

BOARD OF LICENSE COMMISSIONERS - 120

MISSION AND SERVICES

Mission - 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 -

- Enforcement of laws, rules and regulations regarding the sale and service of alcoholic beverages to address quality of life issues associated with alcoholic beverage establishments
- Schedule and assemble monthly public hearings for the issuance, violation and management of alcoholic beverage licenses
- Accept and process new, transfer and renewal applications in compliance with the Alcoholic Beverage Article of the Annotated Code of Maryland

Strategic Focus in FY 2018 -

The agency's top priorities in FY 2018 are:

- Increase the percentage of licensed premises refusing to sell to underage volunteer operatives by increasing awareness of the continuation of compliance checks and requiring businesses to attend alcohol awareness training as part of the adjudication process
- Require compliance with Section 26-1103 of the Alcoholic Beverage of the Annotated Code of Maryland, Entertainment Permit, by ensuring licensed premises are aware of the responsibilities and requirements of the entertainment permit and focusing inspections on businesses with and without the entertainment permit
- Offer bi-monthly training sessions for licensees in Mandated Alcohol Awareness Training

FY 2018 BUDGET SUMMARY

The FY 2018 approved budget for the Board of License Commissioners is \$1,404,800, an increase of \$1,000 or 0.1% over the FY 2017 approved budget.

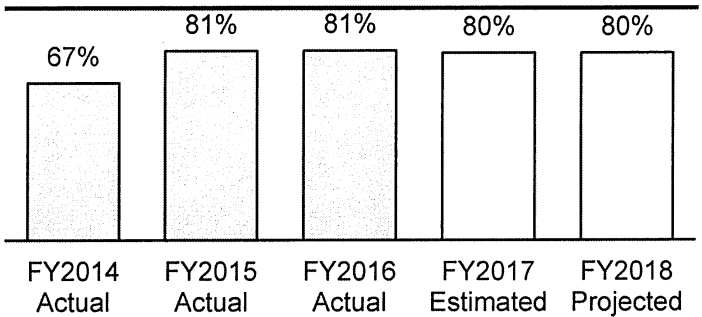
Budgetary Changes -

FY 2017 APPROVED BUDGET	\$1,403,800
Increase Cost: Operating - Increase for compliance with House Bill 1317 to hire a consultant to conduct a review of standard operating procedures	\$50,000
Increase Cost: Operating - Increase for cell phone data services for use in the field to better track mileage and inspections	\$21,700
Increase Cost: Compensation - Mandatory Salary Requirements	\$21,000
Increase Cost: Fringe Benefits - Increase in the fringe benefit rate from 37.8% to 40.4%	\$20,500
Increase Cost: Operating - Increase training resources to continue the mandated alcohol awareness training	\$8,300
Increase Cost: Operating - Increase for new program designed to verify authenticity of identifications and other operating expenses to align with anticipated spending to support daily operations	\$6,600
Decrease Cost: Compensation - Reflect the reduction of part-time inspectors from 32 to 24 and other salary compensation adjustments	(\$27,100)
Decrease Cost: Removal of One-Time Cost - Funding for inspection equipment allocated in FY 2017	(\$100,000)
FY 2018 APPROVED BUDGET	\$1,404,800

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.

Targets	Long Term Target Compared with Performance																		
<p>Short term: By FY 2018 - 80%</p> <p>Intermediate term: By FY 2020 - 85%</p> <p>Long term: By FY 2022 - 95%</p>	 <p>Long Term Target (FY 22): 95%</p> <table border="1" data-bbox="755 451 1453 766"> <thead> <tr> <th>Fiscal Year</th> <th>Performance (%)</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>FY2014</td> <td>67%</td> <td>Actual</td> </tr> <tr> <td>FY2015</td> <td>81%</td> <td>Actual</td> </tr> <tr> <td>FY2016</td> <td>81%</td> <td>Actual</td> </tr> <tr> <td>FY2017</td> <td>80%</td> <td>Estimated</td> </tr> <tr> <td>FY2018</td> <td>80%</td> <td>Projected</td> </tr> </tbody> </table>	Fiscal Year	Performance (%)	Status	FY2014	67%	Actual	FY2015	81%	Actual	FY2016	81%	Actual	FY2017	80%	Estimated	FY2018	80%	Projected
Fiscal Year	Performance (%)	Status																	
FY2014	67%	Actual																	
FY2015	81%	Actual																	
FY2016	81%	Actual																	
FY2017	80%	Estimated																	
FY2018	80%	Projected																	

Trend and Analysis -

The Inspection Staff performed compliance checks at all 618 licensed premises. The data shows that of the businesses subject to compliance check, approximately 80% refused to sell to an underage volunteer. From FY 2015 forward, the Board expects the trend to remain consistent into the future.

Performance Measures -

Measure Name	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Resources (input)					
Number of volunteer minor operatives	6	10	15	10	10
Number of liquor inspectors	21	24	24	24	24
Number of alcoholic beverage inspectors responsible for inspections	19	24	24	24	24
Number of alcoholic beverage inspectors responsible for compliance checks	14	9	24	24	24
Workload, Demand and Production (output)					
Number of alcohol beverage business licenses suspended/revoked	9	6	6	5	5
Number of licensed premises in the County	591	605	618	620	624
Number of alcoholic beverage license hearings held	33	33	35	34	35
Number of routine inspections	2,289	1,697	1,682	1,600	1,600
Number of focused inspections	2,836	2,416	2,005	2,000	2,000
Number of compliance checks	310	188	684	618	618
Number of new alcoholic beverage licenses approved	20	27	21	18	12
Average number of compliance checks per licensed premise	0.5	0.3	1.1	1.0	1.0
Percent of licensed establishments inspected monthly	31%	36%	49%	25%	25%
Number of licenses expired for unpaid taxes	4	2	4	2	2
Efficiency					
Average number of inspections per assigned alcoholic beverage inspector	270	171	154	150	150
Average number of compliance checks per assigned alcoholic beverage inspector	22	21	29	26	26
Impact (outcome)					
Percent of licensed businesses refusing to sell to underage volunteer operatives	67%	81%	81%	80%	80%
Total number of alcoholic beverage violations	161	97	145	100	100
Number of violation of sales to a minor	72	36	103	75	75

Strategies to Accomplish the Objective -

- **Strategy 1.1.1** - Perform focused compliance checks at licensed premises on an annual basis, incorporating specific procedures for the type of business
- **Strategy 1.1.2** - Ensure that alcoholic beverage inspectors are trained in the laws, rules and regulations of alcoholic beverage licenses by providing periodic training sessions
- **Strategy 1.1.3** - Initiate responsible methods to attract minors to be utilized as underage operatives
- **Strategy 1.1.4** - Provide agency sponsored Alcohol Awareness training for applicants, licensees and the community

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

Targets	Long Term Target Compared with Performance					
Short term: By FY 2018 - 99% Intermediate term: By FY 2020 - 99% Long term: By FY 2022 - 100%	100% 99% 99% 99%					
	Long Term Target (FY 22): 100%	72% FY2014 Actual	100% FY2015 Actual	99% FY2016 Actual	99% FY2017 Estimated	99% FY2018 Projected

Trend and Analysis -

Starting with FY 2015, 100% of the Special Entertainment Permit inspections performed were found to be in compliance. Continual enforcement by trained inspectors created the desired outcome. The businesses are aware and understand that enforcing the requirements of the permit creates a safer environment for businesses and the community. The Board estimates near 100% compliance rates for the near future.

Performance Measures -

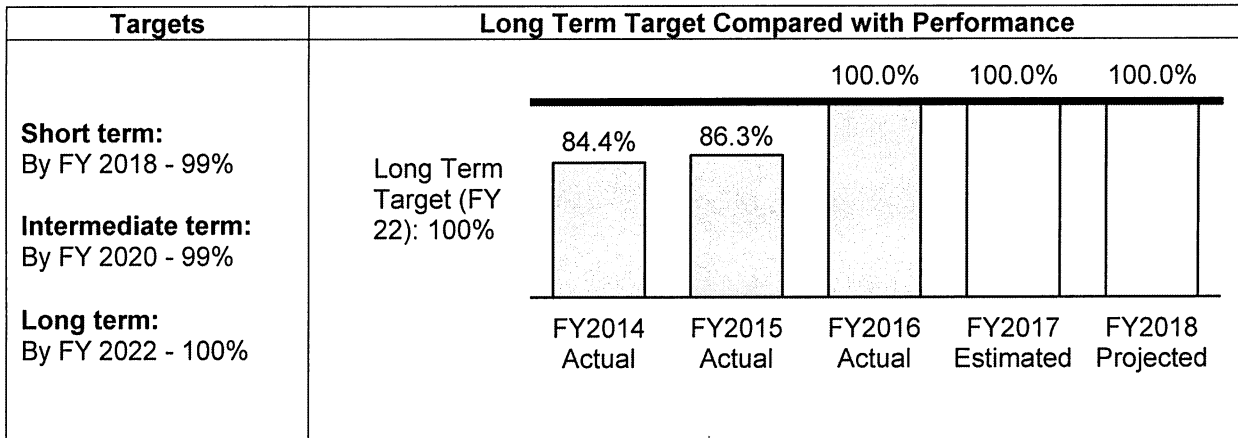
Measure Name	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Estimated	FY 2018 Projected
Resources (input)					
Number of liquor inspectors	21	24	24	24	24
Workload, Demand and Production (output)					
Number of establishments with liquor licenses that have entertainment	147	141	139	140	140
Number of businesses with a Special Entertainment Permit	73	71	71	72	72
Number of businesses providing family friendly entertainment (Exempt from the Special Entertainment Permit)	74	70	68	68	68
Number of inspections for entertainment	653	604	464	450	450
Efficiency					
Number of inspectors trained on Special Entertainment Permit	21	24	24	24	24
Impact (outcome)					
Percentage of establishments in compliance with the requirement of the Special Entertainment Permit	72%	100%	99%	99%	99%

Strategies to Accomplish the Objective -

- **Strategy 1.2.1** - Perform periodic, focused enforcement of establishments effected by the Entertainment Permit requirement
- **Strategy 1.2.2** - Train the inspection staff on laws, rules and regulations on the sale and service of alcoholic beverages
- **Strategy 1.2.3** - Work with the Prince George's County Police Department and the Department of Permitting, Inspections and Enforcement regarding the issuance of Entertainment Permits
- **Strategy 1.2.4** - Cooperate with Joint Agency Group Enforcement to ensure businesses are in compliance with all State and County requirements

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.



Trend and Analysis –

Continual enforcement of the requirement that all taxes be paid prior to the issuance or renewal of alcoholic beverage licenses appears to have the desired impact. Electronic renewals were sent exclusively starting in FY 2016, which appears to have dramatically improved the compliance rate.

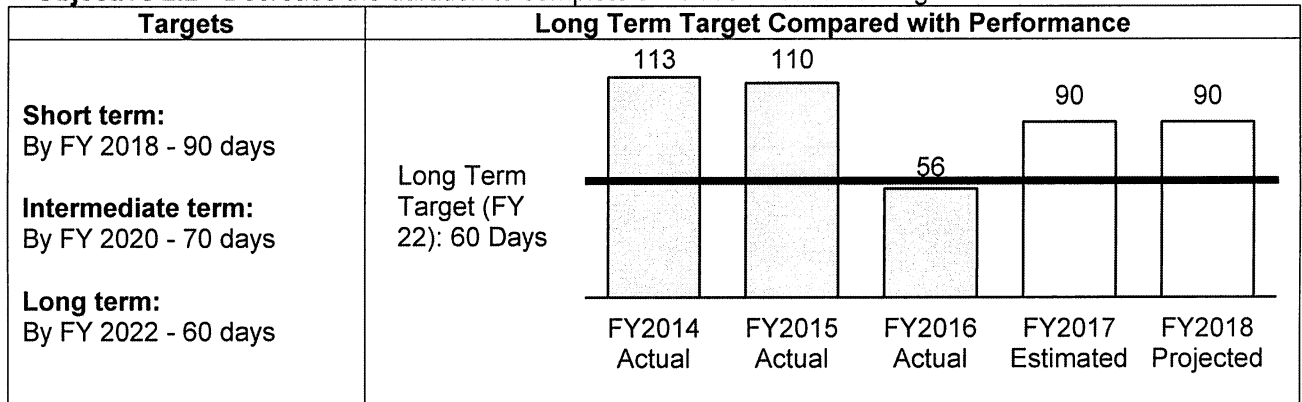
Performance Measures -

Measure Name	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Estimated	FY 2018 Projected
Resources (input)					
Number of account administrators	3	3	3	4	4
Workload, Demand and Production (output)					
Number of licensed premises in the County	591	605	618	620	624
Number of new applications reviewed	16	28	27	28	28
Number of transfer applications reviewed	116	97	80	75	75
Efficiency					
Number of tax examinations issued per administrative staff member	241.0	243.3	241.7	180.8	181.8
Impact (outcome)					
Percent of establishments in tax compliance	84.4%	86.3%	100.0%	100.0%	100.0%

Strategies to Accomplish the Objective -

- **Strategy 2.1.1** - Annually notify licensees of the mandate requiring the payment of all outstanding taxes
- **Strategy 2.1.2** - Work with the Maryland Comptroller of the Treasury and the Prince George’s County Office of Finance to determine delinquent accounts
- **Strategy 2.1.3** - Return all applications filed without proof of paid tax accounts

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



Trend and Analysis -

The number of days between a violation notice and a hearing has substantially decreased due to the incorporation of a new option, the offer of compromise. This new option both decreases the duration of violation notice hearings and increases license holder’s satisfaction with the hearing process.

Performance Measures -

Measure Name	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Estimated	FY 2018 Projected
Resources (input)					
Number of liquor inspectors	21	24	24	24	24
Workload, Demand and Production (output)					
Number of licensed premises in the County	591	605	618	620	624
Number of violation issued summons	48	48	135	50	50
Number of alcoholic beverage violations adjudicated	161	72	130	50	50
Efficiency					
Number of violations issued per inspector	2.3	2.0	5.6	2.1	2.1
Impact (outcome)					
Number of days between the violation being written to the time of the hearing	113	110	56	90	90

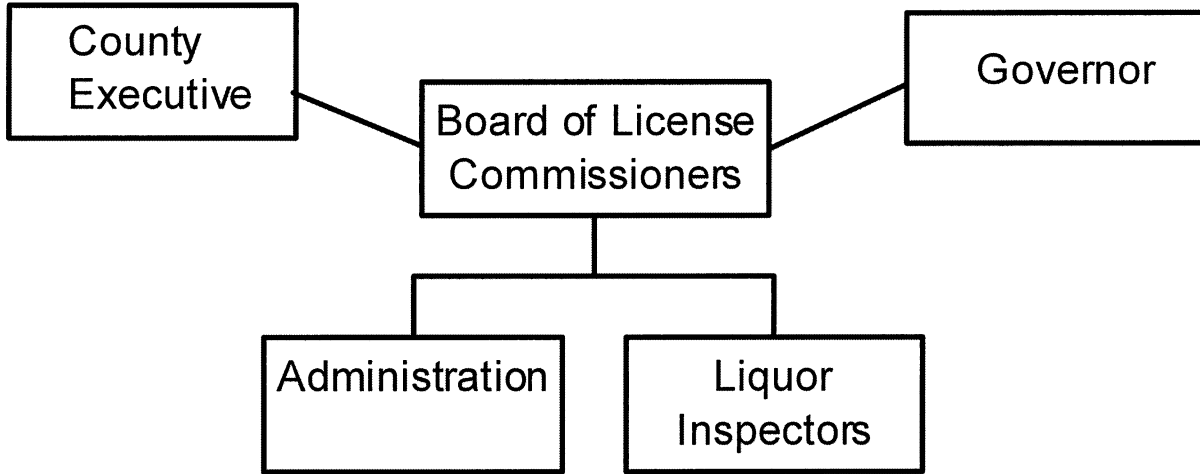
Strategies to Accomplish the Objective -

- **Strategy 2.2.1** - Review scheduling procedures to assure that the violations are scheduled according to the severity of the violation and date written
- **Strategy 2.2.2** - Work with the inspection staff to gather the required violation documents
- **Strategy 2.2.3** - Review and implement methods to streamline the hearing process

FY 2017 KEY ACCOMPLISHMENTS

- Performed compliance checks at all alcoholic beverage establishments in the County.
- Formed a partnership with the Prince George’s County Police Department Explorers Program for compliance checks.
- Instituted an Alcohol Awareness training program at our location, increasing the number of alcohol awareness certified owners or employees by over 350.
- Facilitated the implementation of the Special Sunday Off Sale Permit, verifying the mandated capital investment.

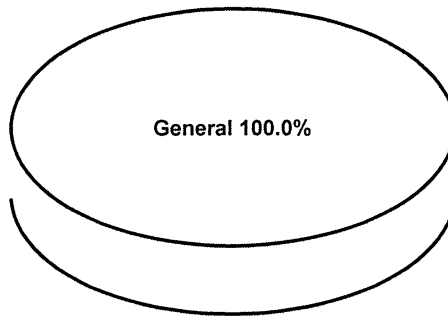
ORGANIZATIONAL CHART



	FY2016 ACTUAL	FY2017 BUDGET	FY2017 ESTIMATED	FY2018 APPROVED	CHANGE FY17-FY18
TOTAL EXPENDITURES	\$ 1,206,210	\$ 1,403,800	\$ 1,300,600	\$ 1,404,800	0.1%
EXPENDITURE DETAIL					
Bd. License Comm. Operations	1,206,210	1,403,800	1,300,600	1,404,800	0.1%
Recoveries	0	0	0	0	0%
TOTAL	\$ 1,206,210	\$ 1,403,800	\$ 1,300,600	\$ 1,404,800	0.1%
SOURCES OF FUNDS					
General Fund	\$ 1,206,210	\$ 1,403,800	\$ 1,300,600	\$ 1,404,800	0.1%
Other County Operating Funds:					
TOTAL	\$ 1,206,210	\$ 1,403,800	\$ 1,300,600	\$ 1,404,800	0.1%

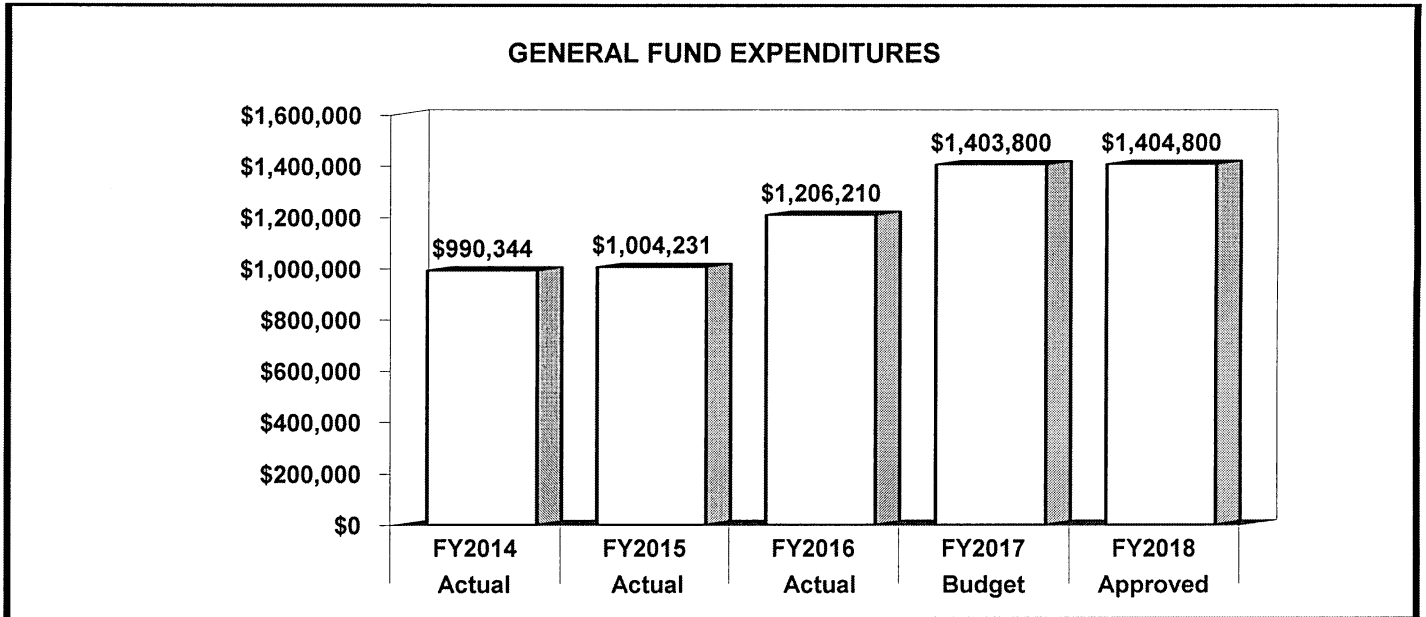
FY2018 SOURCES OF FUNDS

The agency's funding is derived solely from the County's General Fund.

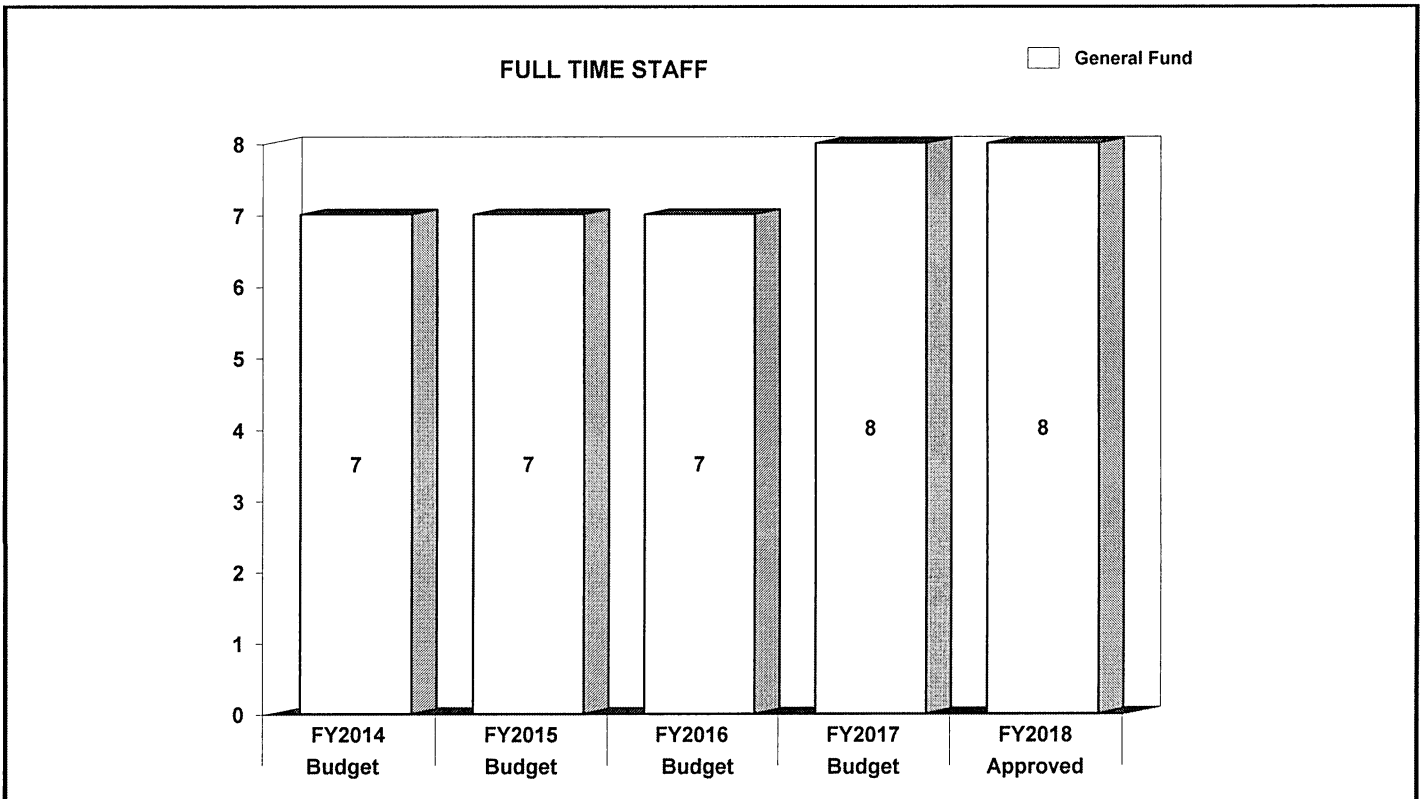


	FY2016 BUDGET	FY2017 BUDGET	FY2018 APPROVED	CHANGE FY17-FY18
GENERAL FUND STAFF				
Full Time - Civilian	7	8	8	0
Full Time - Sworn	0	0	0	0
Part Time	32	32	24	-8
Limited Term	0	0	0	0
OTHER STAFF				
Full Time - Civilian				
Full Time - Sworn				
Part Time				
Limited Term Grant Funded				
TOTAL				
Full Time - Civilian	7	8	8	0
Full Time - Sworn	0	0	0	0
Part Time	32	32	24	-8
Limited Term	0	0	0	0

POSITIONS BY CATEGORY	FULL TIME	PART TIME	LIMITED TERM
Administrator	1	0	0
Administrative Aides	3	0	0
Chief Liquor Inspector	1	0	0
Deputy Chief Liquor Inspector	2	0	0
Administrative Asst	1	0	0
Liquor Inspectors	0	24	0
TOTAL	8	24	0



The agency's expenditures increased 21.8% from FY 2014 to FY 2016. This increase is primarily driven by operating expenses. The FY 2018 approved budget is 0.1% over the FY 2017 budget.



The agency's staffing complement increased by one from FY 2014 to FY 2017. The FY 2018 staffing total remains unchanged from the FY 2017 level.

	FY2016 ACTUAL	FY2017 BUDGET	FY2017 ESTIMATED	FY2018 APPROVED	CHANGE FY17-FY18
EXPENDITURE SUMMARY					
Compensation	\$ 807,719	\$ 883,600	\$ 868,300	\$ 877,500	-0.7%
Fringe Benefits	308,766	334,000	334,000	354,500	6.1%
Operating Expenses	89,725	86,200	98,300	172,800	100.5%
Capital Outlay	0	100,000	0	0	-100%
	\$ 1,206,210	\$ 1,403,800	\$ 1,300,600	\$ 1,404,800	0.1%
Recoveries	0	0	0	0	0%
TOTAL	\$ 1,206,210	\$ 1,403,800	\$ 1,300,600	\$ 1,404,800	0.1%
STAFF					
Full Time - Civilian	-	8	-	8	0%
Full Time - Sworn	-	0	-	0	0%
Part Time	-	32	-	24	-25%
Limited Term	-	0	-	0	0%

In FY 2018, compensation expenditures decrease 0.7% under the FY 2017 budget primarily due to the decrease in part-time liquor inspectors from 32 to 24 positions. Compensation costs include funding for seven of the eight full-time employees and funding for 24 part-time employees. Fringe benefit expenditures increase 6.1% over the FY 2017 budget to reflect anticipated costs.

Operating expenses increase 100.5% over the FY 2017 budget in order to comply with House Bill 1317 to hire a consultant to conduct a review of standard operating procedures. Funding also supports increased cell phone data service for use in the field to better track mileage and inspections, the mandated alcohol awareness training program and a new program to verify the authenticity of identification cards.

Capital outlay expenses decrease 100% under the FY 2017 budget to reflect the removal of the one-time equipment allocation.

MAJOR OPERATING EXPENDITURES FY2018	
General and Administrative	\$ 80,000
Contracts	
Telephones	\$ 26,500
Office Automation	\$ 22,400
Training	\$ 14,000
Miscellaneous	\$ 8,100

