



**DURHAM COUNTY  
ALCOHOLIC BEVERAGE CONTROL BOARD**

**DURHAM COUNTY  
NORTH CAROLINA**

**FY 2016 – 2017 BUDGET**

**BOARD MEMBERS**

*Wayland Burton, Chairperson*

*Andy Miller*

*Jackie Wagstaff*

*Pilar Rocha-Goldberg*

*Bob Nauseef*

**INTERIM GENERAL MANAGER**

*Perlie Davis*

**Durham County  
Alcoholic Beverage Control Board**

Perlie Davis  
Interim General Manager

June 20, 2016

Dear Durham County Residents:

The following Budget is the comprehensive spending plan for the Durham County ABC Board for the Fiscal Year 2016-2017. In compliance with ABC system legislation in North Carolina, this budget document has been formally issued directly to citizens. The Board of Durham County ABC welcomes the opportunity to discuss this budget plan with you.

Budget preparation and implementation are critical to any organization. This process is not only for estimating revenues and expenses, but also for prioritizing the needs of Durham County ABC so that we can continue our mission to effectively control the sale of alcoholic beverages while maximizing the financial contribution that we make to the community through distributions to the County and City of Durham and through funding grant programs that provide alcohol abuse education and prevention. This budget accomplishes these goals. Durham County ABC will continue to provide the high-quality customer service that has distinguished the organization for many years.

### **Highlights of the FY 2016-2017 Budget**

#### **Revenue and Other Income**

The budget projects revenue from liquor sales and other receipts to be \$35,784,684 for FY2017. These projections are based on expected sales increases which reflect both current trends and strategic planning.

#### **Facility Improvements/Purchases**

To grow and to meet new demands of a growing population and new consumer shopping habits successful organizations must change and adapt. The DCABC Board is considering various facility and technology improvements that will enhance the shopping experience for our customers. Many of the plans are still in concept stage so the budget is provisional to ensure that funds are available should these projects be approved. The anticipated investment in improvements are \$324,300.

### **Compensation Plan**

In accordance with the Board's Compensation Plan, competitive base salaries are maintained. Durham County ABC compensates employees on a Pay for Performance basis and utilizes a cost of living allowance, merit pay increases and unit performance pay to recognize and reward individual and team results. Under this system of performance-based adjustments, there is an increase in full-time salaries expense of \$111,292 as well as an increase in full-time employee count from 44 in the prior year budget to 46 in the FY 2016-2017 Budget. It is important to note that the headcount increase reflects adding an additional clerk position at two of our busiest stores to help with an increase in sales.

### **Profit Distributions to Local Government**

Durham County ABC Board has budgeted \$1,446,262 for distribution to the general fund of Durham County and \$160,715 to the general fund of the City of Durham. Budgeted amounts are statutory requirements based on specific percentages of our profits plus an additional 60%.

Distributions are paid quarterly. At the end of each fiscal year the Durham County ABC Board determines the actual amount of contribution that can be made, often exceeding the statutory requirements. This year, with budgeted amounts exceeding the statutory requirements, adjustments could be made downward if business performance does not meet expectations. The final contribution decision is based on statutory requirements plus how much funding is available over the anticipated operating and strategic needs funding that will enable Durham ABC to continue to thrive over the long term.

### **Major Projection Variables and Assumptions**

#### **Operating Projections**

The Board's primary source of revenue is the sale of spirituous liquor. Projected sales growth is an important assumption in our proposed budget. Strategic merchandising, a store renovation and an increased focus on customer service allowed growth in FY2016 to exceed expectations with 7.74% growth in the first nine months of the year. Mixed Beverage sales also increased significantly which, when added to the retail growth has allowed us to project an overall increase in sales by 4.8% in FY2017. This is comprised of a 4.35% growth of Liquor sales and a 6.48% increase in Mixed Beverage sales.

Taxes related to the sale of spirituous liquor and fortified wine are planned at \$8,578,661 in the budget. Of these, \$8,442,680 will be paid to the state of North Carolina and \$135,981 to Durham County Government for alcohol rehabilitation programs. Our Cost of Goods Sold totals \$18,744,828.

Personnel expenses and facility expenses comprise the vast majority of operating expenses. The budget for merit-based salary increases is 4.1% and the annual cost of living increase will be 1.9%. The budget for unit based performance pay will be 2%. Individual merit increases, if given, are based on individual performance and where an individual's compensation falls in the salary range for his/her position. Unit performance pay, if given, is awarded based on unit performance against previously selected criteria. Durham ABC uses a comprehensive performance evaluation system to determine an individual's merit for compensation.

Total operating expenses are projected to be \$4,653,129.

**Profit Distributions**

After the expenses required to meet the needs of the business are met, our estimated profit is \$2,971,507.

North Carolina Alcoholic Beverage Control statutes require that Durham County ABC distribute specific percentages of its profits to the general funds of the County and the City of Durham and for alcohol education in the community. The Board considers these distributions that will be used locally for the public good to be an important part of its mission.

The Board will increase our quarterly distributions to the general funds of Durham County and City by 60% over the statutory amount. The budgeted amount (including the 60% increase) to Durham County totals \$1,446,262. Distribution to the city will total \$160,715. The statutory requirement for funding alcohol abuse prevention and education in the community is \$211,128. After all budgeted distributions, net income will be \$1,153,402. The Board determines how this net income can best be utilized to fulfill the strategic plans for Durham County ABC.

**Staffing Levels**

Durham County ABC anticipates utilizing 46 full time, active employees for FY2017. This includes 37 store and warehouse employees, 2 law enforcement employees, and 7 administrative employees. In addition, part-time employees are utilized in the stores and warehouse based on the needs of the business.

The board and staff of Durham County ABC appreciate the opportunity to serve the Durham community.

For more information on the Durham County ABC Board, please visit [www.durhamabc.com](http://www.durhamabc.com) or call 919-419-6217.

Sincerely,



Perlie Davis  
Interim General Manager

**ANNUAL BUDGET  
DURHAM COUNTY ABC BOARD  
Durham County  
North Carolina**

**FY 2016 - 2017**

WHEREAS, the proposed budget for FY 2016-2017 was submitted to the Durham County ABC Board on May 16, 2016 by the Interim General Manager and filed with the Clerk to Durham County Board of Commissioners and the NC ABC Commission on May 17, 2016, pursuant to G.S. 18B-702;

WHEREAS, on June 6, 2016 the Durham County ABC Board held a public hearing on the budget pursuant to G.S. 18B-702;

WHEREAS, on June 20, 2016 the Durham County ABC Board adopted a budget in accordance with G.S. 18b-702;

BE IT ORDAINED by the Durham County ABC Board that the following ordinance establishing revenues and setting expense appropriations for the fiscal year beginning July 1, 2016 and ending June 30, 2017, is hereby adopted.

**Section 1. Estimated Revenues.** It is estimated that the revenues listed below will be available during the fiscal year beginning July 1, 2016 and ending June 30, 2017 to meet the operational and functional appropriations as set forth in Section 2.

**Estimated Revenues:**

Sales	\$ 35,784,396
Other Income - Interest	288
Total	<u><u>\$ 35,784,684</u></u>

**Section 2. Appropriations.** The following expenses are hereby appropriated for fiscal year 2016 – 2017 and are funded by the revenues set forth in the foregoing Section 1.

**Appropriations:**

Totals

**Taxes Based on Revenue**

\$ 8,578,661

**Cost of Sales**

\$ 18,744,828

**Operating Expenses:**

	Stores	Warehouse	Admin.	Law Enf.	Totals
Personnel Expenses	\$ 2,134,967	\$ 284,688	\$ 642,668		\$ 3,062,323
Facilities Expenses	316,484	33,960	37,584		388,028
Supplies and Materials	129,504	5,880	14,400		149,784
Contracted & Prof. Svs	0	110,400	126,200		236,600
Repair & Maintenance	72,660	33,000	30,000		135,660
Credit Card Fees	400,139	0	0		400,139
Travel, Training & Development	8,520	240	53,800		62,560
Other Operating Expenses	96,333	14,800	40,902		152,035
Miscellaneous - Contingency			66,000		66,000
<b>Total Operating Expenses</b>	<b>\$ 3,158,607</b>	<b>\$ 482,968</b>	<b>\$ 1,011,554</b>	<b>\$ -</b>	<b>\$ 4,653,129</b>

**Capital Outlay:**

Facilities Maintenance & Equipment Additions	\$ 97,500
Technology Improvements & Replacements	92,000
Warehouse - New Delivery Truck	100,000
Law Enforcement	34,800

Net Capital Outlay	\$ 324,300
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**Debt Service/Lease:**

\$ 144,300

**Total Estimated Expense**

\$ 32,445,218

**Distributions:**

Mandatory 3.5% and Bottle Tax (Plus 60% Added Above Minimum)	\$ 1,606,977
Law Enforcement	\$ 425,571
Alcohol Education & Rehab	211,128
Other County/Municipal	

Total Distributions	\$ 2,243,676
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Working Capital Retained (Appropriated Fund Balance)	\$ 1,095,790
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**Total Appropriations**

<b>35,784,684</b>
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**Section 3. Amendments.** The Board may amend the budget as deemed necessary in accordance with G.S. 18B-702(h). The Budget Officer may amend the budget in amounts up to \$50,000 with a report to the Durham County ABC Board at its subsequent regular meeting.

**Section 4.** In accordance with G.S. 18B-702, copies of this Budget Ordinance shall be filed with the Durham County Board of Commissioners and the North Carolina ABC Commission, and provided to the Budget Officer and Finance Officer to be kept on file for their direction in the disbursement of funds.