

**MEMORANDUM**

April 10, 2019

TO: Public Safety Committee

FROM: <sup>CH</sup> Craig Howard, Senior Legislative Analyst

SUBJECT: **Worksession – FY20 Recommended Operating Budget, Department of Liquor Control (DLC)**

PURPOSE: Review and Make Recommendations for Council Consideration

**Expected Participants:**

- Robert Dorfman, Director, Department of Liquor Control (DLC)
- Marty Utermohle, Chief of Administrative Services, DLC
- Edgar Gonzalez, Deputy Director, DLC
- Courtney Orsini, Management and Budget Specialist, DLC
- Jennifer Nordin, Office of Management and Budget

**1. FY20 Budget Overview**

The table below provides a general overview of DLC revenue, expenditures, and staffing from FY18 to the Executive's FY20 recommendation (©1). Budget details by program area begin on page 4.

<b>DLC Budget Summary</b>	<b>FY18 Actual</b>	<b>FY19 Approved</b>	<b>FY20 CE Rec.</b>	<b>% Change, FY19-FY20</b>
<b>Expenditures</b>	<b>\$67,977,719</b>	<b>\$63,990,451</b>	<b>\$64,195,876</b>	<b>0.3%</b>
Personnel Costs	\$36,028,478	\$34,956,544	\$36,259,186	3.7%
Operating Costs	\$21,064,981	\$17,136,826	\$17,235,209	0.6%
Capital Outlay	\$969,455	\$521,681	\$1,436,681	175.4%
Debt Service	\$9,914,805	\$11,375,400	\$9,264,800	-18.6%
<b>Revenue</b>	<b>\$91,017,875</b>	<b>\$91,697,144</b>	<b>\$92,720,851</b>	<b>1.1%</b>
Liquor Sales	\$88,700,748	\$89,558,487	\$90,446,885	1.0%
Other	\$2,317,127	\$2,138,657	\$2,273,966	6.3%
<b>Earnings Transfer</b>	<b>\$24,828,303</b>	<b>\$28,171,463</b>	<b>\$28,400,899</b>	<b>0.8%</b>
Unrestricted	\$21,163,320	\$24,506,777	\$24,774,980	1.1%
Chargebacks/Indirect Costs	\$3,664,983	\$3,664,686	\$3,625,919	-1.1%
<b>Total FTE's</b>	<b>438.2</b>	<b>442.2</b>	<b>427.7</b>	<b>-3.3%</b>
Personnel Costs per FTE	\$82,219	\$79,051	\$84,777	7.2%
<b>Positions</b>	<b>448</b>	<b>455</b>	<b>440</b>	<b>-3.3%</b>
Full-Time	305	307	302	-1.6%
Part-Time	143	148	138	-6.8%

The Executive recommends \$64.2 million in FY20 expenditures, an increase of \$200,000 or 0.3% from the FY19 approved budget. Of note:

- The Executive’s recommendation projects FY20 revenue of \$92.7 million, an increase of \$1.0 million or 1.1% compared to the FY19 budget.
- The unrestricted earnings transfer for FY20 is \$24.8 million, an increase of \$300,000 or 1.2% over the FY19 budget and \$3.6 million or 17.0% over FY18 actuals.

### **Executive’s Working Capital Plan**

The County Executive invites the Council’s input for final County Executive decisions on the determination of adequate working capital and use of resources in the Liquor Control Fund and net proceeds to be deposited to the General Fund. The DLC Working Capital Plan is the Executive’s Recommended Operating Budget for DLC.

The Attorney General has written an opinion that states policy decisions of the DLC Director are subject to exclusive authority of the County Executive. The DLC is subject to the same requirements and procedures as applicable under County law to any other County department except to the extent that ordinary County requirements or procedures would be inconsistent with the General Assembly’s own decisions about DLC. Under State law, the DLC Director and Finance Director – with the approval of the County Executive – are authorized to determine the portion of DLC’s net profits that are needed for working capital, after payment of debt service.

## **2. DLC Budget/Performance/Operational Issues**

This section highlights several budget, performance, and/or operations issues that the Committee may want to discuss with DLC staff. These include both enhancements DLC plans to make in FY20 and the status of other issues the Committee has reviewed in recent years.

**Name change.** Pending final state legislative approval, DLC plans to change its name to Alcohol Beverage Services as of July 1.

**Retail stores.** One of the key initiatives listed in the Executive’s budget for DLC is to enhance store operations by renovating select stores, piloting new store concepts, and implementing a retail training program. Further details provided by DLC include:

- **Renovating the Darnestown, Cabin John, and Montrose stores.** DLC plans to work with a consultant in late FY19 or early FY20 to create a high-end design concept. The goal is to create a more engaging and customer friendly experience. The renovated stores will vary in size and scope based on location, but all stores will have the same look and feel. Many of the renovated stores will feature areas such as growler stations, tasting and education rooms, and expanded specialty product areas. The first remodel will be Darnestown and will be funded in part by funds received through lease renewal negotiations with the landlord.
- **“Spirits only” stores.** DLC plans to open its first “spirits only” store in Poolesville and will finalize a demographic plan for additional locations.
- **Retail training program.** DLC will establish a retail training program once a new Training and Curriculum Specialist is hired. This position will work directly with the Division Chief of Retail Operations and partner with human resources to develop, design, and facilitate a core training program for the retail store staff that will focus on sales, service, and product knowledge.

**Retail store pricing change for licensees.** Effective March 25, DLC implemented a change in the pricing structure for licensees that purchase products at retail stores instead of from the warehouse (©10). Previously, licensees could purchase beer, wine, or spirits from retail stores at the same wholesale prices as buying from the warehouse even though they could purchase one bottle at a time in the stores instead of having to order a full case from the warehouse. DLC reports that this was creating inventory, efficiency, and cost issues for the retail stores. Under the new pricing policy:

- All beer purchased by a licensee through a Montgomery County DLC retail store will be: 1) 10% off the retail shelf price, or 2) the retail sale price, whichever is lowest.
- All wines and spirits purchased by a licensee through a Montgomery County DLC retail store will cost the wholesale price plus an \$0.80 per bottle surcharge.

The new pricing only applies to purchases made by licensees at DLC stores, it does not impact pricing when ordering through the warehouse. DLC notes that “this new policy ensures the County recovers the additional labor and handling costs caused by selling to licensees in our retail stores – yet, still offers you the convenience of purchasing small quantities of products when not ordering through the warehouse. This model is consistent with industry standards and many other jurisdictions throughout the U.S. follow this practice, either by adding a broken case charge through the warehouse or electing to charge a bottle fee in their retail stores.”

**Delivery improvements.** DLC plans to finalize and implement a “proof of delivery” system in FY20. This will include hand held devices and printers for drivers and trucks, similar to the delivery process used by companies like FedEx and UPS.

**Marketing and outreach.** DLC plans to create a three-pronged targeted communications campaign that builds awareness of the Special Order program. Communications tools will be developed for DLC employees, retail store consumers, and licensees that showcase the ability to order one-off products that consumers want to purchase but are not currently on shelves or available in the warehouse. Further marketing and outreach plans provided by DLC include:

- Craft a wraparound program for our signature retail event, Whiskey Rocks, that demonstrates the DLC’s superior knowledge, competitive pricing, ability to access limited availability items, and wide product assortment within the whiskey category.
- Develop a quarterly licensee forum to solicit input and feedback from private businesses in the County involved in the sale of alcoholic beverages.
- Local Maryland Small Business Strategy focused on helping small distilleries, wineries, vineyards, and breweries succeed in DLC stores. This is being done through a combination of grass roots networking efforts, direct distribution channels to the stores from these companies, and changes in thresholds for sales to remain stock for small Maryland businesses. We have already approved three local companies for this process and have several more we are working with. Our long-term strategy will see a Maryland local section highlighted in all our newly remodeled stores featuring these products. Additionally, we have new signage in stores calling attention to the product on shelves and we are working with marketing to call attention to these suppliers in our own advertising.

**DLC licensee feedback survey.** In January 2019, CountyStat conducted its annual DLC licensee customer satisfaction survey. The complete survey summary is attached at ©12. As Council staff noted last year, respondents are indicating much higher levels of satisfaction than when the Office of Legislative Oversight conducted a similar survey in 2015.

**Survey Question: “How would you rate your overall satisfaction with the services that the Department of Liquor Control provides?”**

<b>Conducted by:</b>	<b>Year</b>	<b>% Responding “Satisfied” or “Somewhat Satisfied”</b>	<b>% Responding “Very Dissatisfied or “Somewhat Dissatisfied”</b>	<b>Survey Response Rate</b>
OLO	2015	28%	54%	19.4%
CountyStat	2018	54%	39%	10.6%
CountyStat	2019	61%	25%	9.2%

On the retail side, DLC notes that it also has received very positive responses (around 97%) from the “Happy or Not” kiosks in retail stores that allow customers to provide real-time feedback on their experience as they leave a store.

**3. FY20 Expenditures by Program**

**A. Warehouse Operations**

DLC’s warehouse operations program involves management of the County’s beverage alcohol warehouse and the purchasing, receiving, and storing of over 35,000 different stock or special order items. All alcoholic beverage products sold in Montgomery County must pass through DLC’s warehouse, except for some beer and wine from small producers that can “self-distribute” their product directly to licensees under State law. This program also includes the DLC Communication Center that takes customer orders, provides assistance and problem solving, connects customers with DLC experts, provides proactive outreach on order status and product availability, and response to general customer inquiries.

In FY20, the warehouse operations program represents about 15% of DLC’s recommended operating expenditures and 23% of DLC’s personnel complement. The County Executive recommends a 9.8% increase in expenditures and a 1.0% increase in FTE’s for this program in FY20.

<b>Warehouse Operations</b>	<b>FY19 Approved</b>	<b>FY20 CE Rec.</b>	<b>% Change, FY19-FY20</b>
Expenditures	\$8,890,200	\$9,761,701	9.8%
FTEs	96.23	97.23	1.0%

**B. Delivery Operations**

DLC’s delivery operations program includes the distribution of distilled spirits, wine, and beer to licensed establishments and County retail stores. In FY20, the delivery operations program represents about 11% of DLC’s recommended operating expenditures and 19% of DLC’s personnel complement. The County Executive recommends a 1.6% decrease in expenditures and no change in FTE’s for this program.

<b>Delivery Operations</b>	<b>FY19 Approved</b>	<b>FY20 CE Rec.</b>	<b>% Change, FY19-FY20</b>
Expenditures	\$7,312,044	\$7,193,110	-1.6%
FTEs	83.00	83.00	--

**C. Retail Sales Operations**

DLC’s retail sales operations program oversees sales of distilled spirits, wine, and beer to retail customers through the operation of 25 stores located throughout the County. DLC stores have the exclusive right to sell liquor for off-site consumption in the County, and sell wine and non-chilled beer. In FY20, the retail sales operations program represents about 47% of DLC’s recommended operating expenditures and 49% of DLC’s personnel complement. The County Executive recommends a 4.1% increase in expenditures and a 6.2% decrease in FTE’s for this program in FY20.

<b>Retail Sales Operations</b>	<b>FY19 Approved</b>	<b>FY20 CE Rec.</b>	<b>% Change, FY19-FY20</b>
Expenditures	\$29,001,691	\$30,188,535	4.1%
FTEs	224.88	210.88	-6.2%

**D. Licensure, Regulation, and Education**

DLC’s licensure, regulation, and education program encompasses several different elements, listed below:

- Processing alcoholic beverage license applications in compliance with State law and the rules and regulations of the County Board of License Commissioners.
- Inspecting and investigating facilities licensed to sell alcoholic beverages or tobacco products to ensure compliance with all applicable laws, rules, and regulations.
- Working with businesses, individuals, community groups, and government agencies to provide and coordinate programs, increase awareness of alcohol laws, and promote responsible hospitality practices among County licensees.

In FY20, the LRE program represents about 3% of DLC’s recommended operating expenditures and 3% of DLC’s personnel complement. The County Executive recommends a 6.8% increase in expenditures and a 9.6% increase in FTE’s for this program in FY20.

<b>Licensure, Regulation, and Education</b>	<b>FY19 Approved</b>	<b>FY20 CE Rec.</b>	<b>% Change, FY19-FY20</b>
Expenditures	\$1,819,312	\$1,943,326	6.8%
FTEs	10.39	11.39	9.6%

**E. Administration**

DLC’s administration program provides accounting, financial, and information technology services for the department. Finance and accounting staff perform special analyses, reporting, and prepare and monitor the department’s budget. Information technology staff provide the design, operation, maintenance, and protection of all information technology initiatives for the department. In FY20, the administration program represents about 21% of DLC’s recommended operating expenditures and 5% of DLC’s personnel complement. The County Executive recommends an 11.9% decrease in expenditures and a 6.6% decrease in FTE’s for this program in FY20. The expenditure decrease is primarily due to a reduction in debt service costs.

<b>Administration</b>	<b>FY19 Approved</b>	<b>FY20 CE Rec.</b>	<b>% Change, FY19-FY20</b>
Expenditures	\$15,668,948	\$13,707,946	-11.9%
FTEs	22.70	21.20	-6.6%

## **F. Office of the Director**

This program provides the overall direction for DLC. In FY20, the office of the director program represents about 2% of DLC's recommended operating expenditures and 1% of DLC's personnel complement. The County Executive recommends a small increase in expenditures and a reduction of one FTE for this program in FY20. The FTE reduction results from the Executive's decision to abolish a Manager I position.

<b>Office of the Director</b>	<b>FY19 Approved</b>	<b>FY20 CE Rec.</b>	<b>% Change, FY19-FY20</b>
Expenditures	\$1,398,256	\$1,401,258	0.2%
FTEs	5.00	4.00	-20.0%

## **4. DLC Budget Recommendations**

Based on the 1998 Maryland Attorney General's opinion, the Council traditionally provides general comments on the DLC budget (Working Capital Plan) rather than recommending increases, decreases, or deferral of particular line items.

**Council staff recommends support of the Department of Liquor Control FY20 Operating Budget as submitted by the County Executive with \$64,195,876 in expenditures and a \$28,400,899 earnings transfer to the General Fund.**

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# Liquor Control

**RECOMMENDED FY20 BUDGET**  
**\$64,195,876**

**FULL TIME EQUIVALENTS**  
**427.70**

☀ **ROBERT DORFMAN, DIRECTOR**

## **MISSION STATEMENT**

The mission of the Department of Liquor Control (DLC) is to provide licensing, wholesale and retail sales of beverage alcohol products, enforcement and effective education and training programs, while promoting moderation and responsible behavior in all phases of distribution and consumption. The Department diligently promotes, enforces, and obeys all laws and regulations governing beverage alcohol while generating revenue for the benefit of Montgomery County's General Fund. The Department strives to provide its customers with the added benefits inherent with the oversight provided by the Montgomery County Government.

## **BUDGET OVERVIEW**

The total recommended FY20 Operating Budget for the Department of Liquor Control is \$64,195,876, an increase of \$205,425 or 0.32 percent from the FY19 Approved Budget of \$63,990,451. Personnel Costs comprise 56.48 percent of the budget for 302 full-time position(s) and 138 part-time position(s), and a total of 427.70 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 43.52 percent of the FY20 budget.

In FY20, DLC will transfer \$28.4 million to the General Fund and make \$9.3 million in debt service payments on Liquor Control Revenue Bonds for a total contribution of \$37.7 million.

The above projections and proposed expenditures form the basis for working capital decisions concerning the Liquor Enterprise Fund.

The following information is provided to facilitate County Council and public input for final County Executive decisions on the determination of adequate working capital within, and use of resources in, the Liquor Enterprise Fund and net proceeds to be deposited to the General Fund. Consistent with Article 2B, Section 15-207, the County Executive must make resource allocation decisions for the Fund.

## **COUNTY PRIORITY OUTCOMES**

While this program area supports all seven of the County Executive's Priority Outcomes, the following are emphasized:

◆ **A Greener County**

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- ◆ Effective, Sustainable Government
  - ◆ Safe Neighborhoods
  - ◆ A Growing Economy

## **DEPARTMENT PERFORMANCE MEASURES**

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

## **INITIATIVES**

- ★ In FY20, DLC will transfer \$28.4 million to the General Fund and make \$9.3 million in debt service payments on Liquor Control Revenue Bonds for a total contribution of \$37.7 million.
- ★ Expand marketing and outreach efforts to promote many of the existing features of DLC services.
- ★ Enhance store operations by renovating select stores, piloting new store concepts, and implementing a retail training program.

## **ACCOMPLISHMENTS**

- ✓ Hired a Chief of Retail Operations with a strong record of retail management experience as well as a diverse background in building sales, improving customer experiences, and staff development and training.
- ✓ Completed County retail store resets to provide customized product selection and shelf placement.
- ✓ Awarded the NACo Achievement Awards during FY18 for four programs including:
  - "I Take it Personally Campaign" in the category of Public Safety
  - "Pre-Licensing Program" in the category of Economic Development
  - "Automated Lottery Program for Allocated Spirits" in the category of Information Technology
  - "Online Special Event Licenses" in the category of Information Technology
- ✓ Awarded the 2018 National Best Practices Award from trade magazine *StateWays* for the "Best Alcohol Distribution Innovation" within control states in the U.S. and Canada.

## **INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS**

- ✱ Implemented software to improve reporting, data analysis, and decision making capabilities.
- ✱ Implemented scanning and voice picking software to improve speed and accuracy in the DLC warehouse.

## **COLLABORATION AND PARTNERSHIPS**



**\* "I Take it Personally" Campaign**

DLC and Police launched a public awareness campaign to prevent drunk driving and patron over-consumption.

**Partners**

Department of Police

**PROGRAM CONTACTS**

Contact Courtney Orsini of the Department of Liquor Control at 240.777.1921 or Jennifer Nordin of the Office of Management and Budget at 240.777.2779 for more information regarding this department's operating budget.

**PROGRAM DESCRIPTIONS**

**☀ Administration**

This program provides accounting, financial, personnel, and information technology services for the department. Finance and accounting staff perform special analyses, reporting, and preparation and monitoring of the department's budget. Information and technology staff provide the design, operation, maintenance, and protection of all information technology initiatives for the department.

FY20 Recommended Changes	Expenditures	FTEs
<b>FY19 Approved</b>	<b>15,568,948</b>	<b>22.70</b>
Increase Cost: IT Systems and Point of Sale (POS)	67,297	0.00
Decrease Cost: Finance Chargebacks	(204,510)	(1.50)
Decrease Cost: Debt Service	(2,110,600)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	386,811	0.00
<b>FY20 Recommended</b>	<b>13,707,946</b>	<b>21.20</b>

**☀ Warehouse Operations**

This program involves management of the County's beverage alcohol warehouse and includes the purchase, receipt, and storage of over 35,000 different stock and special order items.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Inventory as a percent of Cost of Goods Sold (COGS)	15.6	15.0	15.0	15.0	15.0
Inventory as a Percent of DLC Sales	11.4	10.5	10.5	10.0	10.0

FY20 Recommended Changes	Expenditures	FTEs
<b>FY19 Approved</b>	<b>8,890,200</b>	<b>96.23</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	871,501	1.00
<b>FY20 Recommended</b>	<b>9,761,701</b>	<b>97.23</b>

## ☀ Delivery Operations

This program includes the distribution of distilled spirits, wine, and beer to licensed establishments and County retail stores.

FY20 Recommended Changes	Expenditures	FTEs
<b>FY19 Approved</b>	<b>7,312,044</b>	<b>83.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(118,934)	0.00
<b>FY20 Recommended</b>	<b>7,193,110</b>	<b>83.00</b>

## ☀ Retail Sales Operations

This program oversees sales of distilled spirits, wine, and beer to retail customers through the operation of retail stores that are located throughout Montgomery County.

FY20 Recommended Changes	Expenditures	FTEs
<b>FY19 Approved</b>	<b>29,001,691</b>	<b>224.88</b>
Decrease Cost: Retail Store Leases	(48,717)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY19	(440,000)	0.00
Decrease Cost: Annualized Savings from Store Consolidation	(589,068)	(16.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,264,629	2.00
<b>FY20 Recommended</b>	<b>30,188,535</b>	<b>210.88</b>

## ☀ Licensure, Regulation and Education

This program includes issuance of beverage alcohol licenses; inspecting and investigating licensed facilities to ensure compliance with all applicable laws, rules, regulations; and serving as support staff and providing expert testimony at hearings for issuance, fining, suspension, or revocation of licenses. This program also encompasses community partnerships by defining issues and strategies, and monitoring efforts with various agencies, departments, civic organizations, businesses, and individuals to provide and coordinate innovative programs and measures to ensure safe and vibrant communities relative to the service and consumption of beverage alcohol.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Rating of licensees satisfied with Licensing Application Process (Average score on a 1-5 scale)	4.7	4.5	5.0	5.0	5.0
Annual alcohol compliance checks to minors (under 21)	400	400	400	400	400
Rating of Licensed Businesses satisfied with ALERT Training (Average Score on a 1-5 Scale)	4.7	4.6	5.0	5.0	5.0

FY20 Recommended Changes	Expenditures	FTEs
<b>FY19 Approved</b>	<b>1,819,312</b>	<b>10.39</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	124,014	1.00
<b>FY20 Recommended</b>	<b>1,943,326</b>	<b>11.39</b>

## ☀ Office of the Director

This program provides the overall direction for the Department and leads the marketing and public relations efforts.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Annual growth in DLC retail and wholesale sales (percent)	1.3	-0.4	1.0	1.0	1.0
Gross profit margin of DLC retail and wholesale operations (percent)	27.1	30.2	29.7	30.0	30.0

FY20 Recommended Changes	Expenditures	FTEs
<b>FY19 Approved</b>	<b>1,398,256</b>	<b>5.00</b>
Decrease Cost: Abolish Manager I (Deputy Director)	(268,203)	(1.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	271,205	0.00
<b>FY20 Recommended</b>	<b>1,401,258</b>	<b>4.00</b>

## BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
<b>LIQUOR CONTROL</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	27,035,265	25,293,311	25,990,290	26,252,497	3.8 %
Employee Benefits	8,993,213	9,663,233	9,227,332	10,006,689	3.6 %
<b>Liquor Control Personnel Costs</b>	<b>36,028,478</b>	<b>34,956,544</b>	<b>35,217,622</b>	<b>36,259,186</b>	<b>3.7 %</b>
Operating Expenses	21,064,981	17,136,826	17,495,557	17,235,209	0.6 %
Capital Outlay	969,455	521,681	162,281	1,436,681	175.4 %
Debt Service Other	9,914,805	11,375,400	10,829,500	9,264,800	-18.6 %
<b>Liquor Control Expenditures</b>	<b>67,977,719</b>	<b>63,990,451</b>	<b>63,704,960</b>	<b>64,195,876</b>	<b>0.3 %</b>
<b>PERSONNEL</b>					
Full-Time	305	307	307	302	-1.6 %
Part-Time	143	148	148	138	-6.8 %
FTEs	438.20	442.20	442.20	427.70	-3.3 %
<b>REVENUES</b>					
Bag Tax	7,213	0	0	0	—
Investment Income	50,539	183,160	38,870	41,410	-77.4 %
Liquor Licenses	1,706,715	1,570,197	1,669,222	1,732,993	10.4 %
Liquor Sales	88,700,748	89,558,487	86,069,396	90,446,885	1.0 %
Miscellaneous Revenues	232,643	0	0	0	—
Other Charges/Fees	22,091	8,740	22,959	23,418	167.9 %
Other Fines/Forfeitures	225,926	220,560	316,916	316,916	43.7 %
Other Licenses/Permits	72,000	156,000	156,000	159,229	2.1 %
<b>Liquor Control Revenues</b>	<b>91,017,875</b>	<b>91,697,144</b>	<b>88,273,363</b>	<b>92,720,851</b>	<b>1.1 %</b>

## GRANT FUND - MCG

## BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
<b>EXPENDITURES</b>					
Salaries and Wages	5,557	0	0	0	—
Employee Benefits	860	0	0	0	—
<b>Grant Fund - MCG Personnel Costs</b>	<b>6,417</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	77,036	0	0	0	—
<b>Grant Fund - MCG Expenditures</b>	<b>83,453</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>REVENUES</b>					
Miscellaneous Revenues	76,699	0	0	0	—
Other Intergovernmental	(125)	0	0	0	—
State Grants	10,000	0	0	0	—
<b>Grant Fund - MCG Revenues</b>	<b>86,574</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>

### DEPARTMENT TOTALS

<b>Total Expenditures</b>	<b>68,061,172</b>	<b>63,990,451</b>	<b>63,704,960</b>	<b>64,195,876</b>	<b>0.3 %</b>
<b>Total Full-Time Positions</b>	<b>305</b>	<b>307</b>	<b>307</b>	<b>302</b>	<b>-1.6 %</b>
<b>Total Part-Time Positions</b>	<b>143</b>	<b>148</b>	<b>148</b>	<b>138</b>	<b>-6.8 %</b>
<b>Total FTEs</b>	<b>438.20</b>	<b>442.20</b>	<b>442.20</b>	<b>427.70</b>	<b>-3.3 %</b>
<b>Total Revenues</b>	<b>91,104,449</b>	<b>91,697,144</b>	<b>88,273,363</b>	<b>92,720,851</b>	<b>1.1 %</b>

### FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>LIQUOR CONTROL</b>		
	<b>FY19 ORIGINAL APPROPRIATION</b>	<b>63,990,451 442.20</b>
<u>Changes (with service impacts)</u>		
Enhance: Operational Improvements	2,110,600	4.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY20 Compensation Adjustment	1,342,769	0.00
Increase Cost: Restore One-Time Lapse Increase	458,116	0.00
Increase Cost: Restore One-Time Reduction in Operating Expenses	250,000	0.00
Increase Cost: Annualization of FY19 Personnel Costs	225,850	0.00
Increase Cost: Risk Management Adjustment	86,144	0.00
Increase Cost: IT Systems and Point of Sale (POS) [Administration]	67,297	0.00
Increase Cost: Retirement Adjustment	59,541	0.00
Decrease Cost: Retail Store Leases [Retail Sales Operations]	(48,717)	0.00

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## FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Motor Pool Adjustment	(190,994)	0.00
Decrease Cost: Finance Chargebacks [Administration]	(204,510)	(1.50)
Decrease Cost: Abolish Manager I (Deputy Director) [Office of the Director]	(268,203)	(1.00)
Decrease Cost: Elimination of One-Time Items Approved in FY19 [Retail Sales Operations]	(440,000)	0.00
Decrease Cost: OPEB Adjustment	(542,800)	0.00
Decrease Cost: Annualized Savings from Store Consolidation [Retail Sales Operations]	(589,068)	(16.00)
Decrease Cost: Debt Service [Administration]	(2,110,600)	0.00
<b>FY20 RECOMMENDED</b>	<b>64,195,876</b>	<b>427.70</b>

## PROGRAM SUMMARY

Program Name	FY19 APPR	FY19 APPR	FY20 REC	FY20 REC
	Expenditures	FTEs	Expenditures	FTEs
Administration	15,568,948	22.70	13,707,946	21.20
Warehouse Operations	8,890,200	96.23	9,761,701	97.23
Delivery Operations	7,312,044	83.00	7,193,110	83.00
Retail Sales Operations	29,001,691	224.88	30,188,535	210.88
Licensure, Regulation and Education	1,819,312	10.39	1,943,326	11.39
Office of the Director	1,398,256	5.00	1,401,258	4.00
<b>Total</b>	<b>63,990,451</b>	<b>442.20</b>	<b>64,195,876</b>	<b>427.70</b>

## FUTURE FISCAL IMPACTS

### CE RECOMMENDED (\$000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
<b>LIQUOR CONTROL</b>						
<b>EXPENDITURES</b>						
<b>FY20 Recommended</b>	<b>64,196</b>	<b>64,196</b>	<b>64,196</b>	<b>64,196</b>	<b>64,196</b>	<b>64,196</b>
No inflation or compensation change is included in outyear projections.						
<b>Annualization of Positions Recommended in FY20</b>	<b>0</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>
New positions in the FY20 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
<b>Debt Service</b>	<b>0</b>	<b>912</b>	<b>1,590</b>	<b>1,216</b>	<b>1,006</b>	<b>946</b>
Debt service estimates include Liquor Control Revenue Bonds, Master Lease Agreements for Forklifts, Delivery Trucks, and ERP system.						
<b>Retail Store Leases</b>	<b>0</b>	<b>279</b>	<b>423</b>	<b>570</b>	<b>719</b>	<b>907</b>
The leases for retail stores based on average annual increases per lease agreements (3.0%).						
<b>Retiree Health Insurance Pre-funding</b>	<b>0</b>	<b>(7)</b>	<b>(22)</b>	<b>(155)</b>	<b>(248)</b>	<b>(315)</b>
<b>Labor Contracts</b>	<b>0</b>	<b>464</b>	<b>464</b>	<b>464</b>	<b>464</b>	<b>464</b>

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## FUTURE FISCAL IMPACTS

### CE RECOMMENDED (\$000S)

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Title	FY20	FY21	FY22	FY23	FY24	FY25
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>64,196</b>	<b>65,914</b>	<b>66,721</b>	<b>66,361</b>	<b>66,207</b>	<b>66,268</b>

## ANNUALIZATION OF PERSONNEL COSTS AND FTES

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	FY20 Recommended		FY21 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Staffing Changes	278,147	4.00	347,684	4.00
<b>Total</b>	<b>278,147</b>	<b>4.00</b>	<b>347,684</b>	<b>4.00</b>

FY20-25 PUBLIC SERVICES PROGRAM: FISCAL PLAN			Liquor Control				
FISCAL PROJECTIONS	FY19 ESTIMATE	FY20 REC	FY21 PROJECTION	FY22 PROJECTION	FY23 PROJECTION	FY24 PROJECTION	FY25 PROJECTION
<b>ASSUMPTIONS</b>							
Indirect Cost Rate	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
CPI (Fiscal Year)	2.2%	2.3%	2.5%	2.7%	2.7%	2.7%	2.7%
Investment Income Yield	2.3%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
<b>BEGINNING FUND BALANCE</b>	<b>6,386,748</b>	<b>2,386,036</b>	<b>2,142,489</b>	<b>3,798,376</b>	<b>4,725,394</b>	<b>6,070,991</b>	<b>6,788,868</b>
<b>REVENUES</b>							
Licenses & Permits	1,825,222	1,892,222	1,940,095	1,992,478	2,046,275	2,101,524	2,158,265
Charges For Services	22,959	23,418	24,010	24,658	25,324	26,008	26,710
Fees & Forfeitures	316,916	316,916	324,934	333,707	342,717	351,970	361,473
Miscellaneous	86,108,286	90,468,286	95,128,541	98,202,593	101,354,126	103,343,028	105,356,998
<b>Subtotal Revenues</b>	<b>88,273,383</b>	<b>92,720,861</b>	<b>97,417,580</b>	<b>100,553,436</b>	<b>103,768,442</b>	<b>105,822,530</b>	<b>107,903,444</b>
<b>INTERFUND TRANSFERS (Net Non-CIP)</b>							
Indirect Costs	(28,171,463)	(28,400,899)	(28,671,780)	(29,671,780)	(30,671,780)	(31,671,780)	(32,671,780)
Earnings Transfer	(3,495,654)	(3,625,919)	(3,671,780)	(3,671,780)	(3,671,780)	(3,671,780)	(3,671,780)
Telecommunications NDA	(24,506,777)	(24,774,980)	(25,000,000)	(26,000,000)	(27,000,000)	(28,000,000)	(29,000,000)
	(169,032)	0	0	0	0	0	0
<b>TOTAL RESOURCES</b>	<b>66,468,649</b>	<b>66,705,988</b>	<b>70,886,289</b>	<b>74,880,032</b>	<b>77,822,056</b>	<b>80,221,761</b>	<b>82,017,522</b>
<b>PSP OPER. BUDGET APPROP/ EXP'S.</b>							
Operating Budget	(52,875,460)	(54,931,078)	(57,009,667)	(59,268,168)	(61,623,284)	(64,079,290)	(65,203,975)
Debt Service: Other (Non-Tax Funds only)	(3,829,500)	(3,264,800)	(9,264,800)	(9,264,800)	(9,264,800)	(9,264,800)	(9,264,800)
Labor Agreement	n/a	0	(458,609)	(458,609)	(458,609)	(458,609)	(458,609)
Labor Contracts Other	n/a	0	(4,981)	(4,981)	(4,981)	(4,981)	(4,981)
FFI Efficiencies	n/a	n/a	1,200,000	1,400,000	1,600,000	1,850,000	2,000,000
FFI Debt Service	n/a	n/a	(912,300)	(1,589,600)	(1,218,450)	(1,006,300)	(945,700)
FFI Retail Store Leases	n/a	n/a	(279,283)	(423,097)	(569,808)	(719,453)	(908,511)
FFI Retiree Health Insurance Pre Funding	n/a	n/a	7,390	22,270	154,520	247,550	315,080
<b>Subtotal PSP Oper Budget Approp / Exp's</b>	<b>(63,704,960)</b>	<b>(64,195,876)</b>	<b>(66,722,230)</b>	<b>(69,586,986)</b>	<b>(71,383,412)</b>	<b>(73,436,883)</b>	<b>(74,469,516)</b>
<b>OTHER CLAIMS ON FUND BALANCE</b>	<b>(367,653)</b>	<b>(367,653)</b>	<b>(367,653)</b>	<b>(367,653)</b>	<b>(367,653)</b>	<b>0</b>	<b>0</b>
<b>TOTAL USE OF RESOURCES</b>	<b>(64,072,613)</b>	<b>(64,563,529)</b>	<b>(67,089,883)</b>	<b>(69,954,639)</b>	<b>(71,751,065)</b>	<b>(73,436,883)</b>	<b>(74,469,516)</b>
<b>YEAR END FUND BALANCE</b>	<b>2,386,036</b>	<b>2,142,489</b>	<b>3,798,376</b>	<b>4,725,394</b>	<b>6,070,991</b>	<b>6,788,868</b>	<b>7,548,006</b>
<b>END-OF-YEAR RESERVES AS A</b>							
<b>PERCENT OF RESOURCES</b>	<b>3.6%</b>	<b>3.2%</b>	<b>5.4%</b>	<b>6.3%</b>	<b>7.8%</b>	<b>8.5%</b>	<b>9.2%</b>
<p>Assumptions</p> <ol style="list-style-type: none"> <li>These projections are based on the Executive's recommended budget. The projected future expenditures, revenues and fund balances may vary based on changes not assumed here to fee or tax rates, usage, inflation, future labor agreements, and other factors.</li> <li>Fund balance policy equals one month's operating expenses, one payroll, and \$1,500,000 for inventory in cash balance.</li> <li>Operating expenditures grow with CPI. Revenues projections reflect DLC gross profit forecasts.</li> <li>OPEB Liability 5 year allocation is shown as a claim on fund balance in FY19-FY23.</li> <li>Debt service reflects estimated savings from bond refunding in FY19, FY20, and FY21.</li> <li>Beginning in FY20 telecommunication costs are captured within indirect costs.</li> </ol>							

9

# Policy: Customer Returns, Refusals, Cancellations of Special Orders, and Retail Pricing

New Retail Pricing Policy *\* Updated 3/11/2019 \**

## To our valued licensee customers:

Today, many of you are opting to purchase beer, wine, and spirits from DLC retail stores as opposed to having product delivered directly from the warehouse to your place of business. These purchases are occurring at the same price you pay when buying directly from the warehouse and this practice has created several issues:

- Licensees often request that our retail stores carry wine & spirits products for their convenience, so they can be purchased one bottle at a time through our stores instead of ordering full cases through the warehouse. As our retail stores are only permitted to purchase by-the-case from the warehouse (the same procedure that licensees must follow), this causes our stores to carry excess inventory for long periods of time without seeing a positive return.
- Similarly, several of our retail stores have become mini-warehouses given their desire to accommodate as many special product requests from the licensee community as possible. This excess inventory is interfering with their efficient operations and negatively impacts our ability to serve your needs along with the needs of our retail consumers.
- Some licensees are also choosing to make large purchases of beer on Friday evenings or before special holidays. These large beer purchases are not done in a consistent manner, making accurate forecasting nearly impossible; and, most retail stores are not large enough to accommodate additional beer inventory. As a result, out-of-stock situations frequently occur in our stores resulting in a negative impact on customer service for our retail consumers.
- Approximately 10% of retail store sales come from licensee purchases, however, these purchases are occurring at the same price you pay when buying directly from the warehouse. Additional labor and handling costs incurred at the store level – receiving, picking licensee orders, etc. – are not being recouped.

For these reasons, the DLC is changing its pricing structure for licensee purchases at retail. Effective **March 25, 2019** the following price changes will go into effect:

- All beer purchased by a licensee through a Montgomery County DLC retail store will be
  1. 10%-off the retail shelf price, or
  2. The retail sale price, whichever is lowest



- All wines and spirits purchased by a licensee through a Montgomery County DLC retail store will pay the wholesale price plus an \$0.80 per bottle surcharge.

For example: assume a 30-pack of beer has a retail shelf price of \$27.99 and is on sale this month for \$23.99. Since \$25.19 (10%-off the retail shelf price) is higher than \$23.99 (retail sale price), that would make your price at retail \$23.99 for this 30-pack of beer.

Another example: assume the wholesale cost of a bottle of Cabernet Sauvignon is \$10.69.

- The price you will pay in our retail stores for one bottle of this wine will be \$10.69 (wholesale cost) + \$0.80 (bottle surcharge, one bottle), for a total of \$11.49.
- The price you will pay in our retail stores for two bottles of this wine will be \$21.38 (wholesale cost) + \$1.60 (bottle surcharge, two bottles), for a total of \$22.98.

*Please note, these changes only apply to purchases made at DLC retail stores; when ordering through the warehouse your cost will continue to be the wholesale price for beer, wine, and spirits.*

This new policy ensures the County recovers the additional labor and handling costs caused by selling to licensees in our retail stores – yet, still offers you the convenience of purchasing small quantities of products when not ordering through the warehouse. This model is consistent with industry standards and many other jurisdictions throughout the U.S. follow this practice, either by adding a broken case charge through the warehouse or electing to charge a bottle fee in their retail stores.

## Customer Return Policy

Act responsibly when consuming alcoholic beverages!

201 Edison Park Drive, Gaithersburg, MD 20878

☎ 240-777-1900 ✉ [DLC@MontgomeryCountyMD.gov](mailto:DLC@MontgomeryCountyMD.gov)

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# Montgomery County DLC Licensee Feedback Survey – 2019

Montgomery County Government  
Department of Liquor Control



# DLC Licensee Feedback Survey

## BACKGROUND & METHODOLOGY

### **Background:**

This memo summarizes the results of the annual DLC Licensee Customer Satisfaction Survey that was conducted January 16 - February 1, 2019.

### **Methodology:**

**Licensee Survey** - Responses were collected exclusively through an online survey conducted by CountyStat. A link to the survey was distributed to 1,059 licensees with email addresses registered in the department's GovDelivery system, and provided by the IT staff of DLC. Because the distribution of this survey did not rely exclusively on random sampling or any kind of parameters to control distribution, it does not meet the standards of a scientific poll. The "Montgomery County DLC Licensee Feedback Survey – 2019" questions were developed to convey the standpoint of licensees that the DLC serves and evaluate their satisfaction of the services provided by the department. Due to the lack of sampling during the distribution of this survey, there will be no attempt to weight or correct responses to align with licensee size and characteristics. One uncorrected bias will be represented within this analysis, Licensees that do not purchase items from DLC retail outlets for business purposes and answered the section on retail satisfaction and improvement from a non-business standpoint.

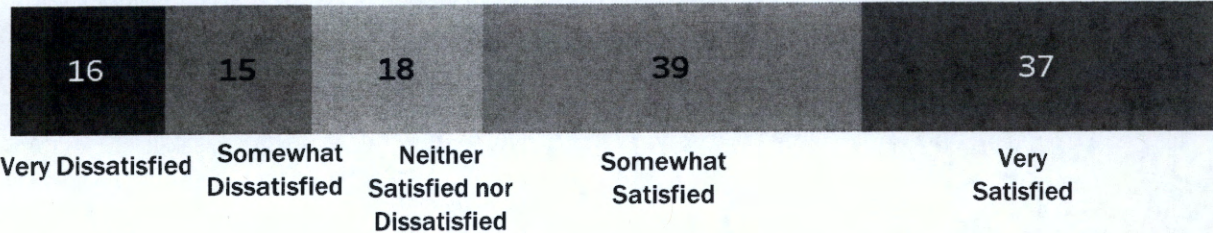
**MONTGOMERY COUNTY DLC LICENSEE FEEDBACK SURVEY – 2019**

Of the 1,375 Licensees that were sent the survey link, 126 Responses were received. With a 9.2% response rate the survey provides adequate feedback to quantify the overall satisfaction of its licensees with respect to the different services provided by the Department. For statistical certainty, the response rate is inadequate to determine a 95% confidence level. At a 90% confidence level some responses have seen a statistically significant increase or decrease from the survey completed in 2018, yet the magnitude of these changes remains on the margins. For detailed descriptive statistics from the survey responses please see Appendix I.

**QUESTION 1: HOW WOULD YOU RATE YOUR OVERALL SATISFACTION WITH THE SERVICES THAT THE DEPARTMENT OF LIQUOR CONTROL PROVIDES?**

60.8% of Respondents to the survey are satisfied with the current services that have been provided by the Department of Liquor Control compared to 53.9% of Respondents who responded as satisfied in 2018. The average satisfaction score of 3.52 is an 8% increase from the 3.26 average satisfaction score recorded in the 2018 DLC Licensee Survey. This increase is statistically significant or rather it has a less than 10% probability of occurring by chance alone.

n=125



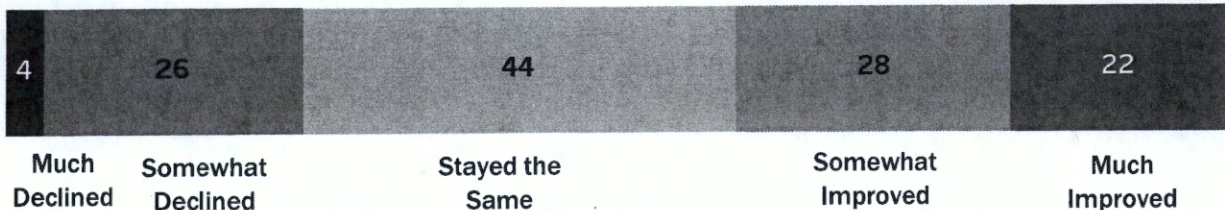
**Average Satisfaction Score: 3.5/5**

Significant Increase (8.0%)

**QUESTION 2: COMPARED TO THIS SAME TIME LAST YEAR, PLEASE RATE THE LEVEL OF IMPROVEMENT THAT YOU HAVE EXPERIENCED FOR THE DEPARTMENT'S SERVICES OVERALL.**

- 40.3% of respondents to Q2 said that they experienced some improvement in the service that they have been provided over the past year.
- 4 of the respondents reported that the overall services provided by the Department had "Much Declined" compared to zero responses last year.
- The average satisfaction score of 3.3 is an 5.5% decrease from the 3.5 average improvement score recorded in the 2018 DLC Licensee Survey. This decrease is statistically significant or rather it has a less than 10% probability of occurring by chance alone.

n=124

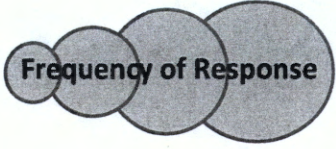
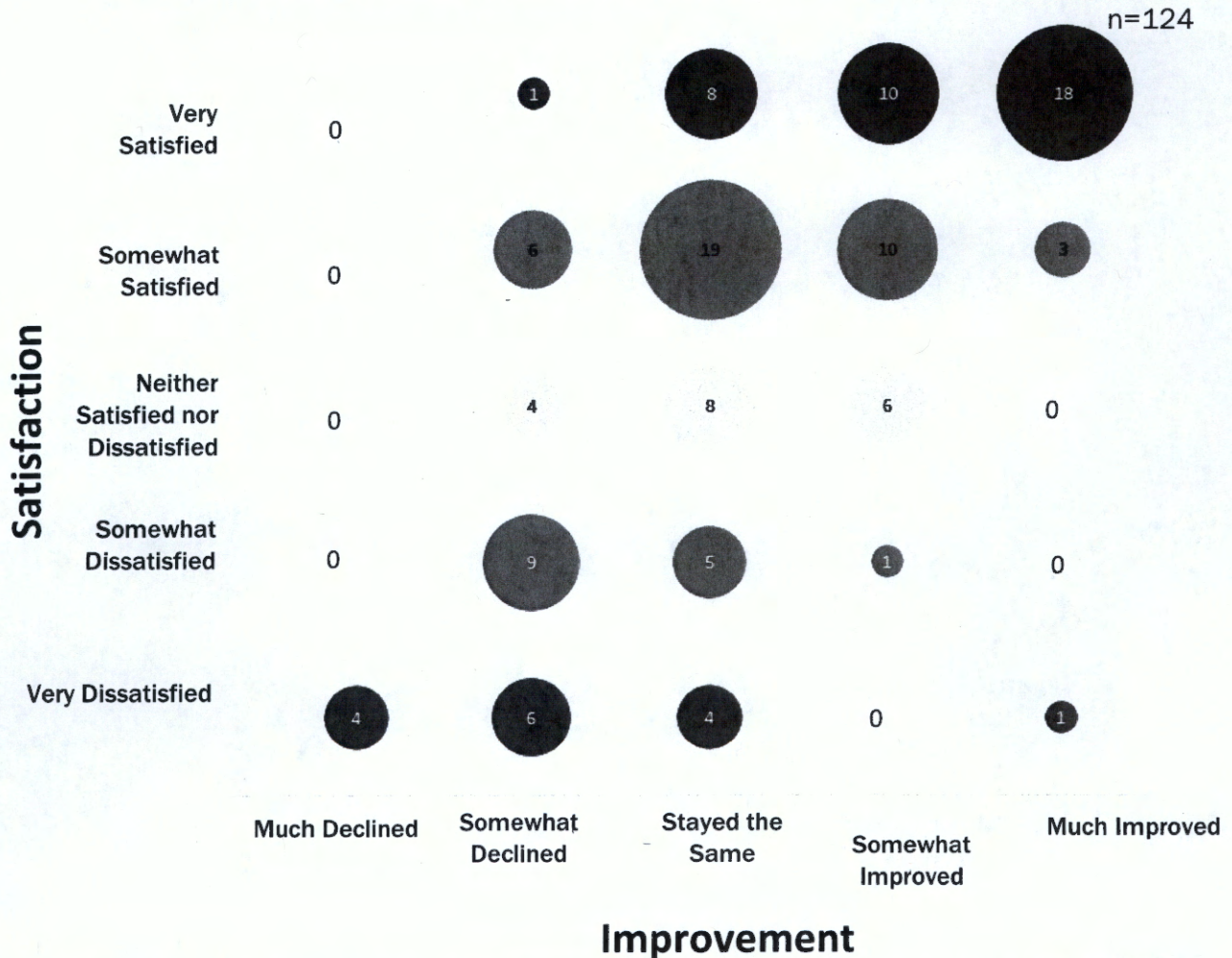


**Average Improvement Score: 3.3/5**

Significant Decline (5.5%)

**QUESTION 1 VS. QUESTION 2 SATISFACTION VS. IMPROVEMENT**

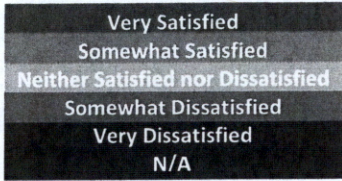
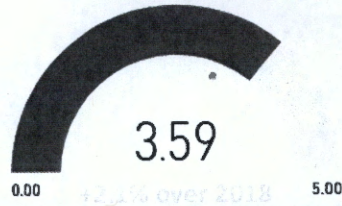
- Of the 124 respondents that answered both Question 1 and Question 2 on the survey, 44 (or 35.0%) of respondents replied that they had not experienced any noticeable changes in the services that were provided by the department over the past year. Of those 44 licensees that had not experienced change in Question 2, exactly 27 replied that they were somewhat or very satisfied and only 9 replied that they were either somewhat or very dissatisfied with the overall service provided by the department, the remainder (8) replied that they were "Neither Satisfied nor Dissatisfied."
- 67.0% of respondents answered that they were either satisfied or saw improvement in service over the past year Question 1 and Question 2, compared to 62% of respondents in 2018.



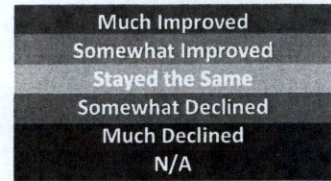
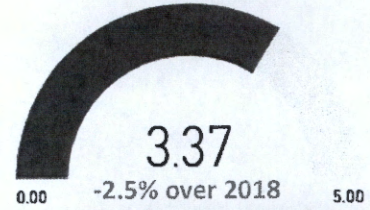
**QUESTION 3 VS. QUESTION 4 SATISFACTION VS. IMPROVEMENT:  
WHOLESALE DIVISION**

Average Score for satisfaction and improvement within the Wholesale Division

**Satisfaction**



**Improvement**



Category	Satisfaction Score	Improvement Score
Consistency of Deliveries (n=123)	3.6/5 No Significant Change	3.35/5 No Significant Change
Customer service and responsiveness (cashiers, call center, drivers, etc.) (n=121)	3.8/5 No Significant Change	3.4/5 No Significant Change
Ease of ordering through iStore (n=113)	3.6/5 No Significant Change	3.5/5 No Significant Change
Ease of ordering through the Customer Call Center (n=100)	4.0/5 No Significant Change	3.5/5 Significant Decline (6.2%)
Product selection and availability (n=124)	3.0/5 No Significant Change	3.1/5 No Significant Change

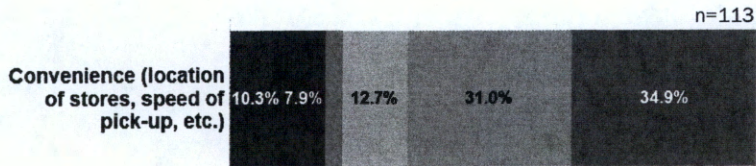
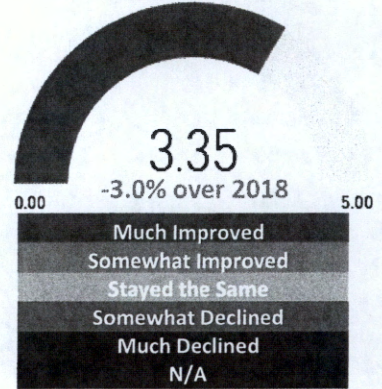
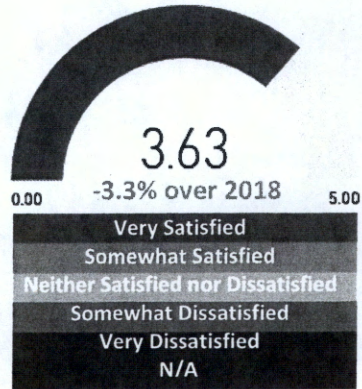
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**QUESTION 5 VS. QUESTION 6 SATISFACTION VS. IMPROVEMENT:  
RETAIL DIVISION**

**Satisfaction**

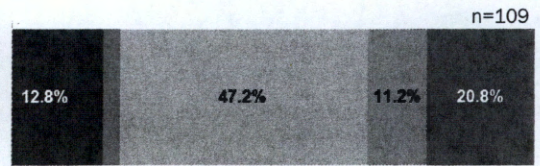
**Improvement**

Average Score for satisfaction and improvement within the Retail Division



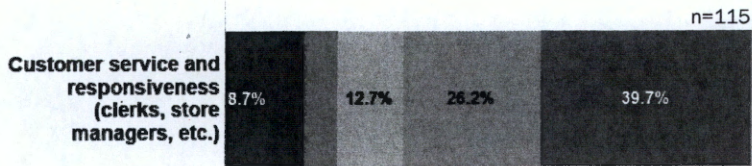
Satisfaction Score: 3.9/5

No Significant Change



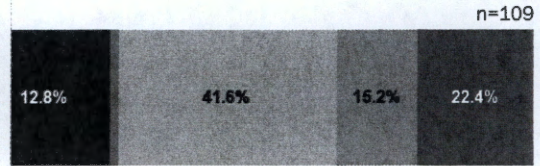
Improvement Score: 3.5/5

No Significant Change



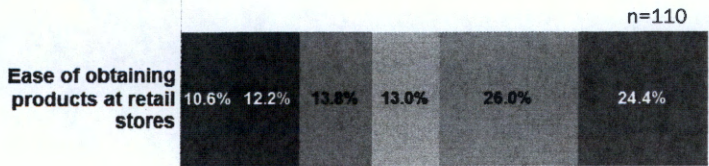
Satisfaction Score: 3.9/5

No Significant Change



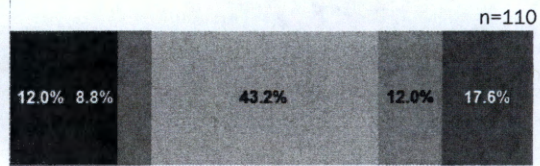
Improvement Score: 3.5/5

No Significant Change



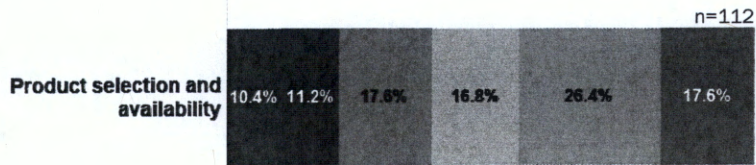
Satisfaction Score: 3.4/5

No Significant Change



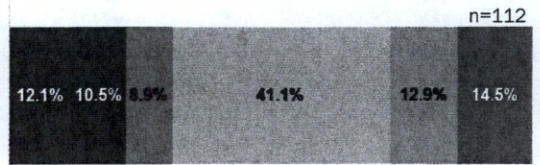
Improvement Score: 3.3/5

No Significant Change



Satisfaction Score: 3.2/5

No Significant Change



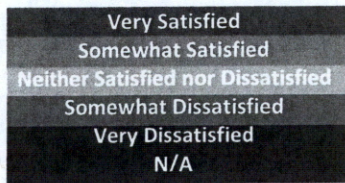
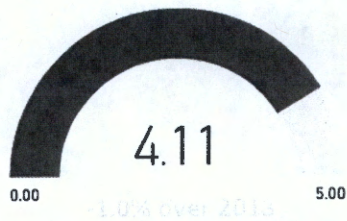
Improvement Score: 3.1/5

No Significant Change

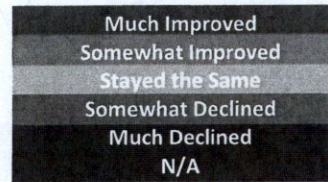
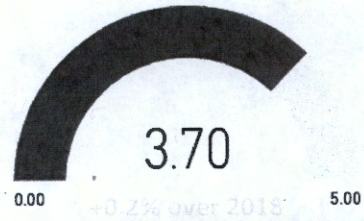
**QUESTION 7 VS. QUESTION 8 SATISFACTION VS. IMPROVEMENT:  
LRE DIVISION**

Average Score for satisfaction and improvement within the LRE Division

**Satisfaction**



**Improvement**



Category	Satisfaction Score	Improvement Score
Customer service and responsiveness	4.1/5 <i>No Significant Change</i>	3.5/5 <i>No Significant Change</i>
Inspectors as a resource for your business	4.3/5 <i>No Significant Change</i>	3.5/5 <i>No Significant Change</i>
New license process and/or the license renewal processes	4.1/5 <i>No Significant Change</i>	3.5/5 <i>No Significant Change</i>
Quality of training programs (ALERT, etc.)	4.1/5 <i>No Significant Change</i>	3.5/5 <i>No Significant Change</i>



APPENDIX I

Below is a data table that displays the results of both the 2018 and 2019 Licensee Survey. The first character displayed in the Question column denotes that the question pertains to either Improvement (I) or Satisfaction (S); and the second character denotes the Division each question pertains to LRE(LRE), Retail(R), or Warehouse(W). The table displays the number of respondents, average scores, percent change of scores across years, and the significance of change at both 90% and 95% confidence interval. Note: in the two most right columns; a 1 denotes a statistically significant increase or decrease in the scores provided for that question, and a 0 denotes that the average response for that question is the same.

Question	2018 Respondents	2019 Respondents	Mean Score 2018	Mean Score 2019	Percent Change	90% confidence	95% confidence
I::OverallService Provided	110	124	3.5	3.3	-5.5%	1	0
I:LRE:Customer service and responsiveness	94	114	3.7	3.7	-0.5%	0	0
I:LRE:Inspectors as a resource for your business	93	111	3.8	3.7	-1.4%	0	0
I:LRE:New license process and/or the license renewal processes	91	109	3.6	3.7	1.4%	0	0
I:LRE:Quality of training programs (ALERT etc.)	83	103	3.7	3.7	1.5%	0	0
I:R:Convenience (location of stores speed of pick-up etc.)	92	109	3.5	3.5	-2.1%	0	0
I:R:Customer service and responsiveness,(clerks store managers etc.)	93	109	3.5	3.5	-0.4%	0	0
I:R:Ease of obtaining products at retail stores	93	110	3.4	3.3	-4.6%	0	0
I:R:Product selection and availability	93	109	3.3	3.1	-5.3%	0	0
I:W:Consistency of deliveries (accuracy timeliness etc.)	100	120	3.5	3.4	-4.0%	0	0
I:W:Customer service and responsiveness,(cashiers call center drivers etc.)	102	115	3.6	3.4	-4.8%	0	0
I:W:Ease of ordering through iStore	92	110	3.4	3.5	1.3%	0	0
I:W:Ease of ordering through the Customer Call Center	87	100	3.7	3.5	-6.3%	1	0
I:W:Product selection and availability	102	119	3.0	3.1	2.0%	0	0
S::Overall Satisfaction	113	125	3.3	3.5	8.0%	1	0
S:LRE:Customer service and responsiveness	97	120	4.1	4.1	-1.0%	0	0
S:LRE:Inspectors as a resource for your business	101	118	4.3	4.2	-3.0%	0	0
S:LRE:New license process and/or the license renewal processes	98	115	4.1	4.1	-0.2%	0	0
S:LRE:Quality of training programs (ALERT etc.)	85	109	4.1	4.1	0.8%	0	0
S:R:Convenience (location of stores speed of pick-up etc.)	96	113	4.0	3.9	-2.0%	0	0
S:R:Customer service and responsiveness,(clerks store managers etc.)	97	115	4.0	3.9	-1.6%	0	0
S:R:Ease of obtaining products at retail stores	97	110	3.6	3.4	-5.8%	0	0
S:R:Product selection and availability	98	112	3.4	3.2	-4.9%	0	0
S:W:Consistency of deliveries (accuracy timeliness etc.)	109	123	3.5	3.6	0.8%	0	0
S:W:Customer service and responsiveness,(cashiers call center drivers etc.)	110	121	3.8	3.8	0.0%	0	0
S:W:Ease of ordering through iStore	99	113	3.6	3.6	1.4%	0	0
S:W:Ease of ordering through the Customer Call Center	93	100	3.9	4.0	1.7%	0	0
S:W:Product selection and availability	111	124	2.8	3.0	8.5%	0	0