

Multiple Agency Fiscal Note Summary

Bill Number: 5036 SB	Title: Privatizing liquor sales
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Estimated Cash Receipts

Agency Name	2003-05		2005-07		2007-09	
	GF- State	Total	GF- State	Total	GF- State	Total
Liquor Control Board	(250,000)	(250,000)	(17,500,000)	(643,200,000)	(32,000,000)	(668,200,000)
Total \$	(250,000)	(250,000)	(17,500,000)	(643,200,000)	(32,000,000)	(668,200,000)

Local Gov. Courts *						
Local Gov. Other **	Fiscal note not available					
Local Gov. Total						

Estimated Expenditures

Agency Name	2003-05			2005-07			2007-09		
	FTEs	GF-State	Total	FTEs	GF-State	Total	FTEs	GF-State	Total
Office of State Treasurer	Fiscal note not available								
Office of Financial Management	.0	0	0	.0	0	0	.0	0	0
Department of Revenue	Fiscal note not available								
Liquor Control Board	.0	0	500,000	(680.0)	14,013,000	(611,687,000)	(680.0)	10,200,000	(626,000,000)
Total	0.0	\$0	\$500,000	(680.0)	\$14,013,000	\$(611,687,000)	(680.0)	\$10,200,000	\$(626,000,000)

Local Gov. Courts *									
Local Gov. Other **	Fiscal note not available								
Local Gov. Total									

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Prepared by: Tristan Wise, OFM	Phone: 360-902-0546	Date Published: Preliminary 1/23/2003
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* See Office of the Administrator for the Courts judicial fiscal note

** See local government fiscal note

Individual State Agency Fiscal Note

Bill Number: 5036 SB	Title: Privatizing liquor sales	Agency: 105-Office of Financial Management
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Part I: Estimates

☒ **No Fiscal Impact**

The cash receipts and expenditure estimates on this page represent the most likely fiscal impact. Factors impacting the precision of these estimates, and alternate ranges (if appropriate), are explained in Part II.

Check applicable boxes and follow corresponding instructions:

- ☐ If fiscal impact is greater than \$50,000 per fiscal year in the current biennium or in subsequent biennia, complete entire fiscal note form Parts I-V.
- ☐ If fiscal impact is less than \$50,000 per fiscal year in the current biennium or in subsequent biennia, complete this page only (Part I).
- ☐ Capital budget impact, complete Part IV.
- ☐ Requires new rule making, complete Part V.

Legislative Contact: Chelsea Buchanan	Phone: (360)786-7446	Date: 01/06/2003
Agency Preparation: Pam Davidson	Phone: 360-902-0550	Date: 01/06/2003
Agency Approval: Irv Lefberg	Phone: 360-902-0590	Date: 01/09/2003
OFM Review: Robin Campbell	Phone: 360-902-0575	Date: 01/13/2003

Part II: Narrative Explanation

II. A - Brief Description Of What The Measure Does That Has Fiscal Impact

Briefly describe, by section number, the significant provisions of the bill, and any related workload or policy assumptions, that have revenue or expenditure impact on the responding agency.

This bill requires OFM and Legislative staff to assist the Liquor Control Board and the Department of Revenue to determine a revenue-neutral method of rate setting and taxation with regards to the privatization of liquor sales. OFM can provide this assistance without incurring additional costs beyond current staffing levels.

II. B - Cash receipts Impact

Briefly describe and quantify the cash receipts impact of the legislation on the responding agency, identifying the cash receipts provisions by section number and when appropriate the detail of the revenue sources. Briefly describe the factual basis of the assumptions and the method by which the cash receipts impact is derived. Explain how workload assumptions translate into estimates. Distinguish between one time and ongoing functions.

II. C - Expenditures

Briefly describe the agency expenditures necessary to implement this legislation (or savings resulting from this legislation), identifying by section number the provisions of the legislation that result in the expenditures (or savings). Briefly describe the factual basis of the assumptions and the method by which the expenditure impact is derived. Explain how workload assumptions translate into cost estimates. Distinguish between one time and ongoing functions.

Part III: Expenditure Detail

Part IV: Capital Budget Impact

Part V: New Rule Making Required

Identify provisions of the measure that require the agency to adopt new administrative rules or repeal/revise existing rules.

Individual State Agency Fiscal Note

Bill Number: 5036 SB	Title: Privatizing liquor sales	Agency: 195-Liquor Control Board
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Part I: Estimates

☐ No Fiscal Impact

Estimated Cash Receipts to:

FUND	FY 2004	FY 2005	2003-05	2005-07	2007-09
General Fund-State 001-1		(250,000)	(250,000)	(17,500,000)	(32,000,000)
Liquor Revolving Account-State 501-1				(105,700,000)	(116,200,000)
Liquor Revolving Account-Non-Appropriated 501-6				(520,000,000)	(520,000,000)
Total \$		(250,000)	(250,000)	(643,200,000)	(668,200,000)

Estimated Expenditures from:

	FY 2004	FY 2005	2003-05	2005-07	2007-09
FTE Staff Years	0.0	0.0	0.0	(680.0)	(680.0)
Fund					
General Fund-State 001-1	0	0	0	14,013,000	10,200,000
Liquor Revolving Account-State 501-1	0	500,000	500,000	(105,700,000)	(116,200,000)
Liquor Revolving Account-Non-Appropriated 501-6	0	0	0	(520,000,000)	(520,000,000)
Total \$	0	500,000	500,000	(611,687,000)	(626,000,000)

The cash receipts and expenditure estimates on this page represent the most likely fiscal impact. Factors impacting the precision of these estimates, and alternate ranges (if appropriate), are explained in Part II.

Check applicable boxes and follow corresponding instructions:

- ☒ If fiscal impact is greater than \$50,000 per fiscal year in the current biennium or in subsequent biennia, complete entire fiscal note form Parts I-V.
- ☐ If fiscal impact is less than \$50,000 per fiscal year in the current biennium or in subsequent biennia, complete this page only (Part I).
- ☐ Capital budget impact, complete Part IV.
- ☒ Requires new rule making, complete Part V.

Legislative Contact: Chelsea Buchanan	Phone: (360)786-7446	Date: 01/06/2003
Agency Preparation: Rob Kirkwood	Phone: 360-664-1690	Date: 01/07/2003
Agency Approval: Pat Kohler	Phone: 360-664-1703	Date: 01/23/2003
OFM Review: Tristan Wise	Phone: 360-902-0546	Date: 01/23/2003

Part II: Narrative Explanation

II. A - Brief Description Of What The Measure Does That Has Fiscal Impact

Briefly describe, by section number, the significant provisions of the bill, and any related workload or policy assumptions, that have revenue or expenditure impact on the responding agency.

(Section 215) Closes all State Liquor Stores by July 1, 2005. (Section 202 & 215) Establishes franchises to replace state liquor stores.

(Section 215 & 304) closes the WSLCB Warehouse by July 1, 2005

(Section 215) All assets will be sold at auction and the proceeds deposited into the General Fund.

(Section 101 & 316) Eliminates the Board's ability to markup liquor.

(Section 215) The price of liquor is set by the franchisee.

(Section 101) The privatization of liquor sales and distribution will not result in revenue losses to state or local governments.

(Section 316) Repeals funds 335 and 501.

(Section 304) Contract Liquor Stores will no longer exist after June 30, 2005.

Workload & Policy Assumptions

Current Changes Section:

The Current changes infer that it is business as usual (except for the planning and the beginning of the implementation of the Future Changes) for the 2003-2005 Biennium. (Section 201-215) A contractor will need to be hired to assist with implementing the changes in an orderly manner since agency staff will be busy with their current jobs.

Future Changes Section: (Section 301-402)

1. All state liquor stores will be closed by June 30, 2005.

2. Both state stores and contract liquor stores will be replaced with franchises no later than June 30, 2005. The number of franchisees will be 312 (same number as current outlets) and each will pay a franchise fee. The fee is based on information currently available from the sales and expenses of the current locations and from information regarding the liquor industry found at the website www.bizstats.com/liquor.htm. For example, it states that the cost of goods sold is 75.5% of revenue. We assumed that a rate of return of 7% was the minimum rate that a reasonable business person would accept. (See Attachment 3 "Retail Franchise Fee- Privatization") (Section 301-316)

3. In order to comply with the revenue neutrality of this bill, the legislature will have to develop some revenue enhancements (taxes) to complement the franchise fees. A franchise fee higher than we assume, (an average of around \$47,500 per year) would be cost prohibitive for a franchisee. (See Attachment 3 "Reasonable Franchise Fee" & Attachment 4 "Normalized Franchise Fee" attached)

3. Sales volume does not increase. At this time we have no factual basis to say that sales will either increase or decrease.

4. Liquor prices do not change. At this time we have no factual basis to say that the price will increase or decrease.

Therefore, total Liquor tax collections are unchanged.

5. Liquor liter and sales taxes are collected by the franchisee (Per RCW 82.08.150).

6. Most Divisions of the agency will be eliminated or reduced. Licensing and Enforcement and agency legal expenses will be increased by 10% to cover the increased activities for licensing and enforcing the activities of the franchisees. (See Attachment 1 "WSLCB Organization Changes").

7. The state's warehouse will be sold and the liquor distribution function will be performed by private enterprise.

8. The Liquor Control Board will regulate the franchisee. Staff will audit the franchisees for compliance with correct tax reporting. The Board will also oversee such things as adequate record keeping, that prices are not less than cost, and that the franchisees are following the set hours and days of operation.

The net cash-receipts impact of the bill to General Fund State, not including the impact from other agencies' fiscal notes, is estimated as follows:

Fiscal Years 2004-2005 = (\$250,000)

Fiscal Years 2006-2007 = (\$31,513,000)

Fiscal Years 2007-2009 = (\$42,200,000)

II. B - Cash receipts Impact

Briefly describe and quantify the cash receipts impact of the legislation on the responding agency, identifying the cash receipts provisions by section number and when appropriate the detail of the revenue sources. Briefly describe the factual basis of the assumptions and the method by which the cash receipts impact is derived. Explain how workload assumptions translate into estimates. Distinguish between one time and ongoing functions.

1. Due to the loss of liquor mark-up starting in fiscal year 2006, the amount of annual revenues which funded the \$260 million used to purchase liquor (cost of goods sold) and the \$73 million in appropriated agency operating expenses will be lost.
2. Starting in fiscal year 2006, the loss of the agency markup will result in loss of liquor profits of \$32 million per fiscal year. This amount would have been evenly divided between the general fund and local governments. Therefore, \$16 million will be lost from the general fund each year and \$16 million from local governments (reported on local government fiscal note). For this bill to remain revenue neutral, the legislature will need to find funds to replace this loss.
3. The warehouse will be used through June 30, 2005 so the sale will be in the 2005-2007 Biennium. Due to the current market conditions in the Seattle area, the sale amount is assumed to be \$25 million with an amount owing on it at that time of \$10.5 million. The sale amount will be deposited in the general fund with the provision that the amount owing will be reserved to pay the outstanding bonds. (Section 215 (1))
4. Revenue from franchise fees will be deposited in the general fund. The approximate annual amount collected will be \$14.9 million. (See Attachment 3 -"Retail Franchise Fee-Privatization")
5. Inventory in both types of stores will be sold by June 30, 2005 and the remainder in the warehouse (which we have not purchased due to bailment) will be returned to the distributor so there will be no cash receipt for inventory.
6. The need in fiscal year 2005 to hire a contractor for \$500,000 will reduce the amount of liquor profits distributed to the general fund and to local governments. The result will be \$250,000 less for the general fund and \$250,000 less for local governments (reported on the local government fiscal note).

These cash receipts are shown in Attachment 2- "Net Impact -Privatizing".

II. C - Expenditures

Briefly describe the agency expenditures necessary to implement this legislation (or savings resulting from this legislation), identifying by section number the provisions of the legislation that result in the expenditures (or savings). Briefly describe the factual basis of the assumptions and the method by which the expenditure impact is derived. Explain how workload assumptions translate into cost estimates. Distinguish between one time and ongoing functions.

1. A smooth transition from state and contract liquor stores to franchises by July 1, 2005 will require a tremendous amount of expertise and time for preparation during the 2003-2005 biennium. Current staff does not have the expertise, nor will they have the time to devote to this task. Therefore, a contractor with franchise experience will need to be hired to accomplish this transition. We are assuming that to accomplish this task, a contractor would require at least \$500,000 payable in fiscal year 2005.
2. By June 30, 2005, most of the Divisions of the WSLCB will be reduced or eliminated. Licensing, Enforcement and agency legal costs will increase by 10%. Twenty million dollars will be needed each fiscal year to fund the remaining operations. The \$20 million will be funded by the receipt of \$14.9 million per fiscal year of franchise fees and the remaining \$5.1 million will come from other general fund revenues. (See Attachment 1-"WSLCB Organization Changes")
3. The non-appropriated amount of \$260 million per fiscal year used for cost of goods sold will no longer be needed as the Board will no longer purchase or distribute liquor products.
4. Approximately 680 FTEs will be eliminated from this plan. The state is self-funded for unemployment. The assumption is that 12% of our laid-off employees will collect benefits for 10 weeks at an average of \$300 per week and 45% will collect an average of \$300 per week for the 30 weeks maximum. This would amount to \$3 million in fiscal year 2006.
5. When state employees leave state service they are reimbursed for their remaining annual leave. Considering that most state agencies are laying off employees, it is unlikely that many of the 680 laid-off employees from the WSLCB will go to other state jobs. Currently the average number of annual leave hours per employee is 93. The assumption is that 78% or 530 employees will leave state service. The average hourly wage in the agency is \$16.50 per hour. The annual leave buy-out would equal \$813,000.

These expenditures are shown in Attachment 2-"Net Impact-Privatizing".

Part III: Expenditure Detail

III. A - Expenditures by Object Or Purpose

	FY 2004	FY 2005	2003-05	2005-07	2007-09
FTE Staff Years		0.00		(680.0)	(680.0)
A-Salaries and Wages				(39,750,000)	(39,750,000)
B-Employee Benefits				(9,437,000)	(13,250,000)
C-Personal Service Contracts		500,000	500,000		
E-Goods and Services				(573,000,000)	(573,000,000)
G-Travel					
J-Capital Outlays					
M-Inter Agency/Fund Transfers					
N-Grants, Benefits & Client Services					
P-Debt Service				10,500,000	
S-Interagency Reimbursements					
T-Intra-Agency Reimbursements					
Total:	\$0	\$500,000	\$500,000	(\$611,687,000)	\$(626,000,000)

III. B - Detail: List FTEs by classification and corresponding annual compensation. Totals need to agree with total FTEs in Part I and Part IIIA

Job Classification	Salary	FY 2004	FY 2005	2003-05	2005-07	2007-09
Various	29,228				(680.0)	(680.0)
Total FTE's					(680.0)	(680.0)

Part IV: Capital Budget Impact

Part V: New Rule Making Required

Identify provisions of the measure that require the agency to adopt new administrative rules or repeal/revise existing rules.

New Rule Making will be required to incorporate franchise language in all applicable existing rules that will still apply plus any new rules. (Section 215)

ATTACHMENT 1
WSLCB
Organization Changes
Assuming Privatization
Senate Bill 5036/House Bill 1026

			FTEs							
Prog	PIC	Description	FY 2004	FY 2005	FUND TOTALS	Dollars Remaining after Privatization	FTEs Remaining after Privatization	Dollars Increased or Decreased due to Privatization	FTEs Increased or Decreased due to Privatization	Percent Reduction or Increase
010	A0000	Board Program								
		Board Services								
	A1100	Board Administrative Services	3.80	3.80	\$684,092	684,092	3.80	0	0.00	0%
	A1200	Board Fund-Discretionary	0.00	0.00	200,000	200,000	0.00	0	0.00	0%
		Sub-Total	3.80	3.80	884,092	884,092	3.80	0	0.00	
		Policy, Legislative & Media Services								
	A2100	PLMR Section	4.00	4.00	644,202	644,202	4.00	0	0.00	0%
		Sub-Total	4.00	4.00	644,202	644,202	4.00	0	0.00	
		Administrative Director Services								
	A3100	Administrative Director	2.00	2.00	338,971	338,971	2.00	0	0.00	0%
	A3200	Quality Initiatives Office	0.00	0.00	(1,181)	-1,181	0.00	0	0.00	
	A3300	Savings Incentive Program	0.00	0.00	0	0	0.00	0	0.00	
			2.00	2.00	337,790	337,790	2.00	0	0.00	
		Human Resource Services								
	A4100	Human Resources	9.00	9.00	1,435,139	717,570	4.50	(717,570)	(4.50)	-50%
	A4210	Training Program Development	1.00	1.00	142,754	71,377	0.50	(71,377)	(0.50)	-50%

Prog	PIC	Description	FY 2004	FY 2005	FUND TOTALS	Dollars Remaining after Privatization	FTEs Remaining after Privatization	Dollars Increased or Decreased due to Privatization	FTEs Increased or Decreased due to Privatization	Percent Reduction or Increase
020	A4220	Core Training Costs	0.00	0.00	71,277	35,639	0.00	(35,639)	0.00	-50%
	A4310	Industrial Insurance Premium	0.00	0.00	0	0	0.00	0	0.00	
	Sub-total		10.00	10.00	1,649,170	824,585	5.00	(824,585)	(5.00)	
	Legal Services									10%
	A5110	Attorney General	0.00	0.00	1,318,795	1,450,675	0.00	131,880	0.00	
	AG Cigarette/Tobacco Tax Enforment- This PI									
	A5120	will receive the GF-S from PI A5110.	0.00	0.00	295,344	324,878	0.00	29,534	0.00	
	A5200	Administrative Hearings	0.00	0.00	408,894	449,783	0.00	40,889	0.00	
	Sub-total		0.00	0.00	2,023,033	2,225,336	0.00	202,303	0.00	
	Excess FTE/Appropriation		0.00	0.00	0				0.00	
	PROGRAM 010 TOTAL		19.80	19.80	5,538,287	4,916,005	14.80	(622,282)	(5.00)	
	Administrative Services Program									
	Finance Division									
	B1100	Director's Office	2.00	2.00	324,305	324,305	2.00	0	0.00	0%
	B1200	Budget Initiatives Office	2.00	2.00	299,629	299,629	2.00	0	0.00	0%
	B1300	Accounting Services	19.00	19.00	1,748,875	1,311,656	14.25	(437,219)	(4.75)	-25%
	B1400	Support Services	15.00	15.00	1,447,496	1,085,622	11.25	(361,874)	(3.75)	-25%
	B1510	Audit Services & Manager	10.00	10.00	1,214,736	1,214,736	10.00	0	0.00	0%
	B1520	Loss Prevention Services	13.00	13.00	1,207,456	0	0.00	(1,207,456)	(13.00)	-100%
	Sub-Total		61.00	61.00	6,242,497	4,235,948	39.50	(2,006,549)	(21.50)	

Prog	PIC	Description	FY 2004	FY 2005	FUND TOTALS	Dollars Remaining after Privatization	FTEs Remaining after Privatization	Dollars Increased or Decreased due to Privatization	FTEs Increased or Decreased due to Privatization	Percent Reduction or Increase
		WSLCB Costs								
	B2100	Revolving Fund Charges	0.00	0.00	860,632	860,632	0.00	0	0.00	0%
	B2200	Facilities & WSLCB Motor Pool	0.00	0.00	2,006,550	2,006,550	0.00	0	0.00	0%*See note 1
	B2300	Data Processing Services	0.00	0.00	564,512	564,512	0.00	0	0.00	0%
	B2400	Allocated Indirect Cost	0.00	0.00	0	0	0.00	0	0.00	0%
	B2500	Vehicle Replacement - Proviso	0.00	0.00	0	0	0.00	0	0.00	0%
	B2600	Bank of NY Reimbursements	0.00	0.00	0	0	0.00	0	0.00	0%
		Sub-Total	0.00	0.00	3,431,694	3,431,694	0.00	0	0.00	
	B9900	Excess FTE/Appropriation			0					
		PROGRAM 020 TOTAL	61.00	61.00	9,674,191	7,667,642	39.50	(2,006,549)	(21.50)	
040	D0000	Liquor Purchasing & Distribution Program								
		Liquor Purchasing Division								
	D1100	Liquor Purchasing Services	11.50	11.50	1,126,388	0	0.00	(1,126,388)	(11.50)	-100%
	D1200	Wine Program	1.00	1.00	139,893	0	0.00	(139,893)	(1.00)	-100%
		Sub-Total	12.50	12.50	1,266,281	0	0.00	(1,266,281)	(12.50)	
		Distribution Services Division								
	D2110	Seattle Distribution Operation	58.00	58.00	6,055,543	0	0.00	(6,055,543)	(58.00)	-100%
	D2120	Temporary Auburn Dist.Ctr-	0.00	0.00	90,000	0	0.00	(90,000)	0.00	-100%

Prog	PIC	Description	FY 2004	FY 2005	FUND TOTALS	Dollars Remaining after Privatization	FTEs Remaining after Privatization	Dollars Increased or Decreased due to Privatization	FTEs Increased or Decreased due to Privatization	Percent Reduction or Increase
	D2210	Base COP Payments	0.00	0.00	5,711,100	0	0.00	(5,711,100)	0.00	-100%
	D2220	Early Redemption Payments	0.00	0.00	549,900	0	0.00	(549,900)	0.00	-100%
		Sub-Total	58.00	58.00	12,406,543	0	0.00	(12,406,543)	(58.00)	
		Retail Services Division								
	D3100	Administration	4.00	4.00	671,151	671,151	4.00	0	0.00	0%
	D3200	Store Development & Maintenance	5.00	5.00	1,187,774	0	0.00	(1,187,774)	(5.00)	-100%
	D3300	State Liquor Stores and DM's	583.90	583.90	72,378,183	3,600,000	11.00	(68,778,183)	(572.90)	*Only DMs Remain- See note 2
	D3400	Contract Liquor Stores-Appropriated	0.00	0.00	449,688	0	0.00	(449,688)	0.00	
	D3500	Military and Tribal	0.00	0.00	0		0.00	0	0.00	
		Sub-Total	592.90	592.90	74,686,796	4,271,151	15.00	(70,415,645)	(577.90)	
		Contract Liquor Stores-Non appropriated								
	D4100	Non-appropriated Commissions	0.00	0.00	16,994,000	0	0.00	(16,994,000)	0.00	-100%
		Sub-Total	0.00	0.00	16,994,000	0	0.00	(16,994,000)	0.00	
		Excess FTE/Appropriation	0.00	0.00	0					
		PROGRAM 040 TOTAL	663.40	663.40	105,353,620	4,271,151	15.00	(101,082,469)	(648.40)	
050	E0000	Regulatory Services Program								
	E1100	Administration	3.00	3.00	518,314	570,145	3.30	51,831	0.30	10%
	E2100	Customer Service Unit	5.00	5.00	420,940	463,034	5.50	42,094	0.50	10%
	E2200	License Investigation Unit	15.00	15.00	1,296,111	1,425,722	16.50	129,611	1.50	10%

Prog	PIC	Description	FY 2004	FY 2005	FUND TOTALS	Dollars Remaining after Privatization	FTEs Remaining after Privatization	Dollars Increased or Decreased due to Privatization	FTEs Increased or Decreased due to Privatization	Percent Reduction or Increase
	E2300	License Processing Unit	9.00	9.00	758,417	834,259	9.90	75,842	0.90	10%
	E2400	Administration	1.00	1.00	122,849	135,134	1.10	12,285	0.10	10%
	E3100	MIW Compliance Unit	3.00	3.00	270,511	297,562	3.30	27,051	0.30	10%
	E3200	MIW Enforcement Unit	4.00	4.00	502,264	552,490	4.40	50,226	0.40	10%
	E3300	MIW Administration	3.00	3.00	358,741	394,615	3.30	35,874	0.30	10%
	E9900	Excess FTE/Appropriation	0.00	0.00	0	0	0.00	0	0.00	
		PROGRAM 050 TOTAL	43.00	43.00	4,248,147	4,672,962	47.30	424,815	4.30	
060	F0000	Enforcement Program								
		Enforcement & Education								
	F1100	General Enforcement Activities	84.50	84.50	10,452,850	11,498,135	92.95	1,045,285	8.45	10%
	F1210	Community Policing	0.00	0.00	0	0	0.00	0	0.00	10%
	F1220	New Agent Training	0.00	0.00	106,000	116,600	0.00	10,600	0.00	10%
		Sub-Total	84.50	84.50	10,558,850	11,614,735	92.95	1,055,885	8.45	
		Interagency Grants (FTEs from existing FTEs)	0.00	0.00				0	0.00	
	F2110	2001-03 Youth Prevention Agreement-DOH	0.00	0.00	0			0	0.00	
	F2120	WashTraffic Safety Commission-Ruad-FY 02	0.00	0.00	0			0	0.00	
	F2130	WashTraffic Safety Commission-Ruad-FY 03	0.00	0.00	0			0	0.00	
		Sub-Total	0.00	0.00	0			0	0.00	
		Private/Local Grants (FTEs from existing FTEs)								
	F2210	NABCA Educational Awards	0.00	0.00	0			0	0.00	
	F2220	DASA Poster Contest Award	0.00	0.00	0			0	0.00	
	F2230	King County Poster Contest Award	0.00	0.00	0			0	0.00	

Prog	PIC	Description	FY 2004	FY 2005	FUND TOTALS	Dollars Remaining after Privatization	FTEs Remaining after Privatization	Dollars Increased or Decreased due to Privatization	FTEs Increased or Decreased due to Privatization	Percent Reduction or Increase
	F2240	DOH Poster Contest Award	0.00	0.00	0			0	0.00	0%
	F2210	NABCA Educational Awards	0.00	0.00	0			0	0.00	
		Sub-Total	0.00	0.00	0			0	0.00	
		Tobacco Tax Enforcement								
	F3100	Tobacco Tax Enforcement	18.00	18.00	2,609,656	2,609,656	18.00	0	0.00	
	F3200	Federal Asset Sharing	0.00	0.00	0		0.00	0	0.00	
	F3300	Seizure Costs	0.00	0.00	0		0.00	0	0.00	
		Sub-Total	18.00	18.00	2,609,656	2,609,656	18.00	0	0.00	
		Excess FTE/Appropriation	1.50	1.50	0		1.65			
		PROGRAM 060 TOTAL	104.00	104.00	13,168,506	14,224,391	112.60	1,055,885	8.45	
070	G0000	Information Technology Services Program								
	G1100	Administration Services	3.00	3.00	387,436	193,718	1.50	(193,718)	(1.50)	-50%
	G2100	Network Services Section	5.00	5.00	1,172,176	586,088	2.50	(586,088)	(2.50)	-50%
	G3100	Application Services Section	12.50	12.50	1,856,101	928,051	6.25	(928,051)	(6.25)	-50%
	G4100	Customer Services	13.90	13.90	1,620,600	810,300	6.95	(810,300)	(6.95)	-50%
	G5100	Consulting Services	1.00	1.00	173,824	86,912	0.50	(86,912)	(0.50)	-50%
	G6100	Project Managment Section	1.00	1.00	177,556	88,778	0.50	(88,778)	(0.50)	-50%
		Sub-Total	36.40	36.40	5,387,693	2,693,847	18.20	(2,693,847)	(18.20)	
		Special Projects								
	G7100	Technology Maintenance DP-Proviso	0.00	0.00	542,000	271,000	0.00	(271,000)	0.00	-50%

Prog	PIC	Description	FY 2004	FY 2005	FUND TOTALS	Dollars Remaining after Privatization	FTEs Remaining after Privatization	Dollars Increased or Decreased due to Privatization	FTEs Increased or Decreased due to Privatization	Percent Reduction or Increase
	G7200	Merchandising Business System DP-Proviso	0.00	0.00	418,000	209,000	0.00	(209,000)	0.00	-50%
	G7300	Transition Training DP-Proviso	0.00	0.00	0	0	0.00	0	0.00	-50%
	G7400	Carry Forward Technolgy Maintenance	0.00	0.00	861,556	430,778	0.00	(430,778)	0.00	-50%
		Sub-Total	0.00	0.00	1,821,556	910,778	0.00	(910,778)	0.00	
		Excess FTE/Appropriation	1.00	0.00	0		0.00			
		PROGRAM 070 TOTAL	37.40	36.40	7,209,249	3,604,625	18.20	(3,604,625)	(18.20)	
		AGENCY TOTAL	928.60	927.60	145,192,000	39,356,776	247.40	(105,835,224)	(680.35)	

Note 1: We are assuming no decrease in the motor pool because the retail stores do not have their own vehicles. The district managers do have vehicles but they will need them to use in their jobs overseeing the franchisee functions.

Note 2: DM's are District Managers. Their jobs will be retained to provide the oversight function of the franchisees.

Attachment 2
WSLCB
NET IMPACT-PRIVATIZING
SB 5036

Cash Receipts	Rev	2001-03 Biennium		2003-05 Biennium		2005-07 Biennium		2007-09 Biennium	
Fund	Source	FY2002	FY 2003	FY2004	FY2005	FY 2006	FY 2007	FY 2008	FY 2009
GF-State	04-55	0	0	0	(250,000)	(1,500,000)	(16,000,000)	(16,000,000)	(16,000,000)
Liquor Revolving Account-1	04-55	0	0	0	0	(47,600,000)	(58,100,000)	(58,100,000)	(58,100,000)
Liquor Revolving Account-X	04-55	0	0	0	0	(260,000,000)	(260,000,000)	(260,000,000)	(260,000,000)
Total		\$0	\$0	\$0	(\$250,000)	(\$309,100,000)	(\$334,100,000)	(\$334,100,000)	(\$334,100,000)

Estimated Expenditures		2001-03 Biennium		2003-05 Biennium		2005-07 Biennium		2007-09 Biennium	
Fund		FY2002	FY 2003	FY2004	FY2005	FY 2006	FY 2007	FY 2008	FY 2009
GF-State		0	0	0	0	8,913,000	5,100,000	5,100,000	5,100,000
Liquor Revolving Account-1		0	0	0	500,000	(47,600,000)	(58,100,000)	(58,100,000)	(58,100,000)
Liquor Revolving Account-X		0	0	0	0	(260,000,000)	(260,000,000)	(260,000,000)	(260,000,000)
Total		\$0	\$0	\$0	\$500,000	(\$298,687,000)	(\$313,000,000)	(\$313,000,000)	(\$313,000,000)

Net Impact		2001-03 Biennium		2003-05 Biennium		2005-07 Biennium		2007-09 Biennium	
Fund		FY2002	FY 2003	FY2004	FY2005	FY 2006	FY 2007	FY 2008	FY 2009
GF-State		0	0	0	(250,000)	(10,413,000)	(21,100,000)	(21,100,000)	(21,100,000)
Liquor Revolving Account-1		0	0	0	(500,000)	0	0	0	0
Liquor Revolving Account-X		0	0	0	0	0	0	0	0
Total		\$0	\$0	\$0	(\$750,000)	(\$10,413,000)	(\$21,100,000)	(\$21,100,000)	(\$21,100,000)

The cash receipts and estimated expenditures on this page are a roll-up of pages 3-5 of this attachment.

BUILDING BLOCKS OF ANALYSIS

Step 1: Existing situation

		2001-03 Biennium		2003-05 Biennium		2005-07 Biennium		2007-09 Biennium	
Current		FY2002	FY 2003	FY2004	FY2005	FY 2006	FY 2007	FY 2008	FY 2009
Net Sales Revenue From Markup)		\$365,000,000	\$365,000,000	\$365,000,000	\$365,000,000	\$365,000,000	\$365,000,000	\$365,000,000	\$365,000,000
Less:									
Cost of Goods Sold		260,000,000	260,000,000	260,000,000	260,000,000	260,000,000	260,000,000	260,000,000	260,000,000
Operating Expenses		73,000,000	73,000,000	73,000,000	73,000,000	73,000,000	73,000,000	73,000,000	73,000,000
Net Profit		\$32,000,000	\$32,000,000	\$32,000,000	\$32,000,000	\$32,000,000	\$32,000,000	\$32,000,000	\$32,000,000

Step 2: Eliminating Markup, therefore ability to fund the LCB

Revenue is lost and so is the ability to fund WSLCB

Cash Receipts	Rev	2001-03 Biennium		2003-05 Biennium		2005-07 Biennium		2007-09 Biennium	
Fund	Source	FY2002	FY 2003	FY2004	FY2005	FY 2006	FY 2007	FY 2008	FY 2009
GF-State	04-55	0	0	0	0	(16,000,000)	(16,000,000)	(16,000,000)	(16,000,000)
Liquor Revolving Account-1	04-55	0	0	0	0	(73,000,000)	(73,000,000)	(73,000,000)	(73,000,000)
Liquor Revolving Account-X	04-55	0	0	0	0	(260,000,000)	(260,000,000)	(260,000,000)	(260,000,000)
Total		\$0	\$0	\$0	\$0	(\$349,000,000)	(\$349,000,000)	(\$349,000,000)	(\$349,000,000)

Estimated Expenditures		2001-03 Biennium		2003-05 Biennium		2005-07 Biennium		2007-09 Biennium	
Fund		FY2002	FY 2003	FY2004	FY2005	FY 2006	FY 2007	FY 2008	FY 2009
GF-State		0	0	0	0	0	0	0	0
Liquor Revolving Account-1		0	0	0	0	(73,000,000)	(73,000,000)	(73,000,000)	(73,000,000)
Liquor Revolving Account-X		0	0	0	0	(260,000,000)	(260,000,000)	(260,000,000)	(260,000,000)
Total		\$0	\$0	\$0	\$0	(\$333,000,000)	(\$333,000,000)	(\$333,000,000)	(\$333,000,000)

Step 3: Establishing Franchises and funding remaining Operations

Cash Receipts	Rev Source	2001-03 Biennium		2003-05 Biennium		2005-07 Biennium		2007-09 Biennium	
Fund		FY2002	FY 2003	FY2004	FY2005	FY 2006	FY 2007	FY 2008	FY 2009
GF-State	02-05	0	0	0	(250,000)	0	0	0	0
Liquor Revolving Account-1		0	0	0	0	14,900,000	14,900,000	14,900,000	14,900,000
Liquor Revolving Account-X		0	0	0	0	0	0	0	0
Total		\$0	\$0	\$0	(\$250,000)	\$14,900,000	\$14,900,000	\$14,900,000	\$14,900,000

Revenue from franchise fees of \$14.9 million/year partially pays for WSLCB operation of \$20 million/year (see WSLCB Organization Changes attachment) plus \$3 million in FY2006 for unemployment costs and \$813,000 in annual leave buy-out (see unemployment & annual leave buy-out below) General Fund must subsidize remainder.

Estimated Expenditures		2001-03 Biennium		2003-05 Biennium		2005-07 Biennium		2007-09 Biennium	
Fund		FY2002	FY 2003	FY2004	FY2005	FY 2006	FY 2007	FY 2008	FY 2009
GF-State		0	0	0	0	8,913,000	5,100,000	5,100,000	5,100,000
Liquor Revolving Account-1		0	0	0	500,000	14,900,000	14,900,000	14,900,000	14,900,000
Liquor Revolving Account-X		0	0	0	0	0	0	0	0
Total		\$0	\$0	\$0	\$500,000	\$23,813,000	\$20,000,000	\$20,000,000	\$20,000,000

Step 4: Selling the Seattle Distribution Center

Sold for \$25 milion. Remaining debt on July 1, 2005 is \$10.5 million

Cash Receipts	Rev	2001-03 Biennium		2003-05 Biennium		2005-07 Biennium		2007-09 Biennium	
Fund	Source	FY2002	FY 2003	FY2004	FY2005	FY 2006	FY 2007	FY 2008	FY 2009
GF-State	0703	0	0	0	0	14,500,000	0	0	0
Liquor Revolving Account-1	0703	0	0	0	0	10,500,000	0	0	0
Liquor Revolving Account-X		0	0	0	0	0	0	0	0
Total		\$0	\$0	\$0	\$0	\$25,000,000	\$0	\$0	\$0

Estimated Expenditures		2001-03 Biennium		2003-05 Biennium		2005-07 Biennium		2007-09 Biennium	
Fund		FY2002	FY 2003	FY2004	FY2005	FY 2006	FY 2007	FY 2008	FY 2009
GF-State		0	0	0	0	0	0	0	0
Liquor Revolving Account-1		0	0	0	0	10,500,000	0	0	0
Liquor Revolving Account-X		0	0	0	0	0	0	0	0
Total		\$0	\$0	\$0	\$0	\$10,500,000	\$0	\$0	\$0

Step 5: Other revenues, expenses (unemployment, annual leave buy-out)

Annual leave buy-out: 530 employees with an average of 93 annual leave hours apiece at an average wage of \$16.50 per hour equals \$813,000.
Unemployment: 10% of the 680 laid-off workers will receive unemployment for 10 weeks and 45% will receive for the 30 weeks maximum. The average weekly amount is \$300.

Estimated Expenditures		2001-03 Biennium		2003-05 Biennium		2005-07 Biennium		2007-09 Biennium	
Fund		FY2002	FY 2003	FY2004	FY2005	FY 2006	FY 2007	FY 2008	FY 2009
Local Government		0	0	0	0	0	0	0	0
GF-State		0	0	0	0	3,813,000	0	0	0
Liquor Revolving Account-1		0	0	0	0	0	0	0	0
Liquor Revolving Account-X		0	0	0	0	0	0	0	0
Total		\$0	\$0	\$0	\$0	\$3,813,000	\$0	\$0	\$0

Attachment 3
RETAIL FRANCHISE FEE-PRIVATIZATION
Annual Amounts from Fiscal Year 2001

Annual Amounts from Fiscal Year 2001								EXPENSES			7%	
OUTLET #	LOCATION	COUNTY	COUNTY	WSLCB Figures from FY 2001				75.50%	13.00%		Franchisees' Net Income	Net Income %
		Gross Sales		Discounts	Liquor Taxes	REVENUE "Net Sales"	Cost of Goods Sold	All Other Expenses Except Franchise Fee	Franchise Fee			
STATE LIQUOR STORES:												
1	Seattle	1726	King	\$1,238,369	\$43,427	\$335,833	\$859,109	\$648,628	\$111,684	\$38,660	\$60,138	7.00%
2	Seattle	1726	King	1,318,963	31,447	357,689	929,827	702,019	120,877	41,842	65,088	7.00%
4	Tacoma	2717	Pierce	2,467,559	263,663	669,177	1,534,720	1,158,713	199,514	69,062	107,430	7.00%
6	Everett	3105	Snohomish	1,636,955	84,218	443,925	1,108,811	837,153	144,145	49,897	77,617	7.00%
7	Yakima	3913	Yakima	2,977,961	170,104	807,593	2,000,265	1,510,200	260,034	90,012	140,019	7.00%
8	Aberdeen	1401	Grays Harbor	2,746,268	135,334	744,760	1,866,174	1,408,962	242,603	83,978	130,632	7.00%
9	Walla Walla	3604	Walla Walla	1,255,960	45,248	340,603	870,108	656,932	113,114	39,155	60,908	7.00%
10	Vancouver	605	Clark	2,610,668	192,436	707,986	1,710,245	1,291,235	222,332	76,961	119,717	7.00%
11	Olympia	3403	Thurston	3,282,064	187,427	890,062	2,204,575	1,664,454	286,595	99,206	154,320	7.00%
12	Wenatchee	405	Chelan	2,738,389	118,891	742,623	1,876,875	1,417,040	243,994	84,459	131,381	7.00%
13	Longview	804	Cowlitz	2,353,710	148,837	638,302	1,566,571	1,182,761	203,654	70,496	109,660	7.00%
14	Port Angeles	502	Clallam	2,855,720	102,754	774,442	1,978,524	1,493,786	257,208	89,034	138,497	7.00%
16	Centralia	2101	Lewis	1,726,128	83,504	468,108	1,174,516	886,759	152,687	52,853	82,216	7.00%
18	Mt. Vernon	2907	Skagit	2,616,537	128,370	709,578	1,778,589	1,342,835	231,217	80,036	124,501	7.00%
19	Clarkston	202	Asotin	940,478	56,341	255,048	629,088	474,962	81,781	28,309	44,036	7.00%
20	Woodinville	1735	King	2,838,468	85,725	769,763	1,982,980	1,497,150	257,787	89,234	138,809	7.00%
21	Ellensburg	1902	Kittitas	2,170,973	101,667	588,746	1,480,560	1,117,823	192,473	66,625	103,639	7.00%
22	Seattle	1726	King	4,436,100	249,296	1,203,025	2,983,779	2,252,753	387,891	134,270	208,865	7.00%
23	Puyallup	2711	Pierce	3,254,845	139,496	882,681	2,232,669	1,685,665	290,247	100,470	156,287	7.00%
24	Anacortes	2901	Skagit	2,333,231	82,704	632,748	1,617,778	1,221,423	210,311	72,800	113,244	7.00%
25	Renton	1725	King	4,812,837	228,479	1,305,192	3,279,166	2,475,770	426,292	147,562	229,542	7.00%
26	Chehalis	2102	Lewis	1,209,900	38,032	328,112	843,756	637,035	109,688	37,969	59,063	7.00%
27	Kelso	803	Cowlitz	1,326,132	67,218	359,633	899,281	678,957	116,907	40,468	62,950	7.00%
28	Seattle	1726	King	7,147,808	801,161	1,938,412	4,408,235	3,328,217	573,071	198,371	308,576	7.00%
29	Puyallup	2711	Pierce	1,761,865	88,905	477,800	1,195,161	902,346	155,371	53,782	83,661	7.00%
30	Shelton	2301	Mason	2,442,139	118,394	662,283	1,661,462	1,254,404	215,990	74,766	116,302	7.00%
31	Port Townsend	1601	Jefferson	1,701,795	57,858	461,509	1,182,427	892,733	153,716	53,209	82,770	7.00%
32	Enumclaw	1711	King	1,564,665	64,044	424,321	1,076,300	812,606	139,919	48,433	75,341	7.00%
33	Redmond	1724	King	4,546,142	169,413	1,232,867	3,143,862	2,373,616	408,702	141,474	220,070	7.00%
34	Auburn	1702	King	2,037,717	134,367	552,608	1,350,743	1,019,811	175,597	60,783	94,552	7.00%
35	Pasco	1104	Franklin	2,336,299	82,644	633,580	1,620,074	1,223,156	210,610	72,903	113,405	7.00%
37	Arlington	3101	Snohomish	1,365,585	45,526	370,333	949,727	717,044	123,464	42,738	66,481	7.00%
39	Colville	3302	Stevens	903,823	26,930	245,107	631,785	476,998	82,132	28,430	44,225	7.00%
40	Spokane	3210	Spokane	4,344,021	161,565	1,178,054	3,004,402	2,268,323	390,572	135,198	210,308	7.00%
42	Seattle	1726	King	2,033,231	38,721	551,391	1,443,119	1,089,555	187,605	64,940	101,018	7.00%

Retail Franchise Fee

OUTLET #	LOCATION	COUNTY	COUNTY	WSLCB Figures from FY 2001				75.50%	13.00%	Franchise Fee	Franchisees' Net Income	Net Income %
		CODE		Gross Sales	Discounts	Liquor Taxes	REVENUE "Net Sales"	Cost of Goods Sold	All Other Expenses Except Franchise Fee			
43	Seattle	1726	King	3,640,966	186,365	987,393	2,467,209	1,862,743	320,737	111,024	172,705	7.00%
44	Spokane	3210	Spokane	1,946,251	225,303	527,803	1,193,145	900,825	155,109	53,692	83,520	7.00%
45	Seattle	1726	King	3,775,516	259,487	1,023,881	2,492,148	1,881,572	323,979	112,147	174,450	7.00%
46	Seattle	1726	King	8,485,609	1,149,980	2,301,210	5,034,419	3,800,986	654,474	226,549	352,409	7.00%
47	Seattle	1726	King	3,811,403	171,055	1,033,613	2,606,735	1,968,085	338,876	117,303	182,471	7.00%
48	Bellingham	3701	Whatcom	1,880,671	151,902	510,019	1,218,750	920,156	158,438	54,844	85,313	7.00%
49	Pullman	3812	Whitman	1,713,747	67,429	464,751	1,181,567	892,083	153,604	53,171	82,710	7.00%
51	Spokane	3210	Spokane	1,952,367	88,536	529,462	1,334,370	1,007,449	173,468	60,047	93,406	7.00%
52	Puyallup	2720	Pierce	2,157,230	87,463	585,019	1,484,749	1,120,985	193,017	66,814	103,932	7.00%
53	Seattle	1700	King	3,073,127	94,631	833,401	2,145,096	1,619,547	278,862	96,529	150,157	7.00%
55	Seattle	1726	King	4,129,737	145,328	1,119,942	2,864,466	2,162,672	372,381	128,901	200,513	7.00%
56	Spokane	3232	Spokane	1,882,236	58,838	510,443	1,312,955	991,281	170,684	59,083	91,907	7.00%
57	Kirkland	1716	King	4,348,030	301,389	1,179,141	2,867,499	2,164,962	372,775	129,037	200,725	7.00%
58	Bremerton	1801	Kitsap	2,451,021	116,182	664,692	1,670,148	1,260,962	217,119	75,157	116,910	7.00%
60	Bonney Lake	2701	Pierce	2,065,981	53,415	560,273	1,452,293	1,096,482	188,798	65,353	101,661	7.00%
61	Bothell	1706	King	2,535,092	89,603	687,491	1,757,998	1,327,288	228,540	79,110	123,060	7.00%
62	Edmonds	3104	Snohomish	2,775,714	108,543	752,745	1,914,426	1,445,391	248,875	86,149	134,010	7.00%
63	Tacoma	2717	Pierce	3,721,780	200,105	1,009,309	2,512,367	1,896,837	326,608	113,056	175,866	7.00%
64	Tacoma	2727	Pierce	2,323,951	117,924	630,232	1,575,795	1,189,725	204,853	70,911	110,306	7.00%
65	Spokane	3210	Spokane	4,084,185	290,761	1,107,589	2,685,835	2,027,806	349,159	120,863	188,008	7.00%
66	Kent	1715	King	2,258,636	84,514	612,519	1,561,603	1,179,011	203,008	70,272	109,312	7.00%
67	Richland	304	Benton	2,487,022	106,922	674,455	1,705,646	1,287,763	221,734	76,754	119,395	7.00%
68	Tacoma	2721	Pierce	3,522,035	213,315	955,140	2,353,580	1,776,953	305,965	105,911	164,751	7.00%
69	Seattle	1726	King	2,424,434	138,454	657,482	1,628,498	1,229,516	211,705	73,282	113,995	7.00%
70	Moses Lake	1309	Grant	2,261,570	102,359	613,315	1,545,896	1,167,152	200,967	69,565	108,213	7.00%
72	Mercer Island	1719	King	1,941,453	37,451	526,502	1,377,501	1,040,013	179,075	61,988	96,425	7.00%
73	Mountlake Terrace	3113	Snohomish	1,234,722	27,002	334,844	872,876	659,022	113,474	39,279	61,101	7.00%
74	Lynnwood	3110	Snohomish	3,093,375	131,126	838,892	2,123,357	1,603,135	276,036	95,551	148,635	7.00%
75	Everett	3105	Snohomish	4,036,042	186,704	1,094,533	2,754,805	2,079,878	358,125	123,966	192,836	7.00%
76	Kent	1715	King	3,119,357	204,564	845,938	2,068,855	1,561,986	268,951	93,098	144,820	7.00%
77	Seattle	1726	King	5,534,045	545,766	1,500,776	3,487,502	2,633,064	453,375	156,938	244,125	7.00%
79	Mill Creek	3119	Snohomish	4,212,443	188,950	1,142,371	2,881,121	2,175,246	374,546	129,650	201,678	7.00%
80	Monroe	3112	Snohomish	2,298,398	71,897	623,302	1,603,199	1,210,416	208,416	72,144	112,224	7.00%
81	Renton	1725	King	2,970,404	117,642	805,543	2,047,219	1,545,650	266,138	92,125	143,305	7.00%
82	Kent	1715	King	2,103,012	99,372	570,315	1,433,325	1,082,161	186,332	64,500	100,333	7.00%
83	Seattle	1726	King	1,771,025	46,721	480,284	1,244,020	939,235	161,723	55,981	87,081	7.00%
84	Tacoma	2717	Pierce	1,567,241	61,115	425,020	1,081,106	816,235	140,544	48,650	75,677	7.00%
85	Bellevue	1704	King	2,065,006	67,086	560,009	1,437,912	1,085,623	186,929	64,706	100,654	7.00%
86	Sea-Tac	1733	King	3,372,479	300,675	914,582	2,157,222	1,628,703	280,439	97,075	151,006	7.00%
89	Seattle	1737	King	1,125,074	24,483	305,109	795,483	600,589	103,413	35,797	55,684	7.00%
90	Port Orchard	1800	Kitsap	2,524,862	112,147	684,717	1,727,998	1,304,639	224,640	77,760	120,960	7.00%

Retail Franchise Fee

OUTLET #	LOCATION	COUNTY	COUNTY	WSLCB Figures from FY 2001				75.50%	13.00%	Franchise Fee	Franchisees' Net Income	Net Income %
		CODE		Gross Sales	Discounts	Liquor Taxes	REVENUE "Net Sales"	Cost of Goods Sold	All Other Expenses Except Franchise Fee			
91	Seattle	1700	King	1,285,236	77,867	348,543	858,826	648,414	111,647	38,647	60,118	7.00%
92	Tacoma	2717	Pierce	1,867,364	151,023	506,410	1,209,931	913,498	157,291	54,447	84,695	7.00%
93	Seattle	1700	King	2,077,166	93,228	563,306	1,420,632	1,072,577	184,682	63,928	99,444	7.00%
94	Yakima	3913	Yakima	2,671,938	100,077	724,602	1,847,259	1,394,681	240,144	83,127	129,308	7.00%
95	Bainbridge Island	1804	Kitsap	1,950,648	53,070	528,996	1,368,582	1,033,279	177,916	61,586	95,801	7.00%
96	Seattle	1726	King	5,046,013	151,350	1,368,427	3,526,236	2,662,308	458,411	158,681	246,837	7.00%
97	Seattle	1737	King	3,616,107	188,518	980,651	2,446,938	1,847,438	318,102	110,112	171,286	7.00%
98	Bellevue	1704	King	4,747,986	313,167	1,287,605	3,147,214	2,376,147	409,138	141,625	220,305	7.00%
99	Issaquah	1714	King	3,036,692	124,679	823,520	2,088,494	1,576,813	271,504	93,982	146,195	7.00%
101	Seattle	1726	King	13,117,026	1,758,066	3,557,203	7,801,757	5,890,327	1,014,228	351,079	546,123	7.00%
102	Kent	1715	King	2,956,202	100,187	801,692	2,054,323	1,551,014	267,062	92,445	143,803	7.00%
103	Tacoma	2727	Pierce	3,313,096	113,480	898,478	2,301,138	1,737,359	299,148	103,551	161,080	7.00%
104	Seattle	1726	King	1,785,928	72,356	484,325	1,229,246	928,081	159,802	55,316	86,047	7.00%
105	Tacoma	2717	Pierce	2,160,793	111,918	585,985	1,462,890	1,104,482	190,176	65,830	102,402	7.00%
106	Vancouver	605	Clark	2,775,187	142,031	752,602	1,880,554	1,419,818	244,472	84,625	131,639	7.00%
107	Seattle	1700	King	2,277,985	101,442	617,766	1,558,777	1,176,877	202,641	70,145	109,114	7.00%
108	Vancouver	600	Clark	3,402,603	112,052	922,751	2,367,800	1,787,689	307,814	106,551	165,746	7.00%
110	Lacey	3402	Thurston	3,730,611	133,767	1,011,703	2,585,141	1,951,781	336,068	116,331	180,960	7.00%
111	Fife	2706	Pierce	2,715,996	214,157	736,550	1,765,289	1,332,793	229,488	79,438	123,570	7.00%
112	Federal Way	1732	King	4,629,292	273,658	1,255,416	3,100,217	2,340,664	403,028	139,510	217,015	7.00%
114	Newcastle	1700	King	1,721,443	29,471	466,838	1,225,134	924,976	159,267	55,131	85,759	7.00%
115	Bellevue	1704	King	3,125,515	105,353	847,608	2,172,554	1,640,278	282,432	97,765	152,079	7.00%
116	Everett	3105	Snohomish	4,399,043	189,702	1,192,975	3,016,366	2,277,356	392,128	135,736	211,146	7.00%
117	Spokane	3210	Spokane	1,907,777	44,092	517,370	1,346,316	1,016,468	175,021	60,584	94,242	7.00%
118	Seattle	1726	King	2,810,463	89,010	762,169	1,959,284	1,479,259	254,707	88,168	137,150	7.00%
119	Redmond	1739	King	1,641,727	20,834	445,219	1,175,674	887,634	152,838	52,905	82,297	7.00%
120	Bellevue	1704	King	2,863,996	69,533	776,686	2,017,776	1,523,421	262,311	90,800	141,244	7.00%
122	Tacoma	2717	Pierce	4,586,385	149,362	1,243,781	3,193,243	2,410,899	415,122	143,696	223,527	7.00%
123	Bellingham	3701	Whatcom	2,726,096	98,748	739,289	1,888,059	1,425,485	245,448	84,963	132,164	7.00%
124	Tumwater	3406	Thurston	2,572,327	87,549	697,589	1,787,190	1,349,328	232,335	80,424	125,103	7.00%
125	Everett	3105	Snohomish	3,815,618	202,903	1,034,757	2,577,959	1,946,359	335,135	116,008	180,457	7.00%
126	Bremerton	1800	Kitsap	2,313,702	137,984	627,452	1,548,265	1,168,940	201,274	69,672	108,379	7.00%
127	Lynnwood	3131	Snohomish	2,489,930	98,439	675,243	1,716,248	1,295,767	223,112	77,231	120,137	7.00%
128	Seattle	1700	King	2,080,604	92,530	564,238	1,423,835	1,074,996	185,099	64,073	99,668	7.00%
129	Silverdale	1800	Kitsap	2,540,748	119,293	689,025	1,732,430	1,307,985	225,216	77,959	121,270	7.00%
130	Bellingham	3701	Whatcom	4,047,029	178,531	1,097,513	2,770,986	2,092,094	360,228	124,694	193,969	7.00%
131	Bellevue	1704	King	1,587,204	61,841	430,433	1,094,930	826,672	142,341	49,272	76,645	7.00%
132	Tacoma	2727	Pierce	1,465,848	60,499	397,523	1,007,826	760,909	131,017	45,352	70,548	7.00%
134	Oak Harbor	1503	Island	1,658,589	62,928	449,792	1,145,869	865,131	148,963	51,564	80,211	7.00%
135	Sequim	503	Clallam	2,368,028	67,887	642,185	1,657,956	1,251,757	215,534	74,608	116,057	7.00%
136	Seattle	1726	King	2,073,626	113,852	562,346	1,397,428	1,055,058	181,666	62,884	97,820	7.00%

Retail Franchise Fee

OUTLET #	LOCATION	COUNTY	COUNTY	WSLCB Figures from FY 2001				75.50%	13.00%	Franchise Fee	Franchisees' Net Income	Net Income %
		CODE		Gross Sales	Discounts	Liquor Taxes	REVENUE "Net Sales"	Cost of Goods Sold	All Other Expenses Except Franchise Fee			
137	East Wenatchee	902	Douglas	2,063,005	74,677	559,466	1,428,862	1,078,791	185,752	64,299	100,020	7.00%
138	Snohomish	3115	Snohomish	2,481,569	108,389	672,976	1,700,204	1,283,654	221,027	76,509	119,014	7.00%
139	Sumner	2716	Pierce	1,661,249	78,068	450,514	1,132,667	855,163	147,247	50,970	79,287	7.00%
140	Blaine	3702	Whatcom	687,304	20,000	186,390	480,914	363,090	62,519	21,641	33,664	7.00%
141	Lake Stevens	3131	Snohomish	1,407,412	36,303	381,676	989,433	747,022	128,626	44,525	69,260	7.00%
142	Sedro Woolley	2908	Skagit	1,384,484	52,835	375,458	956,191	721,924	124,305	43,029	66,933	7.00%
144	Lynnwood	3110	Snohomish	2,887,622	62,133	783,093	2,042,395	1,542,008	265,511	91,908	142,968	7.00%
145	Poulsbo	1803	Kitsap	1,571,774	48,906	426,249	1,096,619	827,948	142,561	49,348	76,763	7.00%
147	Chelan	402	Chelan	1,436,599	66,168	389,591	980,840	740,534	127,509	44,138	68,659	7.00%
148	Longview	804	Cowlitz	1,846,102	29,927	500,644	1,315,532	993,226	171,019	59,199	92,087	7.00%
150	Gig Harbor	2727	Pierce	3,332,081	111,932	903,626	2,316,523	1,748,975	301,148	104,244	162,157	7.00%
151	Ocean Shores	1409	Grays Harbor	1,347,026	64,760	365,300	916,967	692,310	119,206	41,264	64,188	7.00%
152	Burlington	2902	Skagit	2,014,422	82,224	546,291	1,385,908	1,046,361	180,168	62,366	97,014	7.00%
153	Ferndale	3704	Whatcom	1,489,981	52,697	404,068	1,033,217	780,079	134,318	46,495	72,325	7.00%
154	Puyallup	2727	Pierce	1,900,004	40,073	515,262	1,344,669	1,015,225	174,807	60,510	94,127	7.00%
155	Kirkland	1700	King	4,038,334	171,196	1,095,155	2,771,983	2,092,847	360,358	124,739	194,039	7.00%
156	Federal Way	1732	King	2,674,983	69,711	725,428	1,879,843	1,419,282	244,380	84,593	131,589	7.00%
157	Burien	1734	King	4,712,145	174,396	1,277,885	3,259,863	2,461,197	423,782	146,694	228,190	7.00%
158	Renton	1700	King	2,221,581	64,104	602,470	1,555,007	1,174,030	202,151	69,975	108,851	7.00%
159	Kennewick	302	Benton	2,267,709	122,523	614,979	1,530,207	1,155,306	198,927	68,859	107,114	7.00%
160	Kent	1712	King	2,376,987	42,462	644,614	1,689,910	1,275,882	219,688	76,046	118,294	7.00%
161	Tacoma	2717	Pierce	1,957,210	123,614	530,775	1,302,821	983,630	169,367	58,627	91,197	7.00%
162	Belfair	2300	Mason	1,315,587	35,742	356,774	923,072	696,919	119,999	41,538	64,615	7.00%
163	Olympia	3403	Thurston	2,642,534	119,632	716,628	1,806,274	1,363,737	234,816	81,282	126,439	7.00%
164	Walla Walla	3604	Walla Walla	1,250,618	49,279	339,155	862,185	650,950	112,084	38,798	60,353	7.00%
165	Yakima	3913	Yakima	1,836,712	72,905	498,097	1,265,710	955,611	164,542	56,957	88,600	7.00%
167	Spokane	3232	Spokane	2,718,603	139,028	737,257	1,842,318	1,390,950	239,501	82,904	128,962	7.00%
169	Friday Harbor	2801	San Juan	1,840,227	89,990	499,051	1,251,186	944,646	162,654	56,303	87,583	7.00%
170	Kent	1700	King	2,062,918	45,713	559,442	1,457,763	1,100,611	189,509	65,599	102,043	7.00%
171	Kennewick	302	Benton	3,713,894	149,893	1,007,170	2,556,832	1,930,408	332,388	115,057	178,978	7.00%
172	Marysville	3131	Snohomish	2,767,808	134,056	750,601	1,883,150	1,421,778	244,810	84,742	131,821	7.00%
173	Vancouver	600	Clark	4,543,375	183,354	1,232,117	3,127,904	2,361,568	406,628	140,756	218,953	7.00%
174	Vashon	1700	King	1,249,767	42,426	338,924	868,417	655,655	112,894	39,079	60,789	7.00%
175	Stanwood	3116	Snohomish	1,986,816	51,472	538,804	1,396,540	1,054,388	181,550	62,844	97,758	7.00%
176	Auburn	1702	King	2,747,604	111,317	745,122	1,891,166	1,427,830	245,852	85,102	132,382	7.00%
177	Vancouver	600	Clark	3,648,321	177,986	989,387	2,480,948	1,873,116	322,523	111,643	173,666	7.00%
178	Spokane	3210	Spokane	2,266,265	173,102	614,588	1,478,575	1,116,324	192,215	66,536	103,500	7.00%
179	North Bend	1722	King	1,771,346	78,419	480,371	1,212,556	915,480	157,632	54,565	84,879	7.00%
181	Spokane	3210	Spokane	2,822,243	115,320	765,363	1,941,559	1,465,877	252,403	87,370	135,909	7.00%
182	Seattle	1726	King	2,230,930	49,966	605,005	1,575,959	1,189,849	204,875	70,918	110,317	7.00%
				421,145,274	21,389,777	114,210,274	285,545,222	215,586,643	37,120,879	12,849,535	19,988,166	7.00%

Retail Franchise Fee

OUTLET #	LOCATION	COUNTY	COUNTY	WSLCB Figures from FY 2001				75.50%	13.00%		Franchisees' Net Income	Net Income %
		CODE		Gross Sales	Discounts	Liquor Taxes	REVENUE "Net Sales"	Cost of Goods Sold	All Other Expenses Except Franchise Fee	Franchise Fee		

Average \$81,844

CONTRACT LIQUOR STORES:

501 COULEE CITY	1301	Grant	100,033	2,333	28,228	69,471	52,451	9,031	3,126	4,863	7.00%
502 CATHLAMET	3501	Wahkiakum	213,146	7,744	60,148	145,254	109,667	18,883	6,536	10,168	7.00%
503 STEVENSON	3002	Skamania	439,853	30,910	124,123	284,820	215,039	37,027	12,817	19,937	7.00%
504 GOLDENDALE	2002	Klickitat	398,078	14,858	112,334	270,886	204,519	35,215	12,190	18,962	7.00%
505 CASTLE ROCK	801	Cowlitz	741,373	35,899	209,209	496,265	374,680	64,514	22,332	34,739	7.00%
506 MORTON	2103	Lewis	386,545	13,599	109,080	263,866	199,219	34,303	11,874	18,471	7.00%
507 EATONVILLE	2705	Pierce	606,282	28,036	171,087	407,158	307,405	52,931	18,322	28,501	7.00%
508 SELAH	3907	Yakima	752,608	13,680	212,380	526,548	397,544	68,451	23,695	36,858	7.00%
510 CLINTON	1500	Island	645,522	8,803	182,161	454,558	343,191	59,093	20,455	31,819	7.00%
511 LONG BEACH	2502	Pacific	583,438	28,972	164,641	389,825	294,318	50,677	17,542	27,288	7.00%
513 CONCRETE	2903	Skagit	354,920	10,951	100,155	243,814	184,079	31,696	10,972	17,067	7.00%
514 HADLOCK	1600	Jefferson	661,580	19,574	186,692	455,314	343,762	59,191	20,489	31,872	7.00%
517 ROYAL CITY	1311	Grant	33,024	1,778	9,319	21,927	16,555	2,851	987	1,535	7.00%
518 SOUTH PARK	1800	Kitsap	691,837	4,666	195,230	491,941	371,415	63,952	22,137	34,436	7.00%
519 MEAD	3232	Spokane	464,336	22,460	131,032	310,844	234,687	40,410	13,988	21,759	7.00%
520 WEST RICHLAND	305	Benton	679,936	16,314	191,872	471,750	356,171	61,328	21,229	33,023	7.00%
521 ORTING	2710	Pierce	606,212	21,626	171,068	413,518	312,206	53,757	18,608	28,946	7.00%
522 BUCKLEY	2702	Pierce	561,250	45,480	158,380	357,390	269,830	46,461	16,083	25,017	7.00%
523 BATTLE GROUND	601	Clark	1,227,957	42,084	346,519	839,354	633,713	109,116	37,771	58,755	7.00%
524 SOUTH BEND	2504	Pacific	175,350	5,872	49,482	119,996	90,597	15,599	5,400	8,400	7.00%
525 SOAP LAKE	1312	Grant	342,134	20,930	96,547	224,657	169,616	29,205	10,110	15,726	7.00%
526 REPUBLIC	1001	Ferry	441,135	23,265	124,484	293,385	221,506	38,140	13,202	20,537	7.00%
527 TONASKET	2411	Okanogan	357,899	11,018	100,996	245,884	185,643	31,965	11,065	17,212	7.00%
528 OMAK	2407	Okanogan	661,023	19,057	186,535	455,431	343,850	59,206	20,494	31,880	7.00%
529 OKANOGAN	2406	Okanogan	506,484	30,466	142,925	333,093	251,485	43,302	14,989	23,317	7.00%
530 EPHRATA	1303	Grant	448,493	8,970	126,561	312,962	236,287	40,685	14,083	21,907	7.00%
531 WATERVILLE	905	Douglas	78,945	1,402	22,278	55,266	41,726	7,185	2,487	3,869	7.00%
532 WARDEN	1313	Grant	104,519	4,499	29,494	70,525	53,247	9,168	3,174	4,937	7.00%
533 DAVENPORT	2203	Lincoln	171,543	6,964	48,408	116,171	87,709	15,102	5,228	8,132	7.00%
535 CHEWELAH	3301	Stevens	477,257	19,793	134,678	322,786	243,704	41,962	14,525	22,595	7.00%
536 KALAMA	802	Cowlitz	227,764	4,237	64,273	159,254	120,236	20,703	7,166	11,148	7.00%
537 NEWPORT	2605	Pend Oreille	150,253	15,581	42,400	92,272	69,666	11,995	4,152	6,459	7.00%
538 RITZVILLE	104	Adams	184,164	7,926	51,969	124,268	93,823	16,155	5,592	8,699	7.00%
539 QUINCY	1310	Grant	324,190	11,307	91,484	221,400	167,157	28,782	9,963	15,498	7.00%
540 CASHMERE	401	Chelan	383,998	14,980	108,361	260,657	196,796	33,885	11,730	18,246	7.00%
541 WILBUR	2208	Lincoln	138,154	3,491	38,986	95,677	72,237	12,438	4,305	6,697	7.00%
542 DEER PARK	3203	Spokane	666,511	28,110	188,084	450,317	339,989	58,541	20,264	31,522	7.00%

Retail Franchise Fee

OUTLET #	LOCATION	COUNTY	COUNTY	WSLCB Figures from FY 2001				75.50%	13.00%	Franchise Fee	Franchisees' Net Income	Net Income %
		CODE		Gross Sales	Discounts	Liquor Taxes	REVENUE "Net Sales"	Cost of Goods Sold	All Other Expenses Except Franchise Fee			
543	SPRAGUE	2207	Lincoln	57,522	0	16,232	41,290	31,174	5,368	1,858	2,890	7.00%
544	SUNNYSIDE	3908	Yakima	625,367	18,300	176,473	430,594	325,098	55,977	19,377	30,142	7.00%
545	ROSALIA	3813	Whitman	56,652	3,350	15,987	37,316	28,173	4,851	1,679	2,612	7.00%
546	COLTON	3803	Whitman	25,500	950	7,196	17,354	13,102	2,256	781	1,215	7.00%
547	POMEROY	1201	Garfield	96,510	5,413	27,234	63,863	48,217	8,302	2,874	4,470	7.00%
548	DAYTON	701	Columbia	227,485	9,707	64,194	153,584	115,956	19,966	6,911	10,751	7.00%
549	WAITSBURG	3603	Walla Walla	117,911	5,550	33,274	79,088	59,711	10,281	3,559	5,536	7.00%
550	WAPATO	3912	Yakima	784,612	29,518	221,411	533,683	402,931	69,379	24,016	37,358	7.00%
551	WHITE SALMON	2003	Klickitat	353,369	22,323	99,718	231,328	174,653	30,073	10,410	16,193	7.00%
552	ROSLYN	1904	Kittitas	360,798	32,452	101,814	226,532	171,032	29,449	10,194	15,857	7.00%
553	TEKOA	3815	Whitman	32,362	499	9,132	22,730	17,161	2,955	1,023	1,591	7.00%
554	PROSSER	303	Benton	422,032	22,211	119,094	280,727	211,949	36,495	12,633	19,651	7.00%
557	GARFIELD	3806	Whitman	22,966	203	6,481	16,283	12,294	2,117	733	1,140	7.00%
558	CLALLAM BAY	500	Clallam	156,414	623	44,139	111,652	84,298	14,515	5,024	7,816	7.00%
559	FORKS	501	Clallam	406,796	14,908	114,794	277,093	209,205	36,022	12,469	19,397	7.00%
561	ELMA	1403	Grays Harbor	450,486	19,758	127,123	303,605	229,222	39,469	13,662	21,252	7.00%
562	MC CLEARY	1405	Grays Harbor	129,240	4,654	36,470	88,116	66,527	11,455	3,965	6,168	7.00%
563	MONTESANO	1406	Grays Harbor	635,747	16,521	179,402	439,824	332,067	57,177	19,792	30,788	7.00%
564	WINTHROP	2413	Okanogan	366,613	19,875	103,455	243,282	183,678	31,627	10,948	17,030	7.00%
565	OROVILLE	2408	Okanogan	338,682	12,147	95,573	230,961	174,376	30,025	10,393	16,167	7.00%
566	NORTHPORT	3305	Stevens	114,442	3,530	32,295	78,617	59,356	10,220	3,538	5,503	7.00%
567	METALINE FALLS	2604	Pend Oreille	66,854	6,106	18,866	41,883	31,621	5,445	1,885	2,932	7.00%
570	LYNDEN	3705	Whatcom	634,129	18,700	178,946	436,483	329,545	56,743	19,642	30,554	7.00%
571	RUSTON	2713	Pierce	362,402	16,565	102,267	243,571	183,896	31,664	10,961	17,050	7.00%
572	SUMAS	3707	Whatcom	293,106	20,482	82,712	189,912	143,384	24,689	8,546	13,294	7.00%
574	EVERSON	3703	Whatcom	260,969	7,030	73,643	180,296	136,123	23,438	8,113	12,621	7.00%
576	COUPEVILLE	1501	Island	433,284	14,442	122,269	296,573	223,913	38,555	13,346	20,760	7.00%
578	PACKWOOD	2100	Lewis	222,248	5,939	62,716	153,593	115,962	19,967	6,912	10,751	7.00%
579	PE ELL	2106	Lewis	94,517	1,702	26,672	66,143	49,938	8,599	2,976	4,630	7.00%
580	WINLOCK	2109	Lewis	274,955	8,761	77,590	188,605	142,396	24,519	8,487	13,202	7.00%
581	GRAND MOUND	3400	Thurston	830,680	22,808	234,411	573,461	432,963	74,550	25,806	40,142	7.00%
582	WOODLAND	805	Cowlitz	827,964	36,158	233,644	558,162	421,412	72,561	25,117	39,071	7.00%
583	SPOKANE	3232	Spokane	941,685	1,519	265,735	674,431	509,195	87,676	30,349	47,210	7.00%
584	RIDGEFIELD	604	Clark	172,294	13,933	48,620	109,741	82,855	14,266	4,938	7,682	7.00%
585	CONNELL	1101	Franklin	144,103	3,935	40,665	99,504	75,125	12,935	4,478	6,965	7.00%
586	ODESSA	2205	Lincoln	61,235	2,144	17,280	41,812	31,568	5,436	1,882	2,927	7.00%
587	MOSSYROCK	2104	Lewis	239,263	2,783	67,518	168,962	127,567	21,965	7,603	11,827	7.00%
588	LIND	102	Adams	56,437	3,056	15,926	37,456	28,279	4,869	1,686	2,622	7.00%
589	SPRINGDALE	3306	Stevens	192,472	10,244	54,314	127,915	96,575	16,629	5,756	8,954	7.00%
590	MABTON	3904	Yakima	76,054	229	21,462	54,363	41,044	7,067	2,446	3,805	7.00%
591	CHENEY	3202	Spokane	571,880	12,730	161,380	397,771	300,317	51,710	17,900	27,844	7.00%

Retail Franchise Fee

OUTLET #	LOCATION	COUNTY	COUNTY	WSLCB Figures from FY 2001				75.50%	13.00%	Franchise Fee	Franchisees' Net Income	Net Income %
		CODE		Gross Sales	Discounts	Liquor Taxes	REVENUE "Net Sales"	Cost of Goods Sold	All Other Expenses Except Franchise Fee			
592	BLACK DIAMOND	1705	King	554,874	19,384	156,581	378,909	286,077	49,258	17,051	26,524	7.00%
594	SULTAN	3117	Snohomish	736,234	27,606	207,759	500,869	378,156	65,113	22,539	35,061	7.00%
595	SPANAWAY	2727	Pierce	685,641	0	193,482	492,159	371,580	63,981	22,147	34,451	7.00%
597	LANGLEY	1502	Island	416,244	26,474	117,460	272,309	205,594	35,400	12,254	19,062	7.00%
598	YELM	3407	Thurston	1,379,223	63,353	389,205	926,665	699,632	120,466	41,700	64,867	7.00%
599	LEAVENWORTH	404	Chelan	856,508	33,307	241,699	581,502	439,034	75,595	26,168	40,705	7.00%
600	TOLEDO	2107	Lewis	216,382	9,073	61,061	146,248	110,417	19,012	6,581	10,237	7.00%
601	MEDICAL LAKE	3206	Spokane	245,550	8,149	69,292	168,109	126,922	21,854	7,565	11,768	7.00%
603	LA CONNER	2905	Skagit	502,631	33,772	141,838	327,021	246,901	42,513	14,716	22,891	7.00%
604	AMANDA PARK	1400	Grays Harbor	161,601	6,177	45,602	109,821	82,915	14,277	4,942	7,687	7.00%
605	ILWACO	2501	Pacific	272,136	13,876	76,795	181,466	137,007	23,591	8,166	12,703	7.00%
606	BREWSTER	2401	Okanogan	253,402	5,665	71,508	176,229	133,053	22,910	7,930	12,336	7.00%
607	TENINO	3405	Thurston	323,048	14,712	91,161	217,175	163,967	28,233	9,773	15,202	7.00%
610	WESTPORT	1408	Grays Harbor	818,026	34,612	230,840	552,574	417,193	71,835	24,866	38,680	7.00%
611	SKYKOMISH	1727	King	219,817	10,107	62,031	147,679	111,498	19,198	6,646	10,338	7.00%
612	GRANITE FALLS	3107	Snohomish	881,297	24,681	248,694	607,922	458,981	79,030	27,356	42,555	7.00%
613	GRANDVIEW	3901	Yakima	369,820	10,547	104,360	254,913	192,459	33,139	11,471	17,844	7.00%
614	GRANGER	3902	Yakima	77,952	177	21,997	55,778	42,112	7,251	2,510	3,904	7.00%
615	ZILLAH	3914	Yakima	352,930	19,687	99,594	233,649	176,405	30,374	10,514	16,355	7.00%
616	CARNATION	1707	King	338,787	10,817	95,603	232,367	175,437	30,208	10,457	16,266	7.00%
617	CLE ELUM	1901	Kittitas	719,175	23,490	202,945	492,740	372,019	64,056	22,173	34,492	7.00%
619	OTHELLO	103	Adams	386,218	14,375	108,987	262,855	198,456	34,171	11,828	18,400	7.00%
622	DARRINGTON	3103	Snohomish	209,104	3,008	59,007	147,088	111,052	19,121	6,619	10,296	7.00%
623	ST. JOHN	3814	Whitman	55,583	270	15,685	39,628	29,919	5,152	1,783	2,774	7.00%
624	HAMILTON	2904	Skagit	136,809	7,312	38,606	90,890	68,622	11,816	4,090	6,362	7.00%
625	KETTLE FALLS	3303	Stevens	456,968	8,470	128,953	319,545	241,257	41,541	14,380	22,368	7.00%
628	ORCAS	2800	San Juan	78,023	2,184	22,018	53,821	40,635	6,997	2,422	3,767	7.00%
629	GRAND COULEE	1305	Grant	400,373	20,093	112,982	267,298	201,810	34,749	12,028	18,711	7.00%
630	OAKVILLE	1407	Grays Harbor	161,592	14,389	45,600	101,604	76,711	13,208	4,572	7,112	7.00%
631	HOODSPORT	2300	Mason	387,956	11,800	109,478	266,678	201,342	34,668	12,001	18,667	7.00%
632	UNION	2300	Mason	193,570	5,007	54,624	133,939	101,124	17,412	6,027	9,376	7.00%
633	FREELAND	1500	Island	1,065,285	36,201	300,614	728,470	549,995	94,701	32,781	50,993	7.00%
635	MUKILTEO	3114	Snohomish	1,019,690	47,192	287,748	684,751	516,987	89,018	30,814	47,933	7.00%
638	IONE	2602	Pend Oreille	98,593	4,834	27,822	65,937	49,783	8,572	2,967	4,616	7.00%
639	KEY CENTER	2727	Pierce	484,573	16,422	136,742	331,409	250,214	43,083	14,913	23,199	7.00%
640	PATEROS	2409	Okanogan	101,897	5,217	28,755	67,926	51,284	8,830	3,057	4,755	7.00%
641	POINT ROBERTS	3737	Whatcom	564,898	11,016	159,409	394,473	297,827	51,281	17,751	27,613	7.00%
643	BRIDGEPORT	901	Douglas	76,375	3,290	21,552	51,533	38,907	6,699	2,319	3,607	7.00%
644	NACHES	3906	Yakima	448,620	16,886	126,597	305,138	230,379	39,668	13,731	21,360	7.00%
646	PURDY	2727	Pierce	1,128,085	18,900	318,336	790,849	597,091	102,810	35,588	55,359	7.00%
647	QUILCENE	1600	Jefferson	142,009	3,147	40,074	98,788	74,585	12,843	4,445	6,915	7.00%

Retail Franchise Fee

OUTLET #	LOCATION	COUNTY	COUNTY	WSLCB Figures from FY 2001				75.50%	13.00%	Franchise Fee	Franchisees' Net Income	Net Income %
		CODE		Gross Sales	Discounts	Liquor Taxes	REVENUE "Net Sales"	Cost of Goods Sold	All Other Expenses Except Franchise Fee			
648	TWISP	2412	Okanogan	462,352	17,346	130,472	314,534	237,473	40,889	14,154	22,017	7.00%
650	RAYMOND	2503	Pacific	399,960	18,691	112,865	268,404	202,645	34,892	12,078	18,788	7.00%
651	AMBOY	600	Clark	301,268	11,530	85,015	204,722	154,565	26,614	9,213	14,331	7.00%
652	ASOTIN	201	Asotin	117,007	2,532	33,018	81,457	61,500	10,589	3,666	5,702	7.00%
653	LOPEZ ISLAND	2800	San Juan	352,906	12,248	99,587	241,071	182,009	31,339	10,848	16,875	7.00%
654	DUVALL	1710	King	665,121	14,162	187,691	463,268	349,767	60,225	20,847	32,429	7.00%
656	CAMAS	602	Clark	749,939	26,263	211,626	512,050	386,598	66,567	23,042	35,844	7.00%
657	WASHOUGAL	606	Clark	1,022,339	31,405	288,495	702,439	530,341	91,317	31,610	49,171	7.00%
658	TRENTWOOD	3232	Spokane	691,941	44,552	195,260	452,129	341,357	58,777	20,346	31,649	7.00%
659	KINGSTON	1800	Kitsap	1,020,190	55,733	287,889	676,568	510,809	87,954	30,446	47,360	7.00%
662	ENTIAT	403	Chelan	145,393	4,310	41,029	100,054	75,541	13,007	4,502	7,004	7.00%
663	COLFAX	3802	Whitman	170,220	5,225	48,035	116,960	88,305	15,205	5,263	8,187	7.00%
664	OCEAN PARK	2500	Pacific	657,711	25,880	185,600	446,231	336,904	58,010	20,080	31,236	7.00%
665	MAPLE VALLEY	1700	King	1,114,982	24,045	314,638	776,299	586,105	100,919	34,933	54,341	7.00%
666	SPOKANE	3232	Spokane	1,216,720	93,237	343,348	780,135	589,002	101,418	35,106	54,609	7.00%
667	ORCAS ISLAND	2800	San Juan	763,266	44,976	215,387	502,902	379,691	65,377	22,631	35,203	7.00%
668	EDISON	2900	Skagit	191,260	7,419	53,972	129,869	98,051	16,883	5,844	9,091	7.00%
669	GEORGE	1304	Grant	221,386	13,947	62,473	144,966	109,449	18,846	6,523	10,148	7.00%
670	COSMOPOLIS	1402	Grays Harbor	333,277	15,014	94,048	224,215	169,283	29,148	10,090	15,695	7.00%
671	STEILACOOM	2715	Pierce	178,087	6,066	50,255	121,767	91,934	15,830	5,480	8,524	7.00%
672	MAPLE FALLS	3737	Whatcom	171,845	4,044	48,493	119,308	90,077	15,510	5,369	8,352	7.00%
673	VANCOUVER	600	Clark	1,168,053	32,169	329,615	806,270	608,734	104,815	36,282	56,439	7.00%
674	HUNTERS	3300	Stevens	97,449	10	27,499	69,939	52,804	9,092	3,147	4,896	7.00%
675	FALL CITY	1700	King	553,916	19,831	156,310	377,774	285,220	49,111	17,000	26,444	7.00%
676	ROCKFORD	3208	Spokane	80,417	4,152	22,693	53,572	40,447	6,964	2,411	3,750	7.00%
678	NASELLE	2500	Pacific	167,982	5,794	47,403	114,784	86,662	14,922	5,165	8,035	7.00%
679	NEWMAN LAKE	3200	Spokane	279,839	86	78,968	200,785	151,593	26,102	9,035	14,055	7.00%
680	BIRCH BAY	3737	Whatcom	688,517	43,188	194,294	451,035	340,531	58,635	20,297	31,572	7.00%
682	NORMANDY PARK	1721	King	423,433	4,241	119,489	299,703	226,276	38,961	13,487	20,979	7.00%
684	AIRWAY HEIGHTS	3201	Spokane	506,649	31,780	142,972	331,896	250,582	43,147	14,935	23,233	7.00%
685	ALLYN	2300	Mason	361,209	9,618	101,930	249,661	188,494	32,456	11,235	17,476	7.00%
686	SPOKANE	3232	Spokane	1,095,213	30,069	309,060	756,085	570,844	98,291	34,024	52,926	7.00%
687	MILLWOOD	3207	Spokane	1,103,278	64,880	311,335	727,062	548,932	94,518	32,718	50,894	7.00%
688	BRINNON	1600	Jefferson	201,628	1,935	56,898	142,796	107,811	18,563	6,426	9,996	7.00%
689	GRAHAM	2727	Pierce	854,529	18,263	241,141	595,126	449,320	77,366	26,781	41,659	7.00%
690	OLYMPIA	3400	Thurston	1,308,198	63,331	369,162	875,704	661,157	113,842	39,407	61,299	7.00%
693	TACOMA	2727	Pierce	354,875	13,816	100,143	240,917	181,892	31,319	10,841	16,864	7.00%
695	MATTAWA	1308	Grant	184,749	4,770	52,135	127,845	96,523	16,620	5,753	8,949	7.00%
				66,880,383	2,531,625	18,873,070	45,475,688	34,334,144	5,911,839	2,046,406	3,183,298	
								Average		\$13,034		
								Total Average for both		\$47,439		

Retail Franchise Fee

OUTLET #	LOCATION	COUNTY	COUNTY	WSLCB Figures from FY 2001				75.50%	13.00%		Franchisees' Net Income	Net Income %
				Gross Sales	Discounts	Liquor Taxes	REVENUE "Net Sales"	Cost of Goods Sold	All Other Expenses Except Franchise Fee	Franchise Fee		
Grand Totals				\$488,025,657	\$23,921,403	\$133,083,344	\$331,020,910	\$249,920,787	Total Franchise Fee	\$14,895,941	\$23,171,464	

Attachment 4
Normalized Franchise Fee

The only other state using the Franchise Model is West Virginia.

MATH:

West Virginia collected \$22,772,988 from their 159 Retail Franchisees in FY 2002. Since this is for a ten-year period, the average franchisee fee is \$14,322/year. $(\$22,772,988/10/159)$

To normalize to Washington's economy:

$$\begin{aligned} &\$14,322 \text{ Average franchise fee} \\ &\quad * \text{ 5.70 (Washington has 5.7 times the amount of volume)} \\ &\$81,635 \text{ Average Franchise fee} \\ &\quad / \text{ 1.96 (Washington has 1.96 times the number of outlets so the profit is divided = 159/312)} \\ &\$41,650 = \text{Normalized fee} \end{aligned}$$