Department Head will discuss the problem with the City Administrator. They will discuss the conflict or concern and work on a mutually acceptable resolution within 5 working days.
- G. The employee may submit a written statement to the City Administrator regarding the incident if the previous steps have not resolved the conflict. The City Administrator may include input from employees with knowledge of the fact or concern. After any further discussion, and review of the facts, the City Administrator will attempt to work out a mutually acceptable resolution within 5 working days after receiving the written statement.

- H. In the event that a conflict or concern is not resolved, or the City Administrator does not respond, the employee may submit a written statement to the Mayor (or to such other Council person as the Council may designate to handle conflict resolution matters) who in his discretion may seek Council action on the matter.
- I. In the event that the conflict or concern puts any employees' safety at risk, or there is an illegal activity taking place, the City Administrator should be contacted immediately. If the conflict or concern putting the employee's safety at risk is caused by the City Administrator, or the City Administrator is involved with an alleged illegal activity, the employee should contact both the Mayor and Chief of Police directly.
- J. Where a collective bargaining agreement provides conflict resolution relief, initiation of the conflict resolution procedure herein does not stay or delay the deadlines for notification under a collective bargaining agreement unless the parties agree in writing to a delay.
- K. Where an employee has a conflict or concern involving a councilperson, the employee will raise that concern in the first instance with the City Administrator. Subject to review by the Council, the City Administrator may initiate a conflict resolution procedure involving that Councilperson, and may make such modifications in the procedure as may be appropriate under the circumstances. Where an employee alleges official misconduct, or other unlawful conduct by an elected official, the Council shall assign responsibility for investigation and shall determine the manner of review, with the advice of the City Attorney.

Subd. 6. Complaints Regarding Council or Appointive Board Conduct.

- A. The Council will appoint a committee of two of its members to supervise the administration of complaints regarding the conduct of council members or members of appointed boards. Each member shall serve for a period of two years with one of the members being initially appointed for a one-year term. Thereafter, the membership of the Committee will rotate, so that a one new member will be appointed each year. Whenever a complaint is directed to the conduct of a council member on the committee, the council will replace that council member with an alternate on all proceedings on that matter.
- B. When a citizen (other than an employee) registers a complaint about the conduct of a councilperson, that complaint will be forwarded to the City Administrator, who will notify the committee and the party complained against of the nature of the complaint. At the initial step, the City Administrator will contact the citizen and the party complained against and attempt to resolve the matter informally. If the matter can be resolved informally, to the satisfaction of the citizen, the Administrator will report to the Committee on the resolution of the complaint or concern.
- C. The administrator's conduct of conflict resolution under this subdivision will be subject to the review of the Committee.

- D. If the administrator is unable to resolve the complaint to the satisfaction of the citizen, the administrator will make a recommendation to the Committee as to whether further action by the Committee may be appropriate. The Committee may meet with the person complained against, or jointly with the complainant and person complained against, may designate an individual to engage in mediation or conflict resolution, may recommend changes in behavior or conduct, may determine that no action is appropriate, may refer the matter to the City Attorney, may refer the matter to the entire council for action or may take such other action as may reasonably be appropriate.
- E. In all respects the actions of the Committee are subject to the review and direction of the full council.
- F. In cases of repeated problems of a similar nature, where the Committee is unable voluntarily to obtain compliance with code of conduct standards, or in extraordinary circumstances involving a single act of misconduct, the Committee may recommend that the Council publicly admonish or censure a Council member.

Subd. 7. Discipline (Corrective Action); in general.

- A. City Employees covered by this Code shall be subject to disciplinary action for failing to fulfill their duties and responsibilities. Certain city employees are employed at will; this ordinance does not alter the at-will employment relationship of those employees. The City may terminate the employment of an employee at will without resorting to disciplinary proceedings. The conduct of disciplinary proceedings shall not waive or impair the City's right to terminate an employee at will. This ordinance provides for disciplinary action to redress violations of the provisions of this ordinance. It does not limit the authority of the City as employer to discipline for other reasons.
- B. The City Administrator shall implement disciplinary and corrective action in accordance with the City's personnel manual, or other disciplinary procedures which may be adopted by the City Administrator, subject to Council review. The City Council reserves the right to amend, suspend or waive provisions of the City's personnel manual and to adopt procedures appropriate to a particular case.
- C. Evidence of the following acts are examples of cause that justify disciplinary or corrective action under this ordinance:
 - 1. Negligence in the performance of duty;
 - 2. During the period of employment, a felony or gross misdemeanor conviction, any conviction involving moral turpitude, or any conviction based on abuse or misuse of employment powers, duties or responsibilities including a violation of the Code of Ethics;

3. Insubordination, including, but not limited to: refusal to obey a lawful order which a superior is entitled to give and have obeyed; refusal to do assigned work which thereby causes, or is likely to cause, loss or injury to the City or to the public; or, failure to observe legal or administrative policies, standards, and procedures specifically including local, State and federal safety and equal employment opportunities, duties and responsibilities;
4. Inducing or attempting to induce an officer or any employee of the City, including employees otherwise excluded from this Code, to commit an unlawful act, or to act in violation of any lawful and reasonable administrative rule or order;
5. Possession or use of intoxicating substances or narcotics while on duty without a prescription from a licensed physician;
6. Carelessness or negligence in the handling or control of City property;
7. Being habitually tardy or being absent from work without permission;
8. Dishonesty in the performance of employment duties and responsibilities;
9. Use of City time, equipment, or information for outside employment or any other personal benefit, except to the extent authorized by the personnel manual.
10. Sexual harassment, discrimination, or engaging in verbal abuse or violation of the City's Personnel Policy dealing with such matters.
11. Violation of City policies, or other good and sufficient reasons as determined by the City Administrator;
12. Making false or misleading or slanderous statements about city employees or officers.

Subd 8. Written Disciplinary Form.

- A. The personnel manual shall provide for a form upon which a supervisor (including the City Administrator) may initiate disciplinary action under this ordinance (See Appendix K & L). A supervisor may act upon the written complaint of another employee or such other information as the supervisor believes may justify disciplinary action.
- B. Supervisors will keep a record of all complaints or concerns in the personnel file of the affected employee sufficient to show the nature of the charge or concern and the manner in which the matter was handled and disposed of. If the charge or concern is determined to be without merit, the file will so reflect.

- C. An employee or citizen may file a formal written complaint alleging misconduct by an employee covered under this code. The allegation shall be handled under applicable law and procedures, including the data practices act.
- D. Where a formal written complaint is filed against an employee, within 72 hours of the date/time that the incident was initially reported, the original Complaint Form will be forwarded to the department head that supervises the accused employee. If the department head is the person being accused or when accusations are made against appointed members of boards and commissions, the completed Complaint Form shall be forwarded to the City Administrator. If the City Administrator is the subject of the accusation, the original Complaint Form shall be forwarded to the Council.
- E. Unless confidentiality is provided by law, the person specified in Subparagraph “d” (above) shall immediately forward a copy of the complaint form to the accused employee/city official using Form 2 (Employee/Public Official Notification).

Subd. 9. Suspension from Duties.

- A. City employees. The City Administrator may summarily suspend with or without pay and relieve from duty an employee accused of misconduct pending an investigation into the allegations. An employee normally shall be summarily suspended when:
 - 1. He/she is under investigation for a felony crime when the proof is great, or serious misconduct when the presumption is great.
 - 2. He/she is physically or mentally unable to perform duties satisfactorily (as determined by his/her supervisor).
 - 3. No crime or misconduct is alleged, but activity resulting in death or great bodily harm to a human being, due to its severe nature, requires intense and prudent investigation.
- B. Members of boards and commissions. The City Council may suspend the activities of appointed members of any board or commission pending an investigation into alleged misconduct. Members of boards and commissions will normally be suspended or censured for reasons found above.

Subd. 10. Investigations of Misconduct.

- A. Subject to direction by the City Administrator, the department head, or other person identified in Subd. 7 (d), is responsible for the initial review and subsequent investigation of a misconduct complaint. The City Administrator may assign the investigation to such other person as the City Administrator deems appropriate under the circumstances.
- B. If, during the course of the misconduct investigation, a possible criminal violation is noted, a copy of the misconduct complaint and all relevant information gathered to

that point shall be forwarded to the police department for appropriate action. Referral of the complaint for prosecution by criminal authorities does not preclude the furtherance of disciplinary sanctions imposed under this Code.

- C. Any person, who is subject to a misconduct investigation, shall be afforded all rights and protections provided by law, labor agreement, and department/city policies.

Subd. 11. Disciplinary Review Procedures.

- A. The City Administrator may implement a progressive disciplinary process designed to resolve disciplinary matters informally, at the supervisor level, at the level of City Administrator, or at the Council. All disciplinary actions may be reviewed by the Council. No such process shall alter the at-will employment status of employees at will.
- B. Notifications. When a department head or supervisor intends to initiate disciplinary action, the department head will provide written notice to the employee and will provide an informal opportunity to respond to the proposed action.
- C. Whenever possible, the department head shall notify the employee of the final disposition of the case no later than thirty (30) business days after said final disposition.
- D. If the employee agrees to a disciplinary action, the employee will complete a written form acknowledging that agreement and waiving any right to a hearing that may exist.
- E. If the employee disagrees with a disciplinary action, the employee may seek review of the action under procedures established by the City Administrator. For actions which do not involve termination, suspension without pay or other discipline providing a direct financial loss to the employee, the employee has the right to seek review by the City Administrator. For actions involving termination, suspension without pay or other discipline providing a direct financial loss to the employee, the employee may seek review by the City Administrator, and may request the Council review the decision of the City administrator.
- F. If an employee wishes to seek review at the next level, the employee must file a written request for review within 10 calendar days of the date of the notice of discipline.
- G. The City Administrator has authority to implement all forms of discipline, subject to review by the Council, except termination. The City Administrator has authority to recommend termination, but implementation of a termination decision requires Council action. If the Administrator recommends a termination, the employee will be notified of the recommendation, and the recommendation will also be conveyed to the Council. If an employee wishes to appeal from a recommendation of disciplinary termination, the employee must appeal within 10 days of the date of the notice of termination. If the employee fails to appeal, the Council may act summarily without further proceedings, or it may conduct such further proceedings as it deems prudent. If the employee does appeal a recommended termination for disciplinary

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