

**Ep #33: The ABCs of the Alcoholic Beverage Control
with Jemma Jorel Lester**



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Patrick Totah and Andy Mirabell

[Restaurant Deal Making EXPOSED!](#) with Patrick and Andy

Ep #33: The ABCs of the Alcoholic Beverage Control with Jemma Jorel Lester

Welcome to *Restaurant Deal Making EXPOSED!*, the only show that equips you with everything you need to know about restaurant transactions. In this show, we tell you all about how to make the sale or purchase of your restaurant not just possible, but successful. Now, here are your hosts, ex-restaurateurs, and seasoned brokers, Patrick Totah and Andy Mirabell.

Andy: Welcome back to another episode of Restaurant Deal Making Exposed. I'm Andy, my co-host Patrick here, and we are really excited to be diving into Alcoholic Beverage Control with our guest, Jemma Jorel Lester.

Jemma Jorel Lester is a specialist in California hospitality licensing with deep expertise in navigating ABC approvals and related regulatory processes. For nearly a decade, she honed her craft at ABC License Company, working closely with industry veteran Carrie Peters. There, she developed an approach rooted in clear communication, reliable systems, and transparent expectations around timelines and costs, earning a strong reputation for making a typically stressful process far more manageable for bars, restaurants, and food and beverage entrepreneurs.

In 2023, she launched Proper Pour Company to expand her full-service licensing consulting practice. Handling everything from state ABC to federal TTB permits, allowing hospitality operators to focus on building their businesses while she handles the red tape.

She also has extensive expertise working with conditional use permits, bringing valuable insights into this often overlooked but critical part of the licensing process. For restaurant and bar brokers, Jemma is an invaluable partner. Her in-depth ABC knowledge helps prevent the licensing delays that can stall deals, and her transparent, pragmatic approach adds credibility to listings, reducing risk for buyers and giving sellers greater confidence. With a rare blend of operational expertise and a genuine commitment to supporting others, she brings both competence and care to every transaction in the hospitality space.

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So thank you for joining us, Jemma. We're excited to dive into this. Many of our transactions which can be complicated in-depth and drown people in paperwork and forms. So thank you for joining us.

Jemma: I think that was the nicest introduction I've ever had. So thanks.

Andy: Good. Well, let's get to it, Patrick. What do you say?

Patrick: Yeah. So what, Jemma, what is an ABC consultant? What do you, tell us what that is exactly?

Jemma: The regulatory side of alcohol businesses isn't really the sexy part. It's not what people get in this business to do, and I find that hospitality entrepreneurs are not well suited to bureaucracy, to paperwork, to the rules and regulations that they're bound by. So I kind of step in to be a middleman between the regulatory bodies and the entrepreneurs and the business owners and try to translate, try to make their dreams come true within the framework that we have here in California, which is substantial.

Patrick: What stage do you recommend a buyer or seller hire you to start with this process?

Jemma: Ideally, I'm coming in before they sign a lease. I work with businesses that are transferring, and I help a lot of people starting their business. So if I can get in at the beginning, I can help make sure the process goes smoothly. But in terms of a transfer, I have a couple of nightmare scenarios, and I think you do too, Patrick, where things didn't go quite according to plan. There's different considerations when you're buying a business with a license versus getting a new one.

I think I could be of value at a lot of different parts of the process and kind of making sure that what a buyer is getting is what they think they're getting can be helpful even in an existing deal.

Andy: Sure.

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Patrick: And so what, what are the common misconceptions restaurant owners have about a liquor license?

Jemma: I think there's a lot of inaccurate information or changed information, and so it's really, I mean, it's hard for me to stay current on a lot of these things. So a business owner whose main life is running their business couldn't possibly know all the nuances. So.

Andy: What did we get, Patrick, just this week? We kind of scratched our head when a licensing rep in San Francisco said, "Are these signs posted at the current establishments? And where are they going to be posted for the new applicant?" And it had to deal with human trafficking.

Patrick: Human trafficking and the roofie signs, which I had never heard before, and I was like, is this a new thing?

Jemma: Don't get roofied. I love that sign. It's like

Andy: Yeah. Try your best. Yeah. But it was kind of, it comes, some of these things, you're right, Jemma, that some of these things kind of, they happen quickly, they change quickly, and then all of a sudden we need to know about it and and it's a surprise sometimes.

Patrick: The one misconception I get a lot is for some reason, buyers think that they're not going to get the ABC license transferred to them because of the seller. And I'm like, when has that ever happened? It's never happened to me.

Jemma: Oh, because of an issue with the seller?

Patrick: Yeah. They that, you know, they think it's like important. They're like, what if the, I'm like, I think it's going to be more about you than the seller.

Jemma: Yeah, there's ways that a seller could be problematic. I've had some deals, particularly since COVID, where the tax liabilities were well above the value of the business, and we couldn't get the liens removed. So that's something, that's kind of a new thing that I look for now, and there are ways around that with a business transfer, but.

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Andy: Well, two questions come with that from that, from that, Jemma. So, are you in assisting a client with an application to transfer a license? Are you hand-in-hand working with escrow also to know that there's these tax and debt liabilities?

Jemma: Yeah, it's my worst nightmare to have a deal go all the way, to almost issue, and we can't get it issued. So, yeah, I work really closely with escrow. I want to know going in.

Andy: I guess I shouldn't be surprised in that, but that really is encouraging to know that you're you got your your hands in all parts of the transactions so it stays on track.

Jemma: I want them to issue. I want to know what the potential problems are going to be before they pay me.

Patrick: Yeah. And just make sure that my understanding is that the only lien that could be on a ABC license is from the state of California. It has to be like sales tax related. It can't be like a UCC1 from a vendor, like Southern Wine or something like that.

Jemma: They can put claims into escrow that have to be resolved before escrow can close. So that, that's an impact. That can impact the deal, the timing. EDD can put holds on that stop a transfer. CDTFA, I've had an IRS hold, that was fun.

Andy: Yeah. So because you're you're part of the, you like to be informed and you're part of the transaction to make sure these things transfer, you do your job and you end up in good standing too, right? What we typically deal with asset sale structure of our transactions, but oftentimes, or rarely, I would say, there's a stock sale. Is there a difference in how you handle a transfer for an asset sale versus a stock sale?

Jemma: As in someone is taking over an existing entity?

Andy: And debts and everything, their debts and liabilities.

Jemma: I don't recommend it.

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Andy: You and I agree.

Jemma: There's a lot of things that could be hidden in an asset sale, in a stock transfer, sorry, that you just could never know about. That being said, it's a much simpler ABC, situation. There's still a poster and a qualification and all of that, but there's no escrow, there's...

Andy: Is there any less paperwork for a stock sale as pertaining to the application process or transfer process?

Jemma: It's a full transfer, but there's no interruption in an active license, and there's no temporary permit. There's no COD. It is a little simpler, but honestly, I think I could count on one hand the number of times that has not been an issue, like there haven't been other issues. So yeah, it's simpler in some ways, but you really have to trust the people that you're taking over their entity, and there's just always skeletons in the closet.

Patrick: That's the nature of our business.

Jemma: I wouldn't do it personally. I wouldn't take over somebody else's entity.

Andy: So, this is critical for all of us when I bring up timeline. It's definitely critical for our buyers and sellers, right? It's very sensitive. And I think Patrick and I talk maybe weekly in a very not often positive light about how long things are taking. So, what is the typical timeline for a standard ABC license transfer? And have you seen in the recent year or years things get longer at certain junctures of the process? Because I have.

Jemma: Um, three to, I tell people 3 to 5 months from when we submit an application.

Andy: Wow.

Jemma: There's just always delays. And half the time, it's with the applicant, and they get really upset, but I'm like, you have to respond. You have to give me the things I ask for. I'm not going to ask you for something that isn't essential. I promise. I don't want to give you more work to do than is necessary, but yeah,

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there's there's always some kind of delays, and often, particularly since COVID, they're, ABC is not really working five days a week, 8 to 5. They take a lot of vacations. I don't know where all these ABC people are going, but.

Andy: And that's what we've noticed too. When your licensing rep disappears, they're not usually handing them off to someone else and being like, here, you watch this while we're gone or keep the process moving. It is absolutely stagnated and upsets some of our clients.

Jemma: The supervisors can take it over. So that's who I reach out to if somebody disappears. But it's frustrating because they don't give you any advance notice. I'm going out of town for eight days. You never know. But the supervisors can go take files and finish them.

Andy: Patrick, we've complained about a little bit the timeline to get assigned to a licensing rep these days. It's taking many weeks at times, and that seems slower.

Patrick: I had an experience recently where we were able to pick up the poster, and then I actually got the poster fairly quick, within under two weeks, and then I hadn't heard from the licensing rep for 30 days. And I kept on calling the office trying to find out who my licensing rep was, and they were like, she should be reaching out to you. And I know this person because I had dealt with her prior, and she was an agent that had been with the, with ABC for a very long time. And so I was really concerned, but then at some point, she did end up contacting me, but it was like when the poster was, 30-day poster was about to be up, and I'm like, how far off is this going to be? So.

Andy: That's the time we should be almost done with our checklist. We should have everything in their hands by the time the poster's coming down.

Patrick: I just find it frustrating, and I don't want to complain because I know these people are working really, really hard and everything like that, but it's the differences in communication. Some people are really good about communicating and emailing, and others are terrible at just email. I'll ask just like, hey, listen, if you can just let me know once this application has been

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approved by your supervisor and sent off to Sacramento, just let me know that one thing so that I can monitor online from there, and I never talk to you again. And they find that to be like a, some people find that to be a ridiculous request for me to ask. We all send emails every day. How hard is it?

Jemma: Yeah, that's a, that's a pain point, and I've had district offices get upset when I call the licensing to get updates. So it's, it is tricky. They, they're very sensitive.

Andy: And I think we all can be about our job and our performance and and they are working hard, and this doesn't need to be an ABC bashing, but we also, we want clear communication, and these delays, we have to communicate this back to our clients who are, time is of the essence. They want to get the deal done. They want to get into the space and get operating.

Jemma: I think that's kind of the benefit of hiring somebody to handle it. A lot of people do these transfers themselves, too, but you take things so personally. So it's like really helpful to have a little buffer that can, you know, I don't mind pissing a couple people off to get things done because I'll I'll resolve it in the next interaction.

Andy: That makes sense. And you know the tricks of the trade now, given your background experience, Jemma, who to reach out to and who to kind of nudge a little bit to get the right answers, right? I'm sure you're calling headquarters in Sacramento more than most agents, right?

Jemma: It's good to know the internal structure because there's always, you have to go up the chain of command, but there's always somebody to listen.

Andy: I have to ask. We notice slight differences in communication, slight differences in protocols from county to county. That makes things very confusing sometimes.

Jemma: Yeah. Yeah. I think it's particularly frustrating because, and I notice this with planning departments too, so this isn't just an ABC thing, but every office thinks that their process is common sense and their process is the way it's done,

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but they're all different. And so really it is like learning how does this district office handle it? How does this district office? And you've got to let a lot of stuff roll off.

Andy: Yeah. You definitely said the timeline that you tell your clients, that I think you're setting yourself up for success, that you can get things done within the timeline you quoted, so you're not so you're managing expectations, right? But same thing would go, I guess my next question would be, how do you, what kind of background questions and things do you ask people before they enter into an application process, whether it's a new license or transfer, so you don't have any surprises or red flags come up later?

Jemma: I mean, I complete the application, so I know all of the potential can of worms that can come up and and manage those, and sometimes it's a person with a criminal background, crimes of moral turpitude. We're not going to be putting that person on a license. I still am surprised by things. I think that's just kind of the nature of it, but I want to know what's around the corners beforehand. So I've complete applications. I know what ABC is looking for. I know the things that are going to potentially derail a project, and try to clean those up before we start really.

Andy: Patrick, do you have, I think you have the record for an applicant with the most DUIs that was able to be, that was able to be, get the license.

Patrick: Yeah, that was a shock to me. They disclosed everything, and they were all 10 plus years or older, and they believe it was like somewhere in the range of like 8 to 10 DUIs. And that was for a 47 license as well. So I was really concerned, but he disclosed it up front. He was very clear about it. The seller knew everything like that. The one thing that did get me that I think the only time I've ever had an application denied, but then, later on, we were able to get it approved was, and I took for granted. I'll never forget this experience. The investor owned a winery, and that wasn't disclosed, and that became a sticking point. I had to, something that we had to get resolved, and I had to go to some consultants to help me out and get it all resolved.

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Jemma: Yeah, there's five main reasons that an application can be denied, and tied house is a big one.

Andy: What are the five reasons? We'd love to hear.

Jemma: So tied house, so for example, if somebody has ownership of a liquor distributor, they can't also get retail licenses. Initially, the laws were designed so you could only be a manufacturer, a distributor, or a retailer. There's a lot of exceptions now, so it's a little more complicated, but that's one. Criminal record, crimes of moral turpitude is another one. This one, I actually learned the hard way that you can't be a licensee and a peace officer in the same county. And so that was why when Gavin Newsom became governor, he had to be taken off of all of his licenses. The main peace officer of the state. Zoning issues, which you wouldn't really run into with a business transfer because a lot of those are grandfathered in, but I did have, if a seller doesn't keep their license current and somebody wants to go into a space, they might have to get planning department approval to put another license there, and planning can say, no.

Patrick: Let's talk about a little bit about like moving a license into a location and doing the mailers that you have to do with schools, churches, residents. Talk a little bit about that process.

Jemma: That was the fifth reason. You could get protested. Not with a transfer. That's one of the great benefits of buying a business with a license is it's not subject to the protest period. And really, that can't derail a transfer. But for a new license or maybe you have a client that wants to upgrade their license, they have beer and wine, and they want to add spirits. So they're going to get a 47. Neighbors can protest, and that can go to an administrative law judge, and they need to get representation and manage the concerns of neighbors. So well-organized neighbors can limit the conditions of a license.

Patrick: Have you had a license denied because of a protest that couldn't be removed and how often does that happen?

Jemma: It's pretty rare. There, there used to be some, call them like professional protesters in San Francisco. They were kind of anti-alcohol, so any licenses that

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came up, but now I really only see it if there's organized neighbors, and I think a lot of people, COVID changed a lot of the sentiment around these businesses. I think people appreciate the value of hospitality more. So really unless they have like, they have a personal issue with a business, I don't see too many protests, but they definitely happen.

Andy: I mean, a protest could really, from a neighbor, could really surround previous bad behavior in the location, going past last call or the hard stop of when you can serve alcohol. There's a lot of reasons.

Jemma: It's noise most of the time. And I feel like people that would work with you and people work with me are pretty good operators for the most part. I really don't have a lot of bad actors. I think I've had, one or two people that I worked with that I was like, I don't really want to be associated with this, but for the most part, they're really hard working. They're trying to run good businesses, and it's, it's not easy to run a hospitality business.

Patrick: And do you find more protest with like a 48 versus a 47 just given that there's food with that, or do you is it just the same?

Jemma: Liquor stores and bars, I would say, get protested more than anything. But I have seen, and the protests have to be related to the alcohol sales, alcohol service, and operations. I've had a really hairy one in Oakland at one point that the licensee ended up giving up on the project because it was just too contentious with the neighbors. But they were upset about the grease trap and the grease exhaust. And ABC was like, we don't, that's not our issue.

Andy: It's not our lane.

Jemma: That's not our lane. So, you know.

Andy: Obviously, there's a lot of different types of licenses that the Alcoholic Beverage Control manage and distribute. Are there a lot of nuances or differences between an application process for getting a Type 41, which is beer and wine, versus a Type 47, which is liquor plus food, or a 48 with no food that's

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just liquor? What are some of the change differences between the application process?

Jemma: They're essentially the same. The application is qualifying an entity and a location, and transfer is, it's important that a licensee signs off properly. They look at escrow. Really, any kind of license has a pretty similar application, with the exception of a couple of auxiliary licenses, like the catering permit. You can kind of just add that to a license, or the import license can be added to a wholesale license. But for the most part, if you want to get a new license or transfer an existing one, it's the same, no matter what kind of license it is.

Andy: Interesting. Over the past years, we've seen a large insurgence of, for example, food trucks or pop-up restaurants or special events, things like that. What does an operator of one of those or all of those need to do to serve alcohol if it's not a permanent brick and mortar?

Jemma: They have to have a permanent brick and mortar. There's no mobile license except for an auxiliary license. So you can get a Type 58 catering permit on a 41, 42, 47, or 48. That's it. And I get a lot of requests for this, but, it kind of makes sense because ABC's tasked with qualifying locations. So that would be impossible to do with a strictly mobile business.

Andy: So in the event of a pop-up, which is such a common thing these days, the owner of the establishment, let's say, has a beer and wine license, okay, in place, but they're not operating on Monday, Tuesday, Wednesday, and another team comes in and does their dinner but wants to serve beer and wine with their dinner. Do they, does the party coming in need a 58?

Jemma: They could become, if it's an ongoing relationship, they could become co-licensees. It's a little bit risky though, because they're basically liable for what the other operator does. So that's another one. I have a lot of caterers that do that. They will become co-licensees at a restaurant so that they can use the 58 and pull event authorizations for their catering events. But you have to trust the people you're on the license with because you're subject to their violations.

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Andy: So if I were the owner, I wouldn't do that. I wouldn't do that. What's the other option then if they're, what do they need to serve alcohol in the space if they're not on the permanent license or a co-licensee? You can't, huh? Interesting.

Patrick: And on a food truck, if you had a brick and mortar, uh, location, and then you had a food truck, you can run a 58 off of your whatever license at your brick and mortar, and you can go and sell. But otherwise, if you're just a food truck, you have no means of getting an ABC license? Wow. I didn't know that. And what about like ghost kitchens and shared kitchens and stuff like that?

Jemma: If we can get a permanent license issued at a space, a lot of people will base it there and then just, kind of go crazy with their 58, but you have to apply, you have to get approval for those events, and does everyone do that all the time? No. But you're supposed to. And for public ones, our insurance companies might require ABC approval on an event authorization. It's important.

Patrick: So let me ask you, what are, what's your advice for first-time restaurant buyers navigating ABC?

Andy: To call Jemma.

Patrick: Yeah. Setting you up here.

Andy: Yeah, look up Proper Pour Company, you guys.

Jemma: I think the value of working with someone like me is that I know where to push back because the regulatory bodies, they're not business operators. They're not business people. They don't really know the impact of their conditions on your business. So if I was opening a different kind of business, I would, I would want to work with someone to make sure that I'm set up properly and in good shape to be successful.

Andy: Sure.

Patrick: And one of the things that I always do when I'm about to submit an application is I look online to see when the seller's license is going to expire

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because that has to be current when you put an application in. So what are some other things that a seller can do to make, the transaction go smoother for for you or for the buyer?

Jemma: There's two main things that I think are helpful to audit on a license before it transfers. One is to make sure the ownership is current on the seller's license. Sometimes, relationships go south, and if you haven't properly removed a partner, they will have to sign off. So I've had people have a hard time. Oh, this guy is in Mexico now. Well, he has to sign off. There's no way to get around that. So keeping license ownership current is really helpful. The other thing is making sure that the diagram that ABC has on file is what you think you're buying.

Patrick: Yeah.

Andy: Did we not talk about this yesterday, Patrick? On our deal. Yes, exactly. No, it is so crazy. We really would with, we would definitely advise anybody taking over a license or getting a new license, save your floor plans, save your diagrams exactly like when you applied for the future, just in case you ever sell, because that gets a lot of pushback from the ABC licensing reps, right?

Jemma: Well, this this is my little secret that I'm going to share with you guys, is you can request that record from ABC Records Department, and I 100% of the time do it.

Patrick: Yeah. I've been requesting the diagram from the seller when I take a listing now so that I have it up front, so that I know what it looked like when they, and maybe I should, when they say they don't have it, maybe I should have them request it.

Jemma: You can.

Patcisk: I can do that on their behalf. Yeah. Maybe I should start doing that because sometimes they do have it and I have it ready for when the buyer is going to do the transfer. But I like what you just said. That's that's really fantastic.

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Jemma: Well, and ABC started doing the red outline, and that's really important because a lot of old diagrams don't really indicate, does this patio included? Is it not? That was the nightmare scenario I was going to share with you is a buyer in LA thought he was getting this huge, beautiful, built-out back patio. It wasn't included. He ended up having to get conditional use from LA planning, which is like not for the faint of heart. It took a year, and he thought that was included in his deal. So that would have.

Andy: We have a lot of things, probably a whole other conversation with you, Jemma, on a future episode, but shared street programs and parklets and stuff and making those permanent, and there's a lot that goes into that. There's a lot that goes into that. There's a lot of different paperwork to make those permanent for new applicants, so it's a big deal and it's a, someone like you is going to be able to navigate that better than someone on their own trying to take the lead on it, right?

Jemma: Frustrating, too. I have a project right now in San Francisco that they went through entertainment commission approval. They've did everything right, and planning came back and said, no, you need you need a Department of Building inspection. And not just something you like, bring them down and get them an inspection. It takes a long time to get on their agenda and...

Andy: So Patrick, I mean, this is a little bit self-servient, but I want to ask Jemma if this has happened to her. Patrick and I and we definitely try to, when we can, handle all of our own ABC applications for our clients because we were experienced in it, but when there becomes hiccups or questions or things that look unmanageable, you're a go-to, right, Jemma? Are there commercial brokers out there that you've seen get in too deep and then reach out too late to you? Maybe that these brokers don't necessarily deal with restaurants or ABC on a regular basis?

Jemma: I've had them not really understand the transfer process in terms of like escrow closing and those sorts of things. So it's frustrating for the parties of the deal because they're told one thing, and then different things happen. There's less that can go wrong with a person-to-person transfer, so it makes sense to

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me that brokers offer the service. I just think it could be helpful to have a little audit beforehand to make sure everything looks good, but it's not rocket science. There are things that can go wrong, but there's less that can go wrong with a business transfer than with an original license.

Andy: Patrick, with you and I, if we're going to co-broke on something, we often times do ask that that broker, what their experience level is with ABC, health department, and other issues that we, we we are going to encounter. So it's a good conversation to have up front.

Patrick: Any transactions that I do not represent the buyer, I will be sending them to Jemma because I won't represent the buyer again on an ABC transfer. It's just not, it shouldn't be what I, I'm not representing that person and so, and I don't trust that another agent knows how to do the ABC. So I would probably make that a negotiating tactic that they would have to use a consultant.

Jemma: I would as a seller, it can, I've sometimes, when I don't get hired for things, I just like check on them from time to time, and I'm like, oh, 6 months later, it's not issued yet. 8 months later, it's not issued yet. And you never know why, but.

Andy: What, Jemma, you mentioned in the beginning of the episode that things are always changing, new rules, new protocol with the ABC, and such. Is there anything new? Is there any new updates from California Alcoholic Beverage Control about their regulations or protocol that we should know? I mean, I was in the office in Concord yesterday, yesterday morning, and they said, oh, we're moving, we're trying to move new applications to an online format. And I was like, wow, okay. When is that going to be available for transfers too? And, they don't have an answer for that. But can you tell us what's some of the new things are going on?

Jemma: Um, online applications for original, I think it's just 41s, a beer and wine restaurant are coming soon. I'm cautiously terrified because I do, we haven't really talked about it, but the federal application for a winery or a wholesaler has an online application. That's the TTB. And you don't always get the most

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advanced technology from a government IT department. So I think there's going to, it'll work for some people, and it's not going to work for everybody.

Andy: Got it. Well, I really, this has been really fruitful. We love talking about it because Patrick and I deal with ABC on a daily basis, almost, and having you as a resource and expert in the field is amazing, and I think we know who to send to you and when. So that's uh, that's a good relationship to have, and I encourage our listeners to be able to reach out to you too and look up Proper Pour Company with any questions they have.

Jemma: I'm always happy to, talk to someone for a couple minutes too before getting in, just setting expectations, kind of so people know what to expect. So anybody that's curious about ABC-related things, I'd love to talk to them.

Andy: Yeah. And I know Patrick, we like to kind of conclude some of the things that we've learned today, and I thought it was really fruitful when Jemma brought up five reasons that an application may be denied. And, those are, related to tied house laws and rules, and applicant may be having a criminal background, an applicant that is also a peace officer on some level cannot be on a license. You can run into problems with zoning and planning, and then you also have the protest period that could throw some curveballs at you. So those are really, really good things to keep in mind. Those are five good things to keep in mind when you're thinking about taking over a license or applying for one.

Okay. Jemma, we always ask our guests, a bonus question, and it's usually about dining, and I'm open to say, ask you if you've had a really lovely or amazing, memorable dining experience recently, but we're talking about Alcoholic Beverage Control. What about a new bar or something that you're really excited about, or something along those lines?

Patrick: Your favorite cocktail.

Jemma: Well, I'm a martini girl. I like a gin martini with a twist.

Andy: Love it, classic.

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Jemma: Yeah. And I like wine as well, but I'm a little fussy about the wine, so.

Andy: You mean fussy as in like you need the top quality stuff or what do you mean?

Jemma: I like interesting wine. I like, I think it's really exciting. I was talking to someone yesterday about distributors, and yeah, there's some big distributors that have all the big-name brands, but California also supports a lot of boutique distributors and producers, and it's because people want interesting products. So I think alcohol is a really interesting field to work in, just because you see so many creative businesses.

Andy: Yeah, absolutely. Well, thank you. We're Patrick, we're not sending her a bottle of Barefoot Chardonnay after this as a thank you, okay? All right. Well, Jemma, we really appreciate you coming on. You are a wealth of knowledge in this Alcoholic Beverage Control world. So thank you so very much, and we definitely will continue to push people your way who need your support and expertise, okay?

Jemma: When I, I just want to say, I really appreciate that you focus your business brokerage on hospitality. I think hospitality is underserved by good professionals, so it means a lot to know that they're in good hands with you guys.

Andy: Very kind. We appreciate that.

Patrick: Thank you.

Andy: All right, you guys. Thanks for listening. Tune in next time. We got some new topics and guests coming up.

Thank you all for listening to this week's episode of *Restaurant Deal Making EXPOSED!* If you're considering selling your business and would like a free consultation, reach out to patrickAndAndy@therestaurantsalesbroker.com or visit TheRestaurantSalesBroker.com to learn more.