



VERMONT

2010 Annual Report

Department of Liquor Control



HIGHLIGHTS OF OPERATIONS

REVENUE CREDITED TO GENERAL FUND:

| | |
|--------------------------------------|-----------------|
| State Liquor Tax | \$14,920,681.15 |
| State 6% and 7% Sales Tax | \$2,796,805.00 |
| License Fees Remitted | 380,556.00 |
| Tobacco Violations Remitted | 6,110.00 |
| Liquor Violations Remitted | 29,900.00 |
| Legislative Transfer to General Fund | 1,036,516.00 |
| Non-Budget Transfer to General Fund | 279,818.00 |
| | <hr/> |

TOTAL TO GENERAL FUND: \$19,450,386.15

FUNDS GENERATED FROM OPERATIONS:

License Fees \$ 1,498,870.00

State of Vermont
Department of Liquor Control
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Michael J. Hogan, Commissioner

LETTER OF TRANSMITTAL

January 1, 2011

Honorable James H. Douglas
Governor of Vermont
Montpelier, Vermont

Dear Governor Douglas:

In compliance with the provisions of Section 109, Title 7, Vermont Statutes Annotated Revision of 1959, we have the honor to submit herewith the Seventy-Sixth Annual Report of the Liquor Control Board for the fiscal year July 1, 2009 through June 30, 2010.

Respectfully,

Walter E. Freed, Chairman
John P. Cassarino, Member
Stephanie M. O'Brien, Member

:hmd



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HIGHLIGHTS OF OPERATIONS

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Agency 75 - The Beverage Baron in Barre, Vermont

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- Annual Comparisons 2010 - 2009
- Comparison of Cases Sold 1999-2010
- Bar Chart Comparison Cases Sold & Average Retail Price Per Case
- Average Retail Price per Case
- Vermont Tax on Liquor

ANNUAL COMPARISONS

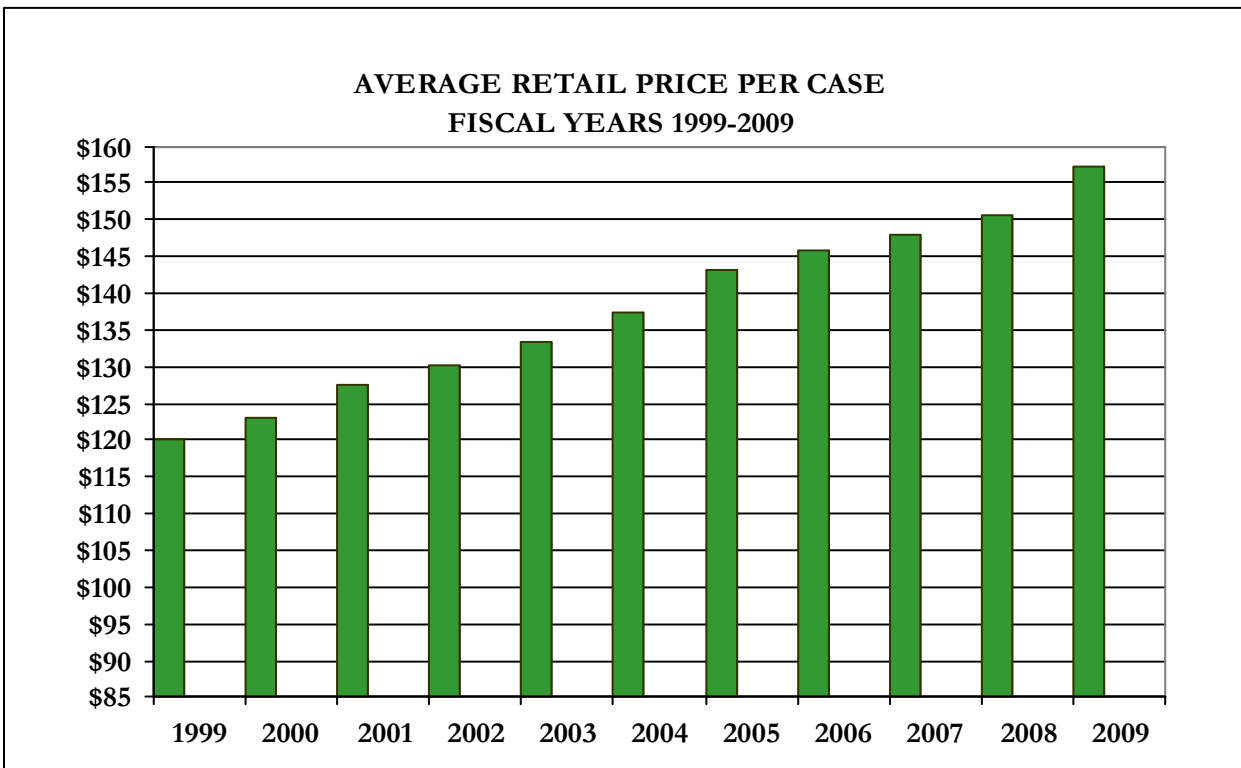
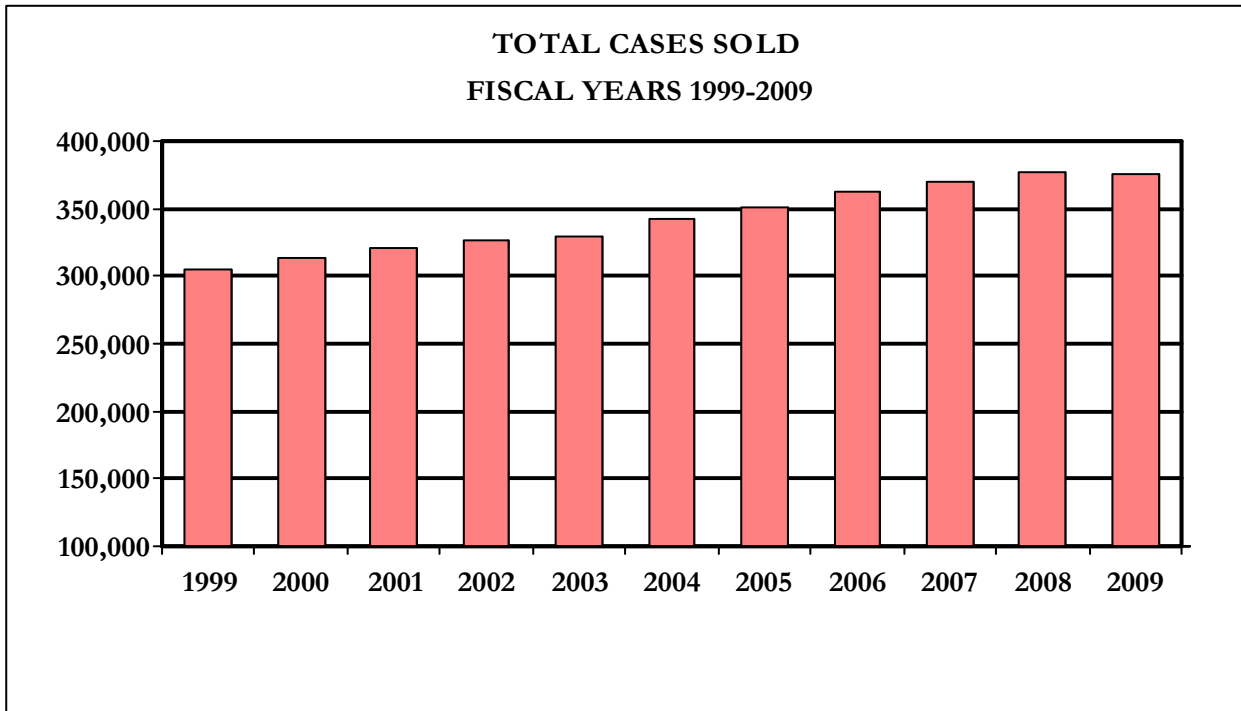
| | Year Ended June 30, 2010 | Year Ended June 30, 2009 |
|---|-----------------------------|-----------------------------|
| Total State Tax Collected | \$ 14,920,681.15 | \$ 14,797,260.38 |
| Receipts from Licenses: | | |
| Credited to State Treasurer | 380,556.00 | 371,448.00 |
| Receipts from Licenses Retained | 1,498,870.00 | 1,063,797.00 |
| Legislative Transfer to General Fund | 1,036,516.00 | 836,519.00 |
| Non-Budget Transfer to General Fund | 279,818.00 | <u>3,801.00</u> |
| Total Receipts to State Treasurer Collected by Dept. of Liquor Control | 18,116,441.15 | 17,072,825.38 |
| Malt & Vinous Beverage Tax Collected by Commissioner of Taxes | <u>5,661,607.24</u> | <u>5,666,220.05</u> |
| Total Receipts to State Treasurer | 23,778,048.39 | 22,739,045.43 |
| Receipts to Cities & Towns from Beer and Wine Licenses Issued | <u></u> | <u>192,300.00</u> |
| Total Revenue to State and Local Governmental Units | 23,778,048.39 | 22,931,345.43 |

SALES COMPARISONS

| | | |
|------------------------------------|------------------|-----------------|
| Gross Liquor Sales (Includes Tax) | \$ 59,693,927.40 | \$59,202,280.00 |
| Total Cases Spirituous Liquor Sold | | 362,210 |
| Total Cases Fortified Wines Sold | | 14,035 |
| Total Cases Alcohol Sold | | 99 |
| Total Cases Sold | | 376,344 |

**COMPARISON OF CASES SOLD AND SALES DOLLARS IN
FISCAL YEARS 1999 - 2010**

| <u>YEAR</u> | <u>CASES SOLD</u> | <u>AVG. CASE PRICE</u> | <u>SALES DOLLARS</u> |
|-------------|-----------------------|--------------------------------|--------------------------|
| 1999 | 305,125 | \$120.05 | \$36,630,780 |
| 2000 | 313,274 | \$123.11 | \$38,567,203 |
| 2001 | 320,374 | \$127.65 | \$40,896,816 |
| 2002 | 326,691 | \$130.27 | \$42,559,547 |
| 2003 | 329,782 | \$133.37 | \$43,984,500 |
| 2004 | 342,035 | \$137.30 | \$46,962,360 |
| 2005 | 351,018 | \$143.17 | \$50,256,155 |
| 2006 | 362,760 | \$145.81 | \$52,895,612 |
| 2007 | 369,863 | \$148.06 | \$54,760,115 |
| 2008 | 378,037 | \$150.54 | \$56,907,846 |
| 2009 | 376,344 | \$157.30 | \$59,198,927 |
| 2010 | | | |



VERMONT STATE TAX ON LIQUOR, MALT AND VINOUS BEVERAGES

On all sales of MALT BEVERAGES, the alcoholic content of which is not more than six percent by volume at sixty degrees Fahrenheit, a tax of twenty-six and one half cents per gallon or its equivalent is paid to the Commissioner of Taxes by Wholesale Dealers and Bottlers.

On all sales of VINOUS BEVERAGES the alcoholic content of which is not more than sixteen percent by volume at sixty degrees Fahrenheit, a tax of fifty-five cents per gallon or its equivalent is paid to the Commissioner of Taxes by Wholesale Dealers and Bottlers.

Effective May 1, 1933, the original tax was \$1.00 per 31-gallon barrel which approximates \$0.0323 per gallon. Since that time, the rate of tax has changed as follows:

| | | |
|---------|----------|--------------------|
| June | 1, 1934 | \$.0325 per gallon |
| January | 1, 1936 | .05 per gallon |
| May | 1, 1937 | .10 per gallon |
| May | 12, 1949 | .15 per gallon |
| August | 1, 1957 | .20 per gallon |
| June | 1, 1968 | .25 per gallon |
| May | 1, 1976 | .50 per gallon |
| July | 1, 1981 | .55 per gallon |

The history of changes in the tax rate on SPIRITUOUS LIQUORS and FORTIFIED WINES as of May 1, 1935 is as follows:

| | | <u>Spirituuous Liquors</u> | <u>Fortified Wines</u> |
|----------------|----------|----------------------------|------------------------|
| (Original Tax) | | \$.10 per pt. | \$.10 per pt. |
| May | 1, 1937 | .23 per pt. | .12 1/2 pt. |
| May | 1, 1939 | .25 per pt. | No Change |
| May | 1, 1945 | .35 per pt. | No Change |
| May | 1, 1947 | .45 per pt. | No Change |
| August | 1, 1957 | 5.10 per gal. | 1.20 per gal. |
| June | 1, 1969 | 5.60 per gal. | 1.40 per gal. |
| February | 12, 1974 | 24% on Retail Sales | |
| July | 1, 1981 | 25% on Retail Sales | |

Financial Statements



Mobile Command Unit purchased in 2008 with a grant from the Governor's Highway Safety Program

FINANCIAL COMPARISONS OF FISCAL 2010 TO FISCAL 2009

- Comparative Balance Sheet 2010-2009
- Comparative Statement of Operations 2010 - 2009
- Comparison of Sales Revenue & Cases Sold
- Schedule of Monthly Sales
- Outlet Sales & Locations

**VERMONT DEPARTMENT OF LIQUOR CONTROL
COMPARATIVE BALANCE SHEET**

ASSETS

| | June 30, 2010 | <u>June 30, 2009</u> |
|-----------------------------------|------------------------|------------------------------|
| CURRENT ASSETS | | |
| Cash On Hand | \$ 455,711.40 | \$1,827,690.56 |
| Cash In Transit | 1,385,421.19 | 1,196,319.07 |
| Petty Cash, Imprest Funds | 6,800.00 | 6,800.00 |
| Inventory Clearing | 4,193.51 | 2,582.02 |
| Accounts Receivable | 440,382.48 | 104,562.96 |
| Inventories: | | |
| Outlets | 4,715,448.19 | 3,980,994.75 |
| Warehouse | 510,270.92 | 297,666.05 |
| | <u>\$ 7,518,227.69</u> | <u>\$7,416,615.41</u> |
| FIXED ASSETS: (Less Depreciation) | | |
| Equipment, Furniture & Fixtures | 899,460.08 | <u>472,658.84</u> |
| TOTAL ASSETS | <u>\$ 8,417,687.77</u> | <u><u>\$7,889,274.25</u></u> |

LIABILITIES AND RETAINED EARNINGS

| | | |
|---------------------------------------|------------------------|------------------------------|
| CURRENT LIABILITIES | | |
| Accounts Payable: | | |
| Liquor - Unprocessed | \$ 5,549,450.17 | \$5,464,815.41 |
| Sundry | 357,615.47 | 249,988.00 |
| General Fund Tax Payable | 405,045.52 | 359,744.36 |
| Sales Tax Payable | 222,716.89 | |
| Vouchers Payable | 237,692.00 | 240,447.11 |
| Accrued Salaries & Benefits | 207,855.77 | 232,826.09 |
| State Treasurer-Cash Fund Advance | 6,800.00 | 6,800.00 |
| | <u>\$ 6,987,175.82</u> | <u>\$6,554,620.97</u> |
| RETAINED EARNINGS | 1,334,153.28 | 1,189,865.05 |
| NET INCOME AFTER 3 GF TRANSFERS | 96,358.67 | 144,788.23 |
| TOTAL LIABILITIES & RETAINED EARNINGS | <u>\$ 8,417,687.77</u> | <u><u>\$7,889,274.25</u></u> |

**VERMONT DEPARTMENT OF LIQUOR CONTROL
COMPARATIVE STATEMENT OF OPERATIONS**

| | F/Y 2010 | % | F/Y 2009 | % |
|------------------------------------|----------------------------|--------------------|-----------------------------|--------------------|
| Gross Sales: | \$ 59,693,927.40 | 100.00 | \$ 59,202,280.00 | 100.00 |
| Tax | 14,920,681.15 | 25.00 | 14,797,260.38 | 24.99 |
| Net Sales | <u>\$ 44,773,246.25</u> | <u>75.00</u> | <u>\$ 44,405,019.62</u> | <u>75.01</u> |
| Cost of Goods Sold | \$ 36,085,779.05 | 60.45 | \$ 35,888,112.45 | 60.62 |
| Gross Income on Sales | \$ 8,687,467.20 | 14.55 | \$ 8,516,907.17 | 14.39 |
| Operating Expenses: | | | | |
| Outlet Operations | \$ 5,806,468.36 | 9.73 | \$ 5,657,620.25 | 9.56 |
| Warehouse & Distribution | 1,540,800.21 | 2.58 | 1,479,382.03 | 2.50 |
| General Administration | 1,266,667.62 | 2.12 | 1,726,831.26 | 2.92 |
| Total Operating Expenses | <u>\$ 8,613,936.19</u> | <u>14.43</u> | <u>\$ 8,863,833.54</u> | <u>14.97</u> |
| Gross Operating Income | \$ 73,531.01 | 0.12 | \$ (346,926.37) | (0.59) |
| Other Income: | | | | |
| Miscellaneous | \$ 211.28 | 0.00 | \$ 678.13 | 0.00 |
| Gain/Loss Disposal Equip. | 10,026.31 | 0.02 | 8,658.64 | 0.01 |
| License Fees Collected | 1,498,870.00 | 2.51 | 1,435,245.00 | 2.42 |
| Tobacco Violations Collected | 6,110.00 | 0.01 | 11,250.00 | 0.02 |
| Liquor Violations Collected | 29,900.00 | 0.05 | 18,950.00 | 0.03 |
| Non Refunded Bottle Fund | 141,142.95 | 0.24 | 147,590.70 | 0.25 |
| Special Purchase Allowance | 1,952,886.43 | 3.27 | 2,016,401.57 | 3.41 |
| Penalties/Refund Labels | | | 6,252.00 | 0.01 |
| Total Other Income | <u>\$ 3,639,146.97</u> | <u>6.10</u> | <u>\$ 3,645,026.04</u> | <u>6.16</u> |
| Other Expenses: | | | | |
| Casualty Loss | \$ 2,924.43 | 0.00 | \$ 1,036.33 | 0.00 |
| Uncollected Checks | | | \$ 762.13 | 0.00 |
| Total Other Expenses | <u>\$ 2,924.43</u> | <u>0.00</u> | <u>\$ 1,798.46</u> | <u>0.00</u> |
| Net Operating Income | \$ 3,709,753.55 | 6.21 | \$ 3,296,301.21 | 5.57 |
| Non-Operating Deductions: | | | | |
| Education, Licensing & Enf. | \$ 1,980,493.88 | 3.32 | \$ 1,909,544.98 | 3.23 |
| Lic Fees Remitted St. Treas. | 380,556.00 | 0.64 | 371,448.00 | 0.63 |
| Tobacco Violations Remitted | 6,110.00 | 0.01 | 11,250.00 | 0.02 |
| Liquor Violations Remitted | 29,900.00 | 0.05 | 18,950.00 | 0.03 |
| Net Non-Operating Ded. | <u>\$ 2,397,059.88</u> | <u>4.02</u> | <u>\$ 2,311,192.98</u> | <u>3.91</u> |
| Net Department Income | \$ 1,312,693.67 | 2.20 | 985,108.23 | 1.66 |
| Less: Transfer to Gen. Fund | 1,036,516.00 | 1.74 | 836,519.00 | 1.41 |
| Less: Non Bud. TR. To General Fund | 279,818.00 | 0.47 | 3,801.00 | 0.01 |
| Plus Transfers in | 99,999.00 | 0.17 | | |
| Profit/Loss for Period | <u><u>\$ 96,358.67</u></u> | <u><u>0.06</u></u> | <u><u>\$ 144,788.23</u></u> | <u><u>0.24</u></u> |

COMPARISON OF SALES REVENUE AND CASES SOLD
YEARLY COMPARISON
JUNE 30, 2009 & JUNE 30, 2008

| | <u>2009</u> | <u>2008</u> | <u>INC/DEC</u> | <u>% INC/DEC</u> |
|-------------------|-----------------|-----------------|----------------|------------------|
| Total Sales | \$59,202,280.00 | \$57,001,522.65 | \$2,200,757.35 | 3.86% |
| State Tax | \$14,797,260.38 | \$14,247,693.05 | \$549,567.33 | 3.86% |
| Malt & Vinous Tax | \$5,666,220.05 | \$5,620,161.89 | \$46,058.16 | 0.82% |
| Cases Sold: | | | | |
| Liquor | 362,210 | 365,196 | -2,986 | -0.82% |
| Wines/Vermouth | 14,035 | 12,760 | 1,275 | 9.99% |
| Total Cases | <u>376,245</u> | <u>377,956</u> | <u>-1,711</u> | <u>-0.45%</u> |
| Alcohol | 99 | 81 | 18 | 22.22% |

SCHEDULE SHOWING TOTAL MONTHLY SALES
FISCAL YEAR 2009

| <u>2008</u> | <u>\$ VALUE</u> | <u>CASES</u> |
|-----------------|-----------------|--------------|
| JULY | 5,372,360.40 | 34,866 |
| AUGUST | 5,376,265.60 | 34,196 |
| SEPTEMBER | 4,518,992.30 | 29,051 |
| OCTOBER | 4,900,991.00 | 31,510 |
| NOVEMBER | 4,658,838.60 | 30,616 |
| DECEMBER | 7,017,301.40 | 41,616 |
| <u>2009</u> | | |
| JANUARY | 4,754,165.30 | 30,346 |
| FEBRUARY | 4,547,007.90 | 28,042 |
| MARCH | 4,322,594.70 | 27,774 |
| APRIL | 4,139,776.40 | 26,723 |
| MAY | 4,860,718.70 | 31,230 |
| JUNE | 4,666,648.90 | 29,960 |

**DETAIL OF OUTLET OPERATIONS
FOR FISCAL YEAR ENDING JUNE 30, 2009**

| <u>Agency</u> | <u>Location</u> | <u>Total Sales \$</u> |
|---------------------|--|---------------------------|
| A 1 Poultney | East Poultney General Store, 11 on the Green | 205,668 |
| A 2 Barton | Barton Village Corner Store, 155 Main St. | 255,514 |
| A 3 Island Pond | Kingdom Market, 12 Railroad St. | 75,184 |
| A 4 Winooski | Beverage Warehouse, 1 East St. | 2,905,495 |
| A 5 Londonderry | Jelley's Mobil, Rte. 11 & 100 | 500,933 |
| A 6 Randolph | M & M Beverage, 6 Salisbury St. | 514,709 |
| A 7 Hardwick | D & L Beverage, Woodbury Rd. | 461,766 |
| A 8 Alburgh | Alburgh Beverage Mart, 136 Main St. | 266,982 |
| A 9 Arlington | Paulin Inc. of Arlington, Route 7A | 330,081 |
| A10 Jeffersonville | Jeffersonville Country Store, Jct. Church & Main St. | 576,473 |
| A11 Canaan | Maurice Motel, 125 Gale St. | 57,307 |
| A12 Richford | Wetherby's Quick Stop, 75 Main St. | 150,054 |
| A13 Norwich | Norwich Wine & Spirits, Elm St. | 398,953 |
| A14 Morrisville | Tomlinson's Store, Inc., 81 Bridge St. | 1,140,696 |
| A15 Wilmington | McBreairty's Marketplace, 34 West Main St. | 617,665 |
| A16 Bethel | McCullough's Quik Stop, Rte. 107 | 302,380 |
| A17 Waitsfield | Mehuron's Market, Village Square | 952,193 |
| A18 Colchester | Dick Mazza's General Store, 777 W. Lake Shore Dr. | 689,835 |
| A19 Orleans | Lanoue's General Store, 72 Main St. | 202,965 |
| A20 Northfield | Convenience Plus Redemption & Deli, 438 No. Main St. | 531,106 |
| A21 Waterbury | Crossroads Beverage & Deli, 52 No. Main St. | 858,946 |
| A22 Swanton | Swanton Beverage, 75 First St. | 485,961 |
| A23 Enosburg Falls | Beverage Gallery, Main St. | 338,802 |
| A24 Lyndonville | Lyndonville Redemption, 406 Broad St. | 1,104,971 |
| A25 So. Hero | Keeler's Bay Variety, 500 Rte. 2 | 626,454 |
| A26 Killington | Cordially Yours, Routes 4 & 100 N | 1,101,828 |
| A27 Richmond | Richmond Beverage, Bridge St. | 408,039 |
| A28 Springfield | Joe's Discount Beverage, 335 River St. | 885,950 |
| A29 Rochester | Mac's Market, 67 North Main St. | 140,556 |
| A30 Montgomery Ctr. | Sylvester's Market, Main St. | 239,806 |
| A31 Milton | Middle Road Market, 69 Middle Rd. | 692,889 |
| A32 Brandon | Dr. Lightning's Wine & Spirits, 34 Conant Sq. | 473,822 |
| A33 Bradford | Bradford Bottle Shoppe, 82 Main St. | 576,185 |
| A34 Stamford | Billmont's Country Store, 544 Main Rd. | 261,841 |
| A35 Vergennes | Vergennes Wine & Beverage, 209 Main St. | 812,621 |
| A36 So. Burlington | Simon's Store, 974 Shelburne Rd. | 1,686,076 |
| A37 Windsor | Windsor Wine & Spirits, 54 Main St., Windsor House | 289,534 |

**DETAIL OF OUTLET OPERATIONS
FOR FISCAL YEAR ENDING JUNE 30, 2009**

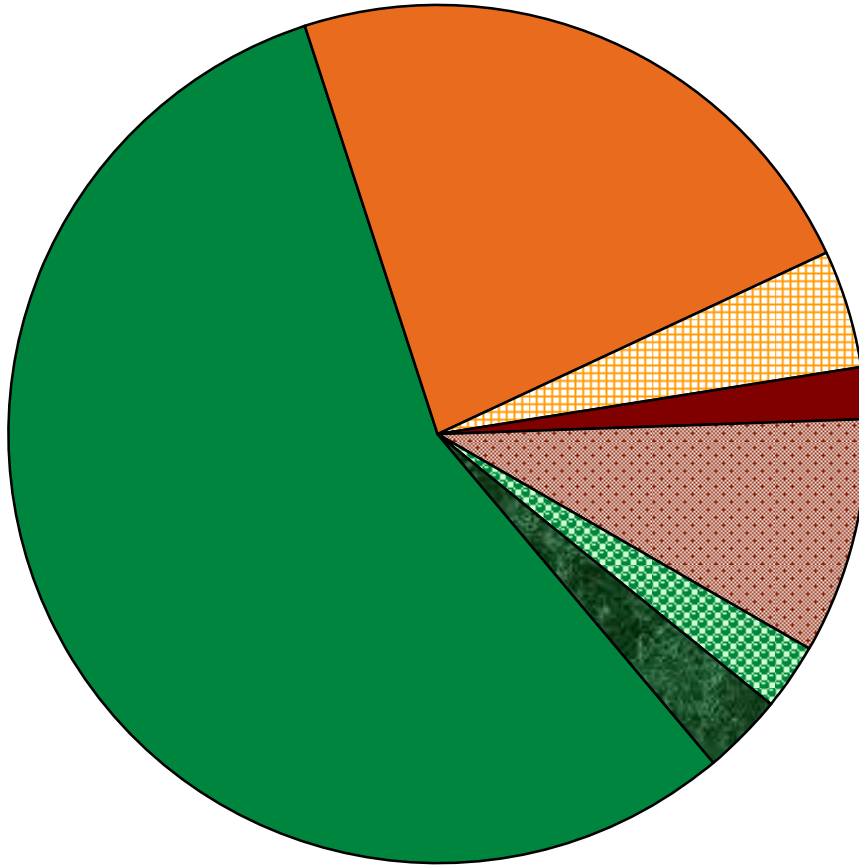
| <u>Agency</u> | <u>Location</u> | <u>Total Sales \$</u> |
|---------------------|---|---------------------------|
| A38 Bristol | Champlain Farms, 3 West St. | 530,499 |
| A39 Shelburne | Champlain Bev & Deli, 2659 Shelburne Rd. | 1,288,700 |
| A40 Bellows Falls | Fleming Food Mart, 97 Westminster St. | 426,225 |
| A41 West Dover | 7-Eleven Store, Route 100 | 627,406 |
| A42 Derby Ctr. | Derby Village Store, Main St. | 478,754 |
| A43 North Troy | Main Street Grocery, Main St. | 162,047 |
| A44 Fairfax | Minor's Country Store, 874 Main St. | 334,085 |
| A45 Sharon | Sharon Trading Post, Rte. 14, Main St. | 253,216 |
| A47 Fair Haven | Liberty Market, 7 Liberty St. | 921,117 |
| A48 Pownal | Next Door Beer & Wine, Rte. 7 | 877,377 |
| A49 St. Johnsbury | Price Chopper, Jct. Rte. 5 & I-91 | 680,418 |
| A50 Woodstock | Woodstock Discount Beverage, Route 4 East | 911,866 |
| A51 Burlington | Merola's Market, 1563 North Ave. | 894,094 |
| A52 Newfane | Newfane Market, 596 VT Rte. 30 | 129,542 |
| A53 Essex Ctr. | Essex Discount Beverage, 76 Center Rd. | 1,153,599 |
| A54 Chelsea | Flanders Market, Main Street | 133,235 |
| A55 W. Brattleboro | Brattleboro Discount Beverage, 157 Marlboro Rd. | 1,131,657 |
| A56 Wallingford | Wallingford Country Store & Deli, 19 Main St. | 282,094 |
| A57 Proctorsville | Singleton's Store, 356 Main St. | 763,788 |
| A58 W. Rutland | Rite Aid, 294 Main Street | 448,744 |
| A59 Middlebury | Hannaford's Food & Pharmacy, Hannaford Shopping Plaza Rte. 7S | 1,346,294 |
| A60 Williston | Hannaford Superstore, Taft Corners, 78 Marshall Ave. | 1,202,443 |
| A61 Burlington | Pearl Street Beverage, 240 Pearl St. | 2,865,985 |
| A62 Essex Jct. | Five Corners Variety, 39 Park St. | 818,795 |
| A63 Stowe | Stowe Beverage, 1880 Mountain Rd. | 1,576,973 |
| A64 Danville | Diamond Hill Store, Rte. 2, across from the Green | 159,149 |
| A65 Bennington | Bennington Beverage Outlet, 125 Northside Dr. | 2,227,166 |
| A66 Brattleboro | Rite Aid, Putney Road, Rte. 5 | 302,260 |
| A67 Montpelier | Yankee Wine & Spirits, 126 Main St. | 1,321,462 |
| A68 St. Albans City | Beverage Mart, 211 Lake St. | 1,049,240 |
| A69 St. Albans Town | Colonial Mart, 191 Swanton Rd. | 677,121 |
| A70 Newport | Azur's Mini-Mart & Little G's Deli, 33 Railroad Sq. | 747,227 |
| A71 Manchester | Manchester Discount Beverage, Rtes. 11 & 30 | 2,004,498 |
| A72 Rutland City | Grand Union, 12 North Main St. | 1,912,612 |
| A73 So. Burlington | Gracey's, 26 Hinesburg Rd., Unit #1 | 2,357,177 |
| A74 Rutland Town | Hannaford's Food & Pharmacy, 318 Rte. 7 South | 1,375,813 |
| A75 Barre | Beverage Baron, 411 North Main St. | 2,228,970 |
| A76 Bondville | 7-Eleven, Rte. 30 | 403,374 |

Employee Comparison - Number of Positions

| | 06-30-2010 | 06-30-2009 |
|--|------------|------------|
| ADMINISTRATIVE & GENERAL: | | |
| Commissioner | 1 | 1 |
| Director of Retail Operations | 1 | 1 |
| Financial Administrator II | 1 | 1 |
| Information Technology Specialist III | 1 | 1 |
| Executive Assistant | 1 | 1 |
| Liquor Purchasing Coordinator | 1 | 1 |
| Systems Developer II | 1 | 1 |
| Network Administrator II | 1 | 1 |
| District Coordinators | 2 | 3 |
| Systems Developer I | 1 | 1 |
| Personnel Administrator B | 1 | 1 |
| Financial Specialist III | 1 | 1 |
| Financial Specialist I | 1 | 1 |
| Help Desk Analyst | 0 | 1 |
| Program Services Clerk | 1 | 1 |
| Administrative Assistant B | 1 | 1 |
| Youth Safety Program Coordinator | 1 | 1 |
| | 16 | <u>19</u> |
| EDUCATION, LICENSING & ENFORCEMENT: | | |
| Liquor Control Training Specialist | 1 | 1 |
| Director of Enforcement | 1 | 1 |
| Administrative Secretary | 1 | 1 |
| Executive Office Manager | 1 | 1 |
| Program Technician I | 1 | 1 |
| Investigator Supervisor | 0 | 2 |
| Liquor Investigators | 15 | 14 |
| Administrative Assistant A | 1 | 1 |
| | <u>21</u> | <u>22</u> |
| WAREHOUSE: | | |
| Liquor Whse. Mgmt. System Coord. | 1 | 1 |
| Liquor Warehouse Supervisor | 1 | 1 |
| Warehouse Maintenance Worker | 1 | 1 |
| Program Services Clerk | 1 | 1 |
| Warehouse Worker I & II | 10 | 9 |
| | <u>14</u> | <u>13</u> |
| TOTAL NUMBER OF POSITIONS: | 51 | 54 |

Pie Chart

**Distribution of Sales Revenue and Expenses
Fiscal Year Ending June 30, 2009**



| | |
|---|-------|
| ■ Cost of Goods Sold | 60.5% |
| ■ General Fund Revenue | 25% |
| ■ State and local sales tax | 4.7% |
| ■ Administrative Expenses | 2.1% |
| ■ Retail Outlet Expenses | 9.7% |
| ■ Warehouse & Distribution Expenses | 2.6% |
| ■ Education, Licensing & Enforcement Expenses | 3.3% |