

Report of Retained Expert Witness

Submitted Under Rule 26(a)(2)(B)
in Support of Plaintiffs

Wineries of the Old Mission Peninsula Association (“WOMP”)

v.

Peninsula Township and Protect the Peninsula, Inc.

Case No. 1:20-cv-01008

Prepared and signed by:

Teri Quimby, J.D., LL.M.,
President
Quimby Consulting Group, LLC

E: teri@terquimby.com

C: 517-230-8320

I have been retained as an expert witness and submit the following information under Rule 26(a)(2)(B):

1. Expert Witness contact Information.
 - a. Name: Teri Quimby, J.D., LL.M.
 - b. Company: President, Quimby Consulting Group
 - c. Address: 776 W. Grand River Avenue, Brighton, MI 48116
 - d. Email: teri@teriquimby.com
 - e. Cell: 517-230-8320

2. Qualifications of witness.
 - a. Former Commissioner, Michigan Liquor Control Commission.
 - b. Eight years of working knowledge and application of the Michigan Liquor Control Code.
 - c. CV attached.

3. Publications. A list is included in my CV; please refer to that list.

4. Sources Reviewed.
 - a. Plaintiff's Brief in Support of Motion for Partial Summary Judgment on Preemption Claims, ECF No. 334.
 - b. Peninsula Township's Corrected Response to Plaintiff's Motion for Partial Summary Judgment on Preemption, ECF 353.
 - c. PTP's Brief Opposing Plaintiff's Motion and Supporting PTP's Cross-Motion for Partial Summary Judgment on Preemption Claims, ECF No. 356.
 - d. Peninsula Township Zoning Ordinance (PTZO), a Land Use Code, Peninsula Township, Grand Traverse County, Traverse City, MI 49686; Effective Date: June 5, 1972; Including Amendments through August 31, 2009.
 - e. Michigan Liquor Control Code, MCL 436.1101 et seq.
 - f. Michigan Administrative Code, R 436.1001 et seq.
 - g. Michigan Constitution, Article IV, § 40
 - h. U.S. Constitution, Twenty-First Amendment.
 - i. *Noey v. Saginaw*, 271 Mich. 595; 261 N.W. 88 (1935).
 - j. *R.S.W.W., Inc. v City of Keego Harbor*, 397 F.3d 427 (6th Cir. 2005).
 - k. *Allen v. Liquor Control Commission*, 122 Mich. App. 718 (1982).

5. Exhibits. No exhibits are submitted.

6. Other cases in last four years where witness has testified as an expert at trial or by deposition. No other cases are listed.

7. Compensation paid for report and testimony.
 - a. Payment is based on an hourly rate.
 - b. The hourly rate is \$425 an hour.

8. Opinion: **The Michigan Liquor Control Commission (MLCC) has sole authority over the alcohol in Michigan as granted to it by the U.S. Constitution, Michigan Constitution, and Michigan statute.**
- a. As a Commissioner, I accepted the great responsibility for the regulation of alcohol at the state level that is established by the Twenty-First Amendment, the Michigan Constitution, and the Michigan liquor control code. The Michigan liquor control commission (“Commission”) has sole authority to issue a license for alcohol. When considering commission actions, I looked to the grant of authority from these sources.
 - b. The historic era of alcohol prohibition was followed by regulation of it. Even now the alcohol beverage industry continues to be one of the most highly regulated by government. And although the length of the Twenty-First Amendment of the U.S. Constitution may be viewed as short, the carefully chosen words are extremely powerful with meaning for the regulation of this industry. For example, it prohibits the transporting or importing into “any **State**, Territory, or possession of the United States” for “**delivery or use therein**” . . . “in violation of **the laws** thereof.” (Emphasis added.). After a state allows alcohol within its borders, then the state government controls it.
 - c. In Michigan, the Constitution provides discretion in Article IV, §40 to the Michigan Legislature to statutorily create a liquor control commission. The legislature acted and the law is currently referenced as the “Michigan liquor control code of 1998.” The specific wording in §40 states that the Commission “shall exercise **complete control** of the alcohol beverage traffic within this state, **including the retail sales thereof**” subject to statutory limitations. (Emphasis added). Also, it is important to note the words in the final sentence: “Neither the legislature nor the commission may authorize the manufacture or sale of alcoholic beverages **in any county** in which a majority of the electors voting thereon shall prohibit the same.” (Emphasis added.). This one specific acknowledgement of local ability—to prohibit alcohol within a county, through the voice of voters—does not equate to a grant of authority to a local unit of government within a county to prohibit the manufacture or sale of alcohol. The state’s complete control over alcohol is only limited in the few counties choosing to prohibit alcohol.
 - d. MCL 436.1209 creates the Commission and clearly states in law the Commission’s responsibilities over alcohol. This includes licensing, purchasing, enforcement, merchandising, and distribution. Further, while the Commission is the only authorized government entity enabled to grant alcohol licenses, it is also clear under MCL 436.1903(1) that commissioners are the only ones

empowered to suspend or revoke an alcohol license—not local units of government.

- e. The constitutional grant of “complete control” is “subject to statutory limitations.” What are examples of these limitations placed on the Commission? If the Commission finds a violation, the maximum fine is set by statute (MCL 436.1903). If the Commission suspends or revokes a license, a notice and hearing is required by statute (MCL 436.1903). If the Commission approves a license in a quota category, the maximum number of available licenses is established in the law (MCL 436.1531). Simply stated, the Commission cannot exercise control beyond any legislatively set limits and has complete control up to those limits.
9. **Opinion: Unless the legislature statutorily limits the commission, the commission has complete control over alcohol in Michigan, which supports the preemption argument.**
- a. As a commissioner I looked to the enacted words—every one of them deemed to be intentionally chosen by the legislature—to guide me in the application of the law to the facts. Every word requires recognition. Only a handful of detailed provisions in the liquor control code exist that allow for very specific actions by local government. One example is MCL 436.2113, which governs Sunday alcohol sales. The wording of these provisions that allow limited local engagement deserves detailed attention.
 - b. As noted, the law governing Sunday sales of alcohol is one example from the liquor control code specifically allowing local county governments to exercise extremely limited discretion over a very specific activity. The county may choose to act by resolution to prohibit Sunday sales or it may be forced by petition to place the issue on the ballot. Either way, if the prohibition of Sunday sales is approved for the county, then the prohibition is directed toward the licensee; it is not a limitation on the Commission or the Commission’s complete control over alcohol. Sunday sales are allowed, and regulated by the Commission, unless the county prohibits it by following the specifically outlined provisions set forth in statute.
 - c. Once the Commission approves a license, MCL 436.2113(1) clearly states that a licensee “may sell at retail, and a person may buy, spirits or mixed spirit drink between the hours of 7 a.m. on Sunday and 2 a.m. on Monday.” This is the law, and it allows licensees to do this activity on the licensed premise, except for any of these specifically stated statutory reasons:
 - i. a county prohibits Sunday sales by a majority-approved resolution or voter-approved ballot initiative for consumption on or off the premises, or both; or

- ii. any city, village, or township chooses to prohibit Sunday sales by resolution or ordinance—if on a legal holiday, primary election day, general election day, or municipal election day.
- d. The Sunday sales law is specific as to how, when, and which local government may engage on a limited basis in state authorized activities of an alcohol licensee. Also, the law differentiates the actions allowed by the various types of local governments. Further, the statute even sets forth specific ballot language to be used by a county for a Sunday sales vote. Overall, the law is comprehensively prescriptive in nature, leaving little room for the local government's own discretion or agenda.
- e. Defendant Peninsula Township also overlooks a key analytical point in the Keego Harbor case, choosing to quickly dismiss the case's relevance because the ruling is focused on the doctrine of unconstitutional conditions rather than being primarily a preemption or zoning case. (ECF No. 353, p. 24). However, the Keego Harbor Court pays close attention to what a city ordinance can't do, referencing the Noey decision; a city ordinance "cannot fix closing hours to a period shorter than that specified in the state rule." (*R.S.W.W., Inc. v City of Keego Harbor*, 397 F.3d 427, 435, citing *Noey v. City of Saginaw*, 271 Mich.595, 261 N.W. 88 (1935)). The Court comments that Mich. Admin. Code R 436.1403 does not appear to grant an explicit right to remain open "until 2:00 a.m." but, rather, prohibits alcohol sales "after 2:00 a.m." (*Id.*). Once again, the Commission has complete control over the license, licensee, and the licensed premises—including hours of operation. The limitation imposed on the Commission here is clear; the Commission cannot extend a licensee's hours of operation to include the hours between 2:00 a.m. and 7:00 a.m. However, the Commission's exercise of complete control over the legal hours of operation is verified on the Commission's website. Both the Licensing and the Enforcement Divisions reiterate the legal hours for serving or selling alcohol in Michigan is 7:00 A.M. To 2:00A.M. State regulations set and enforce this timeframe for the legal hours. Thus, the sale and service of alcohol is authorized during this time. The only limitation is for very specific reasons, such as by a county's prohibition on alcohol or by a local unit's Sunday sales prohibition for a legal holiday falling on a Sunday.
- f. Further, Michigan Administrative Code R 436.1403 addresses the need for a business wanting to stay open past the legal hours for alcohol sales and service—not for alcohol, but, rather for food service or other non-alcohol activities. Approval for these activities is reserved for and granted by the state.

- g. This state control analysis extends to other provisions of the liquor control code and supports the position that the Commission has complete control over the regulation of alcohol in Michigan, unless specifically limited. Since the Commission is charged with review and consideration of additional activities for a licensee taking place on licensed premises, such as music, dancing, food, catering, and more, the Commission solely regulates the specifically mentioned activities occurring on the state-licensed premises.
- h. As a commissioner I did not interpret the liquor control code as allowing any type of local government engagement in the alcohol licensee's activities on a licensed premise, unless specifically set forth in the liquor control code.

10. Opinion: Defendant applies incorrect reasoning in concluding that because the township merely restricts the location of activities rather than prohibiting them, state law does not preempt the PTZO from doing so.

- a. As a commissioner, I placed great importance on the specificity of a well-defined and clearly marked perimeter of a licensed premise for clarity on exactly where alcohol is, and what activities are taking place where the alcohol is located. Given the highly regulated nature of alcohol, the Commission has complete control over these activities for a licensee at the location of the alcohol license. If the liquor control code authorizes an activity for a licensee, without exceptions, then the licensee may engage in that activity. Period.
- b. Otherwise, this highly regulated product would fall under an undesirable, loosely quilted patchwork of thousands of local governments trying to regulate what is perhaps the highest, or one of the highest, regulated industries of all.
- c. Rulemaking authority is clearly granted to the Commission under MCL 436.1215 to regulate "the duties and responsibilities of licensees in **the proper conduct and management of their licensed places.**" (Emphasis added.). The Commission retains complete control over a license, licensee, and state-specified activities on licensed premises.
- d. The definition of "licensee" describes the relationship between the Commission and the licensee, with the Commission granting authority to the licensee. (MCL 436.1107(13)). The Commission retains complete control over the license, licensee, and state-specified activities on the licensed premises.
- e. The definition of "licensed premises" in R 436.1001(1)(i) basically encompasses any part of the real estate owned or operated by a licensee "in the conduct of the business at the location for which the licensee is licensed by the

commission...". The alcohol license applies to the *conduct of the business*, and to *the location licensed by the commission*. Once the location is licensed by the Commission, the licensed premises along with the conduct of the business at that location falls under the control of the Commission. Any activities on state-licensed premises that are set forth in statute or rules falls exclusively with the Commission. The Commission retains complete control over the license, licensee, and state-specified activities on the licensed premises.

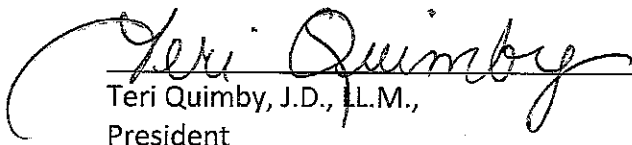
- f. Given the Commission's complete control, the liquor control code and administrative rules preempt the PTZO from restricting the location of state-specified activities allowed under the state regulations for a licensee. The PTZO prohibits what is allowed by statute.

11. Opinion: Defendant places improper reliance on Michigan Administrative Code R 436.1003 by labeling the rule as a "warning" to licensees, as well as improper inference of Commission authority over non-alcohol related codes such as building codes, fire codes, and health codes.

- a. As a Commissioner I would see businesses anxious to open as soon as the alcohol license was approved. While the Commission clearly has control over alcohol licenses, licensees, and activities on licensed premises, the Commission does not have statutory authority to enforce other codes. The approval of an alcohol license does not equate to a building occupancy permit, for example. Nor does it equate to a health department license. And it does not equate to an approval for having the required number of toilets.
- b. At some point while I served as a commissioner, the commissioners made the decision to include the language of R 436.1003 in Commission approval orders and on the license *as a reminder* to work with local units of government on matters concerning building, plumbing, zoning, sanitation, and health laws, rules, and ordinances. The Defendant's choice to label this reminder as a "warning" is misguided in my opinion, based upon my experience with this issue at the Commission. (ECF No. 350, p. 14).
- c. Defendant focuses on the word "zoning" and implies the *Allen* case creates an absolute permission to force compliance with all local zoning ordinances—even if the ordinances create a conflict with state authority. (ECF No. 353, p. 13-14). However, the Court notes that the exercise of police powers by local units of government is subject to the Commission's authority. (*Allen v. Liquor Control Comm.*, 122 Mich. App. 718, 720 (1982)). When a conflict arises, as it does here with the PTZO, the Commission's state authority preempts the local regulation.

12. Conclusion. State authority over the regulation of alcohol extends state-wide and is constitutionally limited only in those counties prohibiting the manufacture or sale of alcohol and is statutorily limited only in a few specifically stated circumstances allowing for local government engagement. The state has complete control over state-specified activities occurring on licensed premises. In this case, a conflict arises between the state regulations and the local ordinance (PTZO). The state regulations over alcohol licenses, licensees, and specifically authorized activities on licensed premises preempt the attempted regulation by this local unit of government.

The above opinions are prepared and submitted by:


Teri Quimby, J.D., LL.M.,
President
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Teri Quimby, J.D., LL.M.

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Accomplished attorney, board member, and former state regulator with background in several heavily regulated industries. Provides critical thinking and a mediator's approach for engaging others to drive actionable, positive solutions. Understands complex issues, appreciates diverse perspectives, and attends to details. A professional who handles information with discretion and care.

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| Critical Transformation | Challenges status quo by continuously looking for optimized governance and compliance solutions, and streamlined practices, procedures, and modern techniques that move organizations forward to better serve all stakeholders with integrity. |
| Strategic Guidance | Guides the implementation and maintenance of regulatory and operational policies based on understanding of business practices, identifying opportunities, and managing risks. |
| Consensus Building | Blends relationship- and knowledge-based approaches to encourage dialogue that facilitates impactful changes rooted in understanding business objectives and stakeholder support. |
| Thought Leadership | Provides innovative perspectives and insights, impeccable research skills, and effective strategy planning and implementation to move matters forward. |

PROFESSIONAL EXPERIENCE

WESTERN MICHIGAN UNIVERSITY-COOLEY LAW SCHOOL · Adjunct Professor 2022 – Present

Adjunct Professor teaching legal drafting, a required third-year law school course, in the writing department.

ATTORNEY AT LAW / CONSULTANT · Teri Quimby Law, PLLC / Quimby Consulting Group, LLC 2019 – Present

Legal services, focusing on administrative law. Consulting services, focusing on governance and compliance initiatives, research, writing, and public policy issues.

GRAND VALLEY STATE UNIVERSITY, CHARTER SCHOOLS OFFICE · Governance & Compliance Consultant 2021 – 2022

Consultant for GVSU chartered school boards, focusing on board governance and compliance with university granted charter authorization contracts and regulatory compliance. Developed board training programs; promoted good governance initiatives.

COMMISSIONER · Michigan Liquor Control Commission 2011 – 2019

Appointed by the Governor of Michigan to carry out Constitutional and statutory responsibilities over alcoholic beverage traffic in Michigan (including manufacturing, importation, possession, transportation, and sales); also served on agency appellate board.

- ▶ **Business Transformation:** Modernized Commission's business practices by creating streamlined, constituent-focused processes.
 - Improved licensing procedures, resulting in 64% less processing time through commission-initiated, staff-driven project.
 - Commission received international recognition with 2016 Process Excellence Network Award for "Best Process Improvement Project Under 90 Days," outcompeting finalists from other states and foreign countries.
- ▶ **Hearings & Appeals:** Conducted and frequently chaired daily meetings to vote on Commission decisions for licensing applications, hearings and appeals, declaratory rulings, rulemaking, and wholesaling of spirit products. Exercised statutory subpoena power.
 - Empaneled as agency appeal board (approx. 200 cases per year); decisions based on careful application of statutes and rules.
 - Authorized actions included revocation and suspension of licenses. Also empowered with statutory authority to issue emergency suspension orders with immediate effect when necessary to maintain health, safety, and welfare.
- ▶ **Wholesale Oversight:** As a "control state" and "market participant" for spirit product sales, oversaw the Commission's money-making state enterprise and proprietary fund, which transfers \$200 million or more annually into the state's general fund.

CERTIFIED CIVIL MEDIATOR · Teri Quimby, Esq. 2006 – 2011

General services focused on civil, domestic, and special education mediations and facilitations. Prepared detailed mediation agreements achieving thoroughness and accuracy, avoiding opportunities for speculation and interpretation.

DEPUTY DIRECTOR & SENIOR LEGAL COUNSEL · Michigan House Of Representatives 1991 – 2006

Within the House Majority Policy Office, worked with both parties, and other internal and external stakeholders, to advance Michigan's public policy formation through legislation. Facilitated consensus with members and interest groups. Directed 20+ policy advisors, advised 50+ caucus members, and supported personnel functions such as including hiring and staff development. Highlights include:

- ▶ **Environmental Policy:** Key participant in collaborative group process codifying related laws into one, user-friendly code—Natural Resources and Environmental Protection Act (NREPA), Public Act 451 of 1994.
- ▶ **Public Utility Policy:** Critical collaborator on major revisions to Michigan Telecommunications Act, Public Act 295 of 2000, and Customer Choice and Electric Reliability Act, Public Act 141 of 2000.

BOARD POSITIONS

VICE-PRESIDENT FINANCE & TREASURER · National Speakers Association-Carolinas Chapter 2023-Present

Elected by members to be entrusted with appropriate handling of all financial aspects of the association, included preparation of monthly and annual P&L statements.

EDITORIAL & ADVISORY BOARD · Society of Corporate Compliance & Ethics, *The Complete Manual* 2023 – Present

Provider of thought leadership and editorial review for this globally distributed, annually updated manual on compliance.

EDITORIAL BOARD · American Craft Spirits Association, *Craft Spirits Magazine* 2022 – Present

Provider of thought leadership and editorial review of this globally distributed magazine on craft spirits.

CORPORATE BOARD OFFICER · Start-Up Company, Finance Sector 2021 – Present

Provider of governance and leadership as secretary and board member for an SEC-regulated corporation.

PRESIDENT & OFFICERS · National Conference of State Liquor Administrators 2015 – 2019

Served as 1st, 2nd, and 3rd Vice President; Central Region Chair; Annual Conference Program Planning Committee Member

Elected by peers from other states to promote dialogue between state regulators and others involved in all aspects of the alcoholic beverage sector. Improved governance through modernization of articles of incorporation, bylaws, and other policies and procedures.

CHARACTER & FITNESS COMMITTEE MEMBER · State Bar of Michigan District E 2010 – 2016

Appointed by the State Bar of Michigan Board of Commissioners to review and determine fitness of applicants for bar admission.

UTILITY CONSUMER PARTICIPATION BOARD CHAIR · State of Michigan 2000 – 2003

Appointed by Michigan Governor to review applications and grant funding to non-profit organizations that represent Michigan utility ratepayers in cost recovery proceedings between utilities and Michigan Public Service Commission.

BOARD TRUSTEE · Delta Charter Township 1992 – 1996

Committees: Environment/Utility Chair; Transportation and Elections Committee

Elected to public office by community to represent 29,000 township constituents and lead 70+ employees, with oversight for responsible spending of \$15 million annual budget. Chosen as Board's representative to serve on Zoning and Sign Boards of Appeals.

AWARDS & RECOGNITION

- ▶ **NLEA:** Award of Appreciation (National) 2021
- ▶ **Crain's Business Detroit:** Most Notable Women Lawyers in Michigan (State) 2017
- ▶ **NALCP:** Best Practices Award for Extraordinary Innovation, Dedication & Leadership (National) 2017

BAR ADMISSIONS & EDUCATION

- ▶ **Michigan & Illinois** · Admitted and in good standing
- ▶ **Post Graduate Certificate in Competition Policy (One Year Course)** · University of East Anglia, Centre for Competition Policy (U.K.)
- ▶ **LLM-Corporate Law: Regulatory Analysis & Compliance** · Widener University, Delaware Law School (U.S.)
- ▶ **JD** · Western Michigan University, Cooley Law School (U.S.)
- ▶ **BA · Major: Justice, Morality & Constitutional Democracy; Minor: German** · Michigan State University, James Madison College (U.S.)

MEDIATION CERTIFICATIONS

- ▶ Civil Mediation
- ▶ Domestic Relations Mediation
- ▶ Special Education Mediation & Facilitation

PROFESSIONAL AFFILIATIONS & MEMBERSHIPS

- ▶ Society of Corporate Compliance and Ethics (SCCE)
- ▶ National Association of Corporate Directors (NACD)
- ▶ Association of Certified Fraud Examiners (ACFE)
- ▶ National & State Speakers Associations (NSA-MI & NC/SC)
- ▶ American Craft Spirits Association (ACSA)
- ▶ National Liquor Law Enforcement Association (NLLEA)

REGULATORY & LEADERSHIP CERTIFICATES & TRAINING

- ▶ 25-hour Internal Investigations Workshop—Society of Corporate Compliance & Ethics (SCCE); special training on investigation techniques, documentary evidence, interviews, legal elements, conclusions and reports.
- ▶ 30-hour Compliance & Ethics Academy—SCCE; comprehensive program on compliance practice, legal and disclosure issues, auditing, best practices, investigations, and anti-corruption enforcement.
- ▶ 40-hour Certificate—NM State University College of Business Administration and Economics, Center for Public Utilities; intensive program on telecommunications rate-making and related issues.
- ▶ 40-hour Certificate—NM State University College of Business Administration and Economics, Center for Public Utilities; intensive program on public utilities rate-making and related issues.
- ▶ 80-hour Certificate—Institute of Public Utilities at MSU; intensive public utility regulatory and policy program.
- ▶ 80-hour Certificate—University of MN Humphrey Institute of Public Affairs, Legislative Staff Management Institute; emphasis on conflict negotiation, management techniques and strategic planning.
- ▶ 160-hour Certificate—Environmental Leadership Institute (Michigan Department of Natural Resources, Western Michigan University and Michigan State University); land management, natural resources, and environment management techniques.

PRESENTATIONS AT NATIONAL & REGIONAL CONFERENCES

- ▶ **Practising Law Institute (PLI)**
 - Ethics of Advising in Grey Areas (2022 & 2023);
 - Legal Issues in Alcohol Industry (2021);
 - Industry Trends & Emerging Legal Issues (2020)
- ▶ **Hospitality Law Annual Conference, Washington D.C.**
 - Evaluating Your Ethics & Compliance Culture: Check the Box, or Test & Track? (2022)
- ▶ **SOVOS Ship Compliant Annual Wine Summit**
 - The Shifting Beverage Alcohol Regulatory Landscape (2021); State Regulations in Motion (2017)
- ▶ **National Conference of State Liquor Administrators (NCSLA) Annual & Regional Conferences**
 - Rise of the Retail Tier & Impact of US Supreme Court Case—*TN Wine & Spirits Retailers v. Thomas* (2019)
 - Revealing the Great Oz—Behind the Curtain of the All-Powerful Regulator (2018)
 - I Know It When I See It—A Regulator’s Guide to Tied House Policies & Things of Value (2018)
 - Regulator “Hot Topics” (2017)
 - The Other 3 Tier System of Legislators, Lobbyists & Laws: How Sausage is Really Made & Are Ethics Part of the Ingredients? (2017)
 - Social Media—Can Regulators Keep Up with the Marketplace or Will They & the System Fall Subject to “Adverse Possession?” (2016)
 - Cutting Edge Retail Practices—Balancing Consumer Demand, Market Forces & Regulations (2016)
 - Economic Development to Regulate Strictly, or Promote Economic Development? (2015)
 - Trade Practice Innovation—New, Exciting & Legal? (2015)
- ▶ **National Association of Licensing Compliance Professionals (NALCP) Annual Conferences**
 - Regulatory Updates (2019 & 2016); The Life Cycle of Information Privacy (2018); Innovative Licensing & Alcohol Regulators’ Race with Technology in the 21st Century (2017)
- ▶ **Continuing Legal Education International (CLEI) Annual Conferences on Wine, Beer & Spirits Law**
 - The Significance of Regulatory Compliance (2016, 2017 & 2019)
- ▶ **Michigan Bar Association, Administrative Law Section**
 - Annual Meeting Speaker, Regulatory Update (2012-2019)
- ▶ **National Alcohol Beverage Control Association (NABCA) Legal Symposium**
 - Unraveling Trade Practice Violations (2019); Ethics—What Does Industry Want from Regulators? (2015)
- ▶ **National Liquor Law Enforcement Association (NLLEA) Annual Conference**
 - The Three-Tier System—Current Challenges Faced by Regulators & Enforcement (2018)
- ▶ **Responsible Retailing Forum**
 - Regulator Perspectives on Responsible Beverage Service (2017)
- ▶ **Michigan Brewer’s Guild Winter Conference**
 - Rules & Regulations Related to Microbreweries (2017)
- ▶ **Responsible Hospitality Institute**
 - Sociable City Leadership Summits—Craft Culture (2017); State & Local Cooperation (2016)
- ▶ **Women in Government 22nd Annual Midwestern Regional Conference**
 - Adult Beverages—History & Update (2015)

MEDIA COVERAGE & PUBLICATIONS

- ▶ ACSA-Craft Spirits Magazine, "[Minding Compliance: Understanding Compliance & Why It Matters to Craft Distillers](#)" 2023
- ▶ ACSA-Contributor to E-Book, "[The ACSA Guide to Starting & Operating A Distillery](#)" 2023
- ▶ R Street Institute, "[Comment to TTB on Potential Competition Rulemaking for the Alcohol Industry](#)" 2023
- ▶ SCCE-CEP Magazine-Column, "[Better Board Communication](#)" 2023
- ▶ SCCE-CEP Magazine-Column, "[What Value Do You Bring to The Board?](#)" 2023
- ▶ SCCE-CEP Magazine-Column, "[Quantity Versus Quality: Communicating Measurements That Matter](#)" 2023
- ▶ SCCE-CEP Magazine-Column, "[Personal Liability Fears: Reaction Versus Response](#)" 2023
- ▶ SCCE-Ethikos, "[Designing Documents: Using the Art of Persuasion to Influence with Integrity](#)" 2023
- ▶ The American Spectator, "[American Saloon Series: A Disturbing Precedent for America](#)" 2022
- ▶ SCCE-Ethikos, "[Building Better Culture & Compliance With Trust](#)" 2022
- ▶ SCCE-Ethikos, "[Culture & Code of Ethics: Connecting the Dots Through Measurement](#)" 2022
- ▶ SCCE-CEP Magazine (Cover & Featured Interview), "[Meet Teri Quimby: Communication is a Priority](#)" 2022
- ▶ SCCE-Manual, "[Government Agencies—Effective Compliance Programs are Necessary for Public Trust](#)" 2022
- ▶ R Street Institute, "[Comments on Alcohol Industry Competition. Docket No. TTB-2021-0007; Notice No. 204.](#)" 2021
- ▶ SCCE-CEP Magazine, "[Are compliance violation ‘smoking guns’ hiding in the board minutes?](#)" 2021
- ▶ PLI Chronicle, "[Export Controls in Academia: Bridging the Gaps](#)" 2021
- ▶ PLI Chronicle, "[Vaccination Verification: Alcohol Licensee Mandates & Compliance Considerations](#)" 2021
- ▶ PLI Chronicle, "[New Year’s Resolution for Alcohol Licensees: Tip Scales in Your Favor with More Compliance](#)" 2021
- ▶ Governing, "[A Chance to Liberate Booze Delivery — if Government Allows It](#)" 2021
- ▶ CEP Magazine, "[Blockchain: Moving Target or Trusted Tech Trend?](#)" 2020
- ▶ SCCE, "[Truth or Consequence: Demonstrating Regulator Ready Compliance Plans vs Consequences of First Draft Plans](#)" 2020
- ▶ USA Today, "[A Century After Prohibition, Will the Coronavirus Finally End It? We’ll Drink To That](#)" 2020
- ▶ R Street Institute, "[Coming to a Door Near You: Alcohol Delivery in the COVID-19 New Normal](#)" 2020
- ▶ Crain’s Business Detroit, "[2017 Notable Women Lawyers in Michigan](#)" 2017
- ▶ Michigan Bar Journal, "[Liquor Licensees: Avoiding Consequences of Negative Employee Actions](#)" 2016