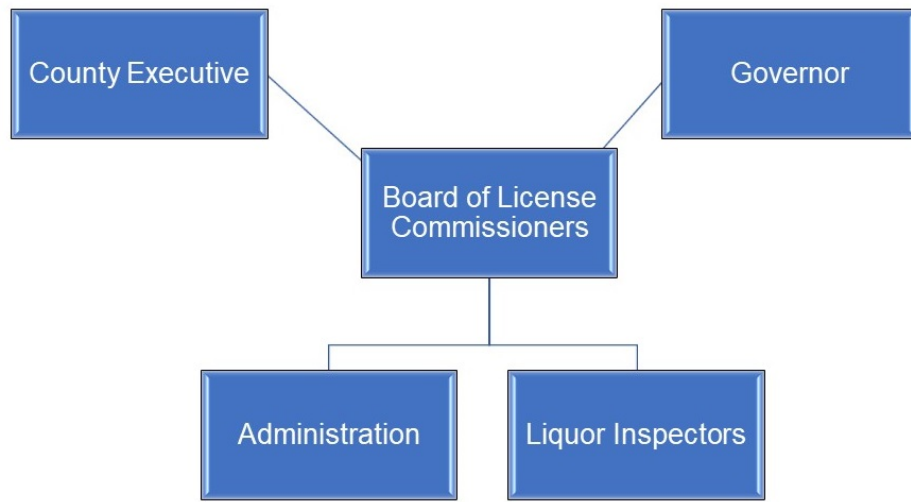


# Board of License Commissioners



## 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

- Provide alcoholic beverage license management for Prince George's County in a manner that promotes and maintains quality alcoholic beverage establishments
- Issue alcoholic beverage licenses to qualifying establishments
- Conduct inspections of licensed establishments

### FY 2021 KEY ACCOMPLISHMENTS

- Issued a new Standard Operating Procedures Manual based on the Maryland Legislative Audit.
- Successfully transitioned from in-person hearings to a virtual process.
- Enhanced the inspection process through accountability, professionalism and continuity.

### STRATEGIC FOCUS AND INITIATIVES FOR FY 2022

The Board's top priorities in FY 2022 are:

- Target under age consumption by using explorers and cadets to eliminate sales to minors.
- Enhance the automation and efficiency of the alcoholic beverage licensing and inspection process.
- Reduce the time of application submission to effectuation of license.

## FY 2022 BUDGET SUMMARY

The FY 2022 approved budget for the Board of License Commissioners is \$1,696,700, an increase of \$90,100 or 5.6% over the FY 2021 approved budget.

### Expenditures by Fund Type

| Fund Types   | FY 2020 Actual     |               | FY 2021 Budget     |               | FY 2021 Estimate   |               | FY 2022 Approved   |               |
|--------------|--------------------|---------------|--------------------|---------------|--------------------|---------------|--------------------|---------------|
|              | Amount             | % Total       | Amount             | % Total       | Amount             | % Total       | Amount             | % Total       |
| General Fund | \$1,368,115        | 100.0%        | \$1,606,600        | 100.0%        | \$1,696,200        | 100.0%        | \$1,696,700        | 100.0%        |
| <b>Total</b> | <b>\$1,368,115</b> | <b>100.0%</b> | <b>\$1,606,600</b> | <b>100.0%</b> | <b>\$1,696,200</b> | <b>100.0%</b> | <b>\$1,696,700</b> | <b>100.0%</b> |

### Reconciliation from Prior Year

|  | Expenditures       |
|--|--------------------|
| <b>FY 2021 Approved Budget</b>   | <b>\$1,606,600</b> |
| <b>Increase Cost: Compensation - Mandated Salary Requirements</b> — An increase in compensation based on salary adjustments for three full time positions in addition to reduced vacancy lapse and attrition | \$127,900          |
| <b>Increase Cost: Technology Cost Allocation</b> — An increase in OIT charges based on anticipated countywide costs for technology costs   | 16,000             |
| <b>Decrease Cost: Operating</b> — A decrease in training, equipment lease and mileage reimbursement to align with anticipated costs  | (7,500)            |
| <b>Decrease Cost: Fringe Benefits</b> — A decrease in the fringe benefit rate from 45.1% to 35.6% to align with anticipated costs  | (46,300)           |
| <b>FY 2022 Approved Budget</b>   | <b>\$1,696,700</b> |

### STAFF AND BUDGET RESOURCES

| Authorized Positions | FY 2020 Budget | FY 2021 Budget | FY 2022 Approved | Change FY21-FY22 |
|----------------------|----------------|----------------|------------------|------------------|
| <b>General Fund</b>  |                |                |                  |                  |
| Full Time - Civilian | 8              | 9              | 9                | 0                |
| Full Time - Sworn    | 0              | 0              | 0                | 0                |
| Subtotal - FT        | 8              | 9              | 9                | 0                |
| Part Time            | 20             | 19             | 19               | 0                |
| Limited Term         | 0              | 0              | 0                | 0                |
| <b>TOTAL</b>         |                |                |                  |                  |
| Full Time - Civilian | 8              | 9              | 9                | 0                |
| Full Time - Sworn    | 0              | 0              | 0                | 0                |
| Subtotal - FT        | 8              | 9              | 9                | 0                |
| Part Time            | 20             | 19             | 19               | 0                |
| Limited Term         | 0              | 0              | 0                | 0                |

| Positions By Classification   | FY 2022   |           |              |
|-------------------------------|-----------|-----------|--------------|
|                               | 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            |
| Human Resources Analyst       | 1         | 0         | 0            |
| Liquor Inspector              | 0         | 19        | 0            |
| <b>TOTAL</b>                  | <b>9</b>  | <b>19</b> | <b>0</b>     |

**Expenditures by Category - General Fund**

| Category        | FY 2020<br>Actual  | FY 2021<br>Budget  | FY 2021<br>Estimate | FY 2022<br>Approved | Change FY21-FY22 |             |
|-----------------|--------------------|--------------------|---------------------|---------------------|------------------|-------------|
|                 |                    |                    |                     |                     | Amount (\$)      | Percent (%) |
| Compensation    | \$933,197          | \$966,300          | \$1,128,600         | \$1,094,200         | \$127,900        | 13.2%       |
| Fringe Benefits | 320,668            | 435,800            | 370,900             | 389,500             | (46,300)         | -10.6%      |
| Operating       | 114,250            | 204,500            | 196,700             | 213,000             | 8,500            | 4.2%        |
| Capital Outlay  | —                  | —                  | —                   | —                   | —                |             |
| <b>SubTotal</b> | <b>\$1,368,115</b> | <b>\$1,606,600</b> | <b>\$1,696,200</b>  | <b>\$1,696,700</b>  | <b>\$90,100</b>  | <b>5.6%</b> |
| Recoveries      | —                  | —                  | —                   | —                   | —                |             |
| <b>Total</b>    | <b>\$1,368,115</b> | <b>\$1,606,600</b> | <b>\$1,696,200</b>  | <b>\$1,696,700</b>  | <b>\$90,100</b>  | <b>5.6%</b> |

In FY 2022, compensation expenditures increase 13.2% over the FY 2021 budget primarily due to mandated salary adjustments for three full time positions and a reduction in vacancy lapse and attrition for funded positions. Compensation includes funding for nine full time positions and 12 out of 19 part time positions.

Fringe benefits expenditures decrease 10.6% under the FY 2021 budget primarily due to a decrease in fringe benefits rate from 45.1% to 35.6% in FY 2022 to align with anticipated costs.

Operating expenditures increase 4.2% over the FY 2021 budget due to an increase in the technology cost allocation charge, offset by decreases in mileage reimbursement and training charges.

## 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 2026 Target | FY 2019 Actual | FY 2020 Actual | FY 2021 Estimated | FY 2022 Projected | Trend |
|----------------|----------------|----------------|-------------------|-------------------|-------|
| 100%           | 88%            | 90%            | 77%               | 90%               | ↑     |

### Trend and Analysis

Based on the national and local concerns with the number of underage youths being served alcohol in licensed establishments, the Board of License Commissioners (BOLC) increased resources towards underage compliance checks. The goal is always to have 100% compliance from licensees regarding underage sales. Realistically, this target may never be achieved regardless of best efforts because licensees may not comply with the agency's rules and regulations. The number of compliance checks did increase marginally from the previous year. However, pandemic restrictions did not permit the agency to conduct the desired number of compliance checks. Additionally, licensees became more relaxed and were not following recommendations related to carding patrons.

### Performance Measures

| Measure Name  | FY 2018 Actual | FY 2019 Actual | FY 2020 Actual | FY 2021 Estimated | FY 2022 Projected |
|---|----------------|----------------|----------------|-------------------|-------------------|
| <b>Workload, Demand and Production (Output)</b>                       |                |                |                |                   |                   |
| Alcohol beverage business licenses suspended/revoked                  | 5              | 0              | 1              | 1                 | 1                 |
| Licensed premises in the County                                       | 619            | 620            | 633            | 633               | 633               |
| Alcoholic beverage license hearings held                              | 24             | 26             | 24             | 24                | 24                |
| Routine inspections   | 2,802          | 2,585          | 5,660          | 5,000             | 5,600             |
| Focused inspections   | 4,001          | 1,708          | 1,497          | 375               | 375               |
| Compliance checks   | 279            | 158            | 153            | 172               | 300               |
| New alcoholic beverage licenses approved                              | 22             | 31             | 30             | 30                | 30                |
| Compliance checks per licensed premise                                | 0.5            | 0.3            | 0.3            | 0.3               | 0.5               |
| Licensed establishments inspected monthly                             | 95%            | 35%            | 33%            | 33%               | 33%               |
| Licenses expired for unpaid taxes                                     | 3              | 4              | 0              | 0                 | 0                 |
| Trail audits of inspections   | 0              | 139            | 185            | 185               | 185               |
| Community meetings attended   | 0              | 0              | 1              | 4                 | 4                 |
| <b>Impact (Outcome)</b>   |                |                |                |                   |                   |
| Volunteer minor operatives  | 5              | 4              | 14             | 14                | 14                |
| Licensed businesses refusing to sell to underage volunteer operatives | 80%            | 88%            | 90%            | 77%               | 90%               |
| Total alcoholic beverage violations                                   | 56             | 103            | 144            | 80                | 80                |

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

| FY 2026 Target | FY 2019 Actual | FY 2020 Actual | FY 2021 Estimated | FY 2022 Projected | Trend |
|----------------|----------------|----------------|-------------------|-------------------|-------|
| 100%           | 98%            | 98%            | 98%               | 98%               | ↔     |

### Trend and Analysis

Legislation was submitted by the Prince George's County Police Department to require licensed establishments that wish to provide entertainment to adhere to stringent security measures. The Board inspects these locations to ensure provisions of the law are followed. The number of overall entertainment checks for this fiscal year has been greatly reduced due to pandemic restrictions. However, the number of violations has significantly increased due to licensees not abiding by entertainment restrictions based on the Governor's Order. The Board expects to increase the number of checks when entertainment is resumed.

### Performance Measures

| Measure Name  | FY 2018 Actual | FY 2019 Actual | FY 2020 Actual | FY 2021 Estimated | FY 2022 Projected |
|---|----------------|----------------|----------------|-------------------|-------------------|
| <b>Workload, Demand and Production (Output)</b>                                       |                |                |                |                   |                   |
| Businesses with a Special Entertainment Permit  | 112            | 114            | 116            | 116               | 130               |
| Inspections for entertainment   | 1,452          | 600            | 446            | 550               | 600               |
| <b>Impact (Outcome)</b>   |                |                |                |                   |                   |
| Establishments in compliance with the requirement of the Special Entertainment Permit | 99%            | 98%            | 98%            | 98%               | 98%               |

**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 2026 Target | FY 2019 Actual | FY 2020 Actual | FY 2021 Estimated | FY 2022 Projected | Trend |
|----------------|----------------|----------------|-------------------|-------------------|-------|
| 100%           | 99%            | 100%           | 99%               | 99%               | ↔     |

### Trend and Analysis

The Board checks each applicant/licensee to ensure that there are no unresolved tax issues prior to processing the application for an alcoholic beverage license. For businesses not in good standing, a tax release is required from the Maryland Comptroller's Office and/or the County's Office of Finance prior to issuance or renewal of a license. The Board continues to provide notice to applicants/licensees that taxes must be paid prior to the issuance or renewal of a license.

**Performance Measures**

| Measure Name                                    | FY 2018 Actual | FY 2019 Actual | FY 2020 Actual | FY 2021 Estimated | FY 2022 Projected |
|---|----------------|----------------|----------------|-------------------|-------------------|
| <b>Workload, Demand and Production (Output)</b> |                |                |                |                   |                   |
| Licensed premises in the County                 | 618            | 620            | 633            | 633               | 633               |
| New applications reviewed                       | 27             | 27             | 36             | 36                | 42                |
| <b>Efficiency</b>                               |                |                |                |                   |                   |
| Tax examinations issued                         | 206            | 200            | 33             | 33                | 33                |
| <b>Impact (Outcome)</b>                         |                |                |                |                   |                   |
| Establishments in tax compliance                | 45%            | 99%            | 100%           | 99%               | 99%               |

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

| FY 2026 Target | FY 2019 Actual | FY 2020 Actual | FY 2021 Estimated | FY 2022 Projected | Trend |
|----------------|----------------|----------------|-------------------|-------------------|-------|
| 55             | 47             | 67             | 63                | 63                | ↑     |

**Trend and Analysis**

Prior to FY 2016, all violation cases were presented before the Board. This created a backlog of cases, which increased the days between the issuance of a violation and the hearing. The number of days between a violation notice and a hearing has substantially decreased due to the incorporation of the "offer letter," which is another way to resolve minor violation cases without having a hearing. As the Board had anticipated, this duration decreased with the expectation that more violators will accept the offer letter. The pandemic caused in-person hearings to cease. The Board had to develop a policy and procedure on how to conduct virtual hearings. Once implemented, the Board added additional hearing dates to resolve the backlog of cases.

**Performance Measures**

| Measure Name  | FY 2018 Actual | FY 2019 Actual | FY 2020 Actual | FY 2021 Estimated | FY 2022 Projected |
|---|----------------|----------------|----------------|-------------------|-------------------|
| <b>Workload, Demand and Production (Output)</b>                     |                |                |                |                   |                   |
| Licensed premises in the County                                     | 619            | 620            | 633            | 633               | 633               |
| Alcoholic beverage violations issued                                | 56             | 80             | 144            | 80                | 80                |
| Alcoholic beverage violations adjudicated                           | 56             | 80             | 17             | 38                | 38                |
| <b>Efficiency</b>   |                |                |                |                   |                   |
| Violations issued per inspector                                     | 2              | 7              | 12             | 7                 | 12                |
| <b>Impact (Outcome)</b>   |                |                |                |                   |                   |
| Days between the violation being written to the time of the hearing | 86             | 47             | 67             | 63                | 63                |

