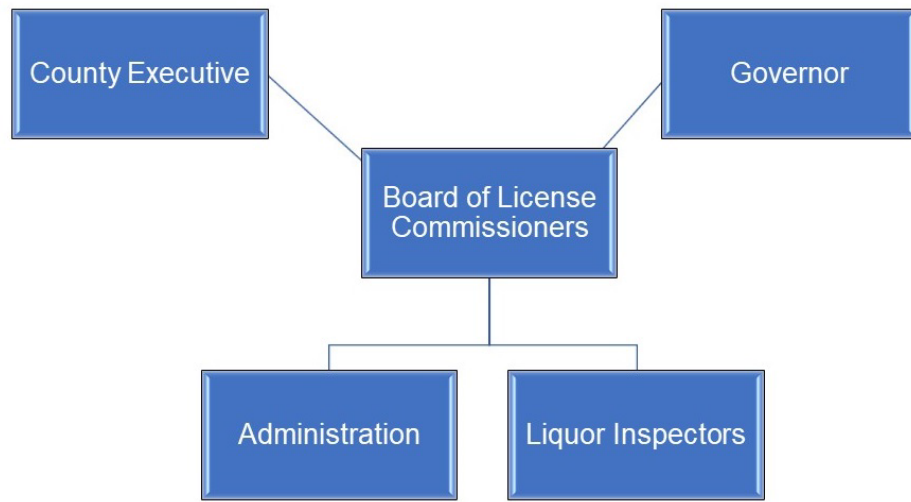


# Board of License Commissioners



## MISSION AND SERVICES

The Board of License Commissioners provides alcoholic beverage management services to the citizens, residents and visitors of Prince George's County in order to promote and maintain quality alcoholic beverage establishments that operate in a manner that benefits the community.

### CORE SERVICES

- To provide alcoholic beverage license management for Prince George's County in a manner that promotes and maintains quality alcoholic beverage establishments

### FY 2019 KEY ACCOMPLISHMENTS

- Instituted a mobile application for the inspection staff.
- Accepted payments for fees and fines online.

### STRATEGIC FOCUS AND INITIATIVES FOR FY 2020

The Board's top priorities in FY 2020 are:

- Implement the recommendations outlined in the State of Maryland Office of Legislative Audits.
- Increase transparency of hearings for the Board of License Commissioners.

### FY 2020 BUDGET SUMMARY

The FY 2020 approved budget for the Board of License Commissioners is \$1,808,800, an increase of \$147,400 or 8.9% over the FY 2019 approved budget.

**Expenditures by Fund Type**

Fund Types	FY 2018 Actual		FY 2019 Budget		FY 2019 Estimate		FY 2020 Approved	
	Amount	% Total	Amount	% Total	Amount	% Total	Amount	% Total
General Fund	\$1,011,303	100.0%	\$1,661,400	100.0%	\$1,415,600	100.0%	\$1,808,800	100.0%
<b>Total</b>	<b>\$1,011,303</b>	<b>100.0%</b>	<b>\$1,661,400</b>	<b>100.0%</b>	<b>\$1,415,600</b>	<b>100.0%</b>	<b>\$1,808,800</b>	<b>100.0%</b>

**Reconciliation from Prior Year**

	<b>Expenditures</b>
<b>FY 2019 Approved Budget</b>	<b>\$1,661,400</b>
<b>Increase Cost: Fringe Benefits</b> — Increase in costs due to a change in the fringe benefit rate from 41.2% to 45.1% and compensation adjustments	\$72,600
<b>Increase Cost: Compensation - Mandated Salary Requirements</b>	67,200
<b>Increase Cost: Operating - Office Automation Charge</b> — Increase in OIT charges to support anticipated costs for SAP maintenance and the countywide laptop refresh program	8,100
<b>Decrease Cost: Operating</b> — A decrease in wireless phone charges, offset by increases in general office supplies, mileage, and equipment lease costs	(500)
<b>FY 2020 Approved Budget</b>	<b>\$1,808,800</b>

### STAFF AND BUDGET RESOURCES

Authorized Positions	FY 2018 Budget	FY 2019 Budget	FY 2020 Approved	Change FY19-FY20
<b>General Fund</b>				
Full Time - Civilian	8	8	8	0
Full Time - Sworn	0	0	0	0
Subtotal - FT	8	8	8	0
Part Time	24	24	20	(4)
Limited Term	0	0	0	0
<b>TOTAL</b>				
Full Time - Civilian	8	8	8	0
Full Time - Sworn	0	0	0	0
Subtotal - FT	8	8	8	0
Part Time	24	24	20	(4)
Limited Term	0	0	0	0

Positions By Classification	FY 2020		
	Full Time	Part Time	Limited Term
Administrative Aide	3	0	0
Administrative Assistant	1	0	0
Chief Liquor Inspector	1	0	0
Deputy Chief Liquor Inspector	2	0	0
Director	1	0	0
Liquor Inspector	0	20	0
<b>TOTAL</b>	<b>8</b>	<b>20</b>	<b>0</b>

**Expenditures by Category - General Fund**

Category	FY 2018 Actual	FY 2019 Budget	FY 2019 Estimate	FY 2020 Approved	Change FY19-FY20	
					Amount (\$)	Percent (%)
Compensation	\$608,111	\$1,083,300	\$904,800	\$1,150,500	\$67,200	6.2%
Fringe Benefits	267,998	446,300	385,800	518,900	72,600	16.3%
Operating	135,194	131,800	125,000	139,400	7,600	5.8%
<b>SubTotal</b>	<b>\$1,011,303</b>	<b>\$1,661,400</b>	<b>\$1,415,600</b>	<b>\$1,808,800</b>	<b>\$147,400</b>	<b>8.9%</b>
<b>Total</b>	<b>\$1,011,303</b>	<b>\$1,661,400</b>	<b>\$1,415,600</b>	<b>\$1,808,800</b>	<b>\$147,400</b>	<b>8.9%</b>

In FY 2020, compensation expenditures increase 6.2% over the FY 2019 budget due to the anticipated cost of living and merit adjustments. Compensation includes funding for eight full time positions and 20 part time positions. This is a reduction of four part time positions due to the agency realizing substantial efficiencies in their daily operations. Fringe benefit expenditures increase 16.3% over the FY 2019 budget to reflect an increase in the fringe benefit rate and compensation adjustments.

Operating expenditures have a net increase of 5.8% over the FY 2019 budget due to a reduction in wireless phone charges, offset by increases in office automation costs, mileage reimbursement and general office supplies.

## SERVICE DELIVERY PLAN AND PERFORMANCE

**Goal 1** — Increase compliance with alcoholic beverage laws, rules and regulations.

**Objective 1.1** — Increase the percentage of licensed premises refusing to sell to underage volunteer operatives.

FY 2024 Target	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	Trend
95%	80%	80%	90%	90%	↑

### Trend and Analysis

While the aspiration target is a 100% refusal rate, realistically, the agency can expect the rate in the average 90% range.

### Performance Measures

Measure Name	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
<b>Workload, Demand and Production (Output)</b>					
Number of alcohol beverage business licenses suspended/revoked	6	6	5	4	4
Number of licensed premises in the County	618	50	619	625	625
Number of alcoholic beverage license hearings held	35	31	24	30	32
Number of routine inspections	1,682	1,779	2,802	4,000	4,000
Number of focused inspections	2,005	2,503	4,001	2,000	2,000
Number of compliance checks	684	503	279	625	625
Number of new alcoholic beverage licenses approved	21	26	22	20	20
Average number of compliance checks per licensed premise	1.1	0.8	0.5	1.0	1.0
Percent of licensed establishments inspected monthly	49%	30%	95%	88%	88%
Number of licenses expired for unpaid taxes	4	4	3	2	2
Trail audits of inspections	0	0	0	158	300
Number of community meetings attended	0	0	0	30	60
<b>Impact (Outcome)</b>					
Number of volunteer minor operatives	15	11	5	7	7
Percent of licensed businesses refusing to sell to underage volunteer operatives	81%	80%	80%	90%	90%
Total number of alcoholic beverage violations	145	142	56	80	80

**Objective 1.2** — Increase the percentage of establishments in compliance with the Special Entertainment Permit provisions.

FY 2024 Target	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	Trend
100%	99%	99%	99%	99%	↔

### Trend and Analysis

With a near 100% compliance rate, this objective will be sunset in FY 2020 and remain in "monitor" status.

### Performance Measures

Measure Name	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
<b>Workload, Demand and Production (Output)</b>					
Number of businesses with a Special Entertainment Permit	71	75	112	116	120
Number of inspections for entertainment	464	450	1,452	1,200	1,250
<b>Impact (Outcome)</b>					
Percent of establishments in compliance with the requirement of the Special Entertainment provisions	99%	99%	99%	99%	99%

**Goal 2** — Improve administration of the application review and hearing process.

**Objective 2.1** — Increase the percentage of establishments with compliant tax accounts with the State of Maryland and the Prince George's County Government.

FY 2024 Target	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	Trend
32%	69%	45%	48%	50%	↔

### Trend and Analysis

The Board continues to provide notice to licensed premises regarding the requirement tax payments. Electronic renewal notifications began in FY 2016 which appear to have negatively impacted the compliance rate. The Board had expected the rate to recover as licensees employed the new renewal process, but it failed to do so. Approximately 275 licenses are currently in a tax-hold status, an 83% increase over the last reporting year; the Board expects this number to continue to increase into the near future before leveling off. As it currently stands, license holders are allowed to continue to operate without penalty while reaching tax compliance. Of these in tax arrears, the Board estimates only two licenses will not be renewed.

### Performance Measures

Measure Name	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
<b>Workload, Demand and Production (Output)</b>					
Number of licensed premises in the County	618	618	618	618	619
Number of new applications reviewed	27	31	27	24	24

**Performance Measures** *(continued)*

Measure Name	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
<b>Efficiency</b>					
Number of tax examinations issued per administrative staff member	242	173	206	208	208
<b>Impact (Outcome)</b>					
Percent of establishments in tax compliance	100%	69%	45%	48%	50%

**Objective 2.2** — Decrease the duration to complete a violation notice hearing.

FY 2024 Target	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	Trend
75	72	86	90	90	↑

**Trend and Analysis**

The number of days between a violation notice and a hearing has substantially decreased due to the incorporation of the "offer of compromise" violation resolution during FY 2016. As the Board had anticipated, this duration rate moderated with the expectation that more violators will accept the offer of compromise in the future.

**Performance Measures**

Measure Name	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
<b>Workload, Demand and Production (Output)</b>					
Number of licensed premises in the County	618	618	619	625	625
Number of alcoholic beverage violations issued	135	143	56	80	80
Number of alcoholic beverage violations adjudicated	130	143	56	80	80
<b>Efficiency</b>					
Number of violations issued per inspector	6	6	2	3	3
<b>Impact (Outcome)</b>					
Number of days between the violation being written to the time of the hearing	56	72	86	90	90