LIQUOR ENTERPRISE FUND REPORT OF OPERATIONS

0 6 GR

FISCAL YEAR 2022

ALCOHOLIC

BEVERAGE CONTROL DIVISION

MONTANA



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CONTENTS

MESSAGE FROM THE ADMINISTRATOR	01
MONTANA HISTORY OF ALCOHOLIC BEVERAGE CONTROL	02
HOW THE MONTANA CONTROL MODEL WORKS	03
BENEFITS OF THE CONTROL MODEL	04
OUR FUNCTION	05
ABCD STRUCTURE	06
TAX AND LICENSE REVENUES Alcohol Tax Rates License/Renewal/Violation Revenue Alcohol Tax Revenue	07 07 08 09
OUTREACH AND EDUCATION	11
LIQUOR DISTRIBUTION BUREAU Agency Liquor Stores Case Sales by Class Revenue and Transfers Comparative Report of Sales to Top Ten Agency Stores	13 15 16 19 20
LICENSING BUREAU	21
Schedule of Licenses Issued	24
FINANCIAL HIGHLIGHTS Where the Money Goes Comparative Statement of Revenue and Expenses	28 29 36
COMPARATIVE REPORT OF SALES TO AGENCY STORES	38
LIQUOR SALES TO AGENCY STORES BY COUNTY	41

MESSAGE FROM THE ADMINISTRATOR

Montana's Alcoholic Beverage Control Division had another outstanding year in Fiscal Year 2022 (FY22). Our five-year growth in cases shipped is at 35.75%, though FY22 resulted in a more normal growth rate of 2.43%, for the 1,095,693 cases shipped last year. These numbers demonstrate our distribution staff worked very hard to meet the needs of the 95 agency liquor stores and almost 1,600 all-beverage licensees.

Licensing staff worked diligently to license the almost 2,400 on-premises, 880 off-premises, 1,830 manufacturer, and 46 wholesaler licensees, while providing excellent customer service.



Our Outreach and Education Unit worked with new licensees to ensure they understand the rules and requirements of their licenses, training them on responsible alcohol sales and service, and teaching new law enforcement cadets about alcohol law.

These are just some of the highlights of our very busy and successful year, and we continue to strive to be a partner with industry and work together to help keep Montana's alcohol industry thriving while protecting public health and safety.

Becky Schlauch, Administrator

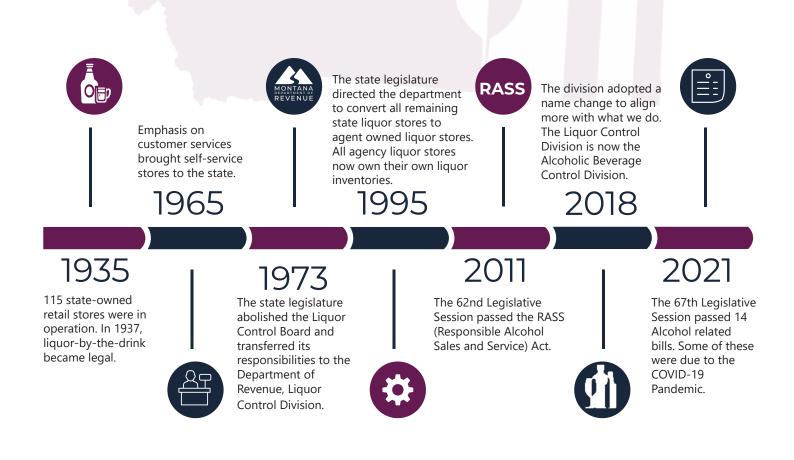
MONTANA HISTORY OF ALCOHOLIC BEVERAGE CONTROL

When Prohibition was repealed in 1933, U.S. citizens became responsible for determining how to regulate alcoholic beverages. They decided, by jurisdiction, how they could best balance individual freedom with the social risk and public costs of alcoholic beverage consumption.

The result was all U.S. states now have some type of governmental control over the sales and distribution of alcoholic beverages.

Over 80 years later, those jurisdictions that chose to operate under the control system, continue to do so today, except for the state of Washington.

The control system has withstood the test of time because it is fundamentally sound. It is flexible enough to adapt and evolve to meet the changing demands of consumers.



HOW THE MONTANA CONTROL MODEL WORKS

By participating in the marketplace, control jurisdictions are able to:

- serve their citizens with a broader and more flexible range of policy options
- promote moderation in the consumption of alcoholic beverages and reduce alcohol abuse
- operate solely on the revenue derived from the alcoholic beverage sales in its jurisdiction

No property, state, or other local taxes are used to support control distribution system operations.

Montana is proud to be a control distribution jurisdiction.

Montana's Alcoholic Beverage Control Division continues to evolve to optimize the benefits of being a control jurisdiction, while improving wholesale and customer service to our consumers.

OUR MISSION

"To provide effective and efficient administration of the Montana Alcoholic Beverage Code with an emphasis in customer service and public safety by applying uniform and fair regulations while ensuring an orderly system for the convenient distribution and responsible consumption of alcoholic beverages."

The Alcoholic Beverage Licensing and Compliance team works to protect the welfare and safety of the public by regulating alcoholic beverage licensing laws in a uniform and fair manner.

The Liquor Distribution team endeavors to efficiently maintain a regulated channel of distribution, with an emphasis on customer service. The team strives to fulfill the public demand for distilled spirits and fortified wine through agency liquor stores.



BENEFITS OF THE CONTROL MODEL

A Major Source of Revenue

Alcoholic beverage sales provide a source of revenue to the State of Montana (\$73.4 million in taxes, profits, and revenue in FY22 up from \$68.6 million in FY21). The state uses this revenue to help fund state-government operations and to support several government programs. Control jurisdictions, on average, generate more revenue per capita on the products controlled than do license states.

Support of Alcohol Programs

The department distributes revenues from alcohol taxes (liquor, beer, wine, and hard cider) to the Department of Public Health and Human Services for the treatment, rehabilitation, and prevention of alcoholism and chemical dependency (\$12.3 million in FY22. See page 18).

Promote Moderation

Control systems promote moderation in consumption. Annual statistical data clearly shows per capita consumption of distilled spirits is 14.3% lower in control states than in open states. (The Fiscal and Social Effects of State Alcohol Control Systems, May 2013, page 35.)

Improve Overall Safety

- The control state system continues to provide a regulatory environment that is better able to deter the ever-present risks and costs of alcohol abuse to the individual and the community.
- At one level, the uniform enforcement of applicable laws is far more effective in a control state where there are ordinarily fewer sales outlets, and more importantly, where the economic incentive to violate those laws is greatly reduced.
- At another level, the control system itself serves both as a visible symbol of the public commitment to moderation and as a vehicle for the promotion of alcohol education and awareness programs to support that commitment.

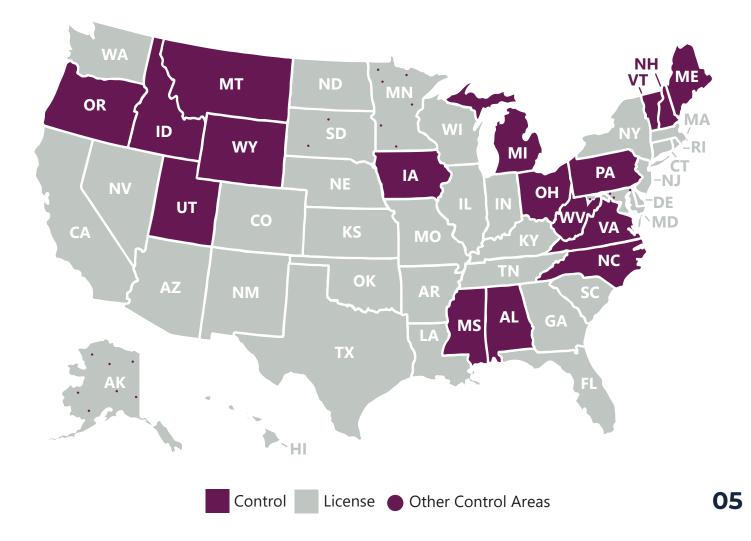
OUR FUNCTION

Montana, along with sixteen other states and some counties, is known as a control jurisdiction. These jurisdictions control the sale of distilled spirits and, in some cases, beer and wine through government agencies at the wholesale and/or retail level.

As a control state, Montana believes moderation can be best achieved by controlling the consumption of alcohol, rather than by promoting or encouraging it. The purpose of control is to make distilled spirits available to those adults who choose to drink responsibly, but not to promote the sale of distilled spirits.

Residents in Montana are in good company; 25 percent of the U.S. Population operates under the control distribution system, where policies that support moderate and responsible consumption replace economic incentives. This means the proceeds from the sale of beverage alcohol go directly to the residents rather than to private sellers.

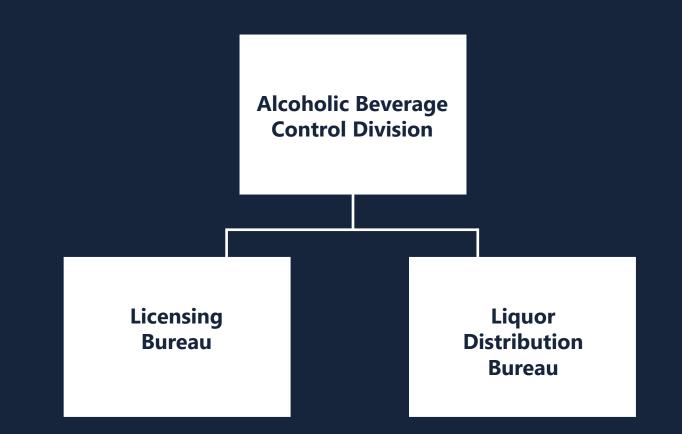
The control jurisdictions represent 25 percent of the nation's population and account for roughly 23 percent of its sales of distilled spirits.



STATES WITH CONTROL DISTRIBUTION SYSTEMS

ABCD STRUCTURE

Two bureaus make up the Alcoholic Beverage Control Division: the Licensing Bureau and Liquor Distribution Bureau.





TAX AND LICENSE REVENUE

ALCOHOL TAX RATES

The pricing on distilled spirits and fortified wines includes both an excise tax and a license tax. The appropriate tax rate is determined by the total number of proof gallons the company manufactured, distilled, rectified, bottled, or processed and sold nationwide in the preceding calendar year. These are the rate schedules:

Liquor

Liquor Excise Tax

Annual Production Level	Tax Rate
20,000 or less Proof Gallons	3.0%
20,001 - 50,000 Proof Gallons	8.0%
50,001 - 200,000 Proof Gallons	13.8%
Over 200,000 Proof Gallons	16.0%

Liquor License Tax

Annual Production Level	Tax Rate
50,000 or less Proof Gallons	2.0%
50,001 - 200,000 Proof Gallons	8.6%
Over 200,000 Proof Gallons	10.0%

Beer

Based upon barrels of beer produced annually (barrel = 31 gallons)

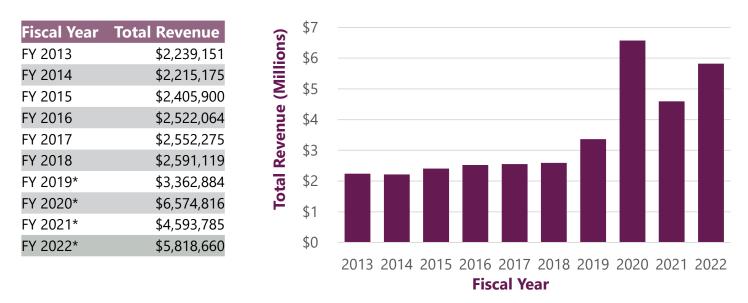
Annual Production Level	Tax Rate
Up to 5,000 Barrels	\$1.30 per Barrel
5,001 - 10,000 Barrels	\$2.30 per Barrel
Over 10,000 Barrels	\$4.30 per Barrel

Wine

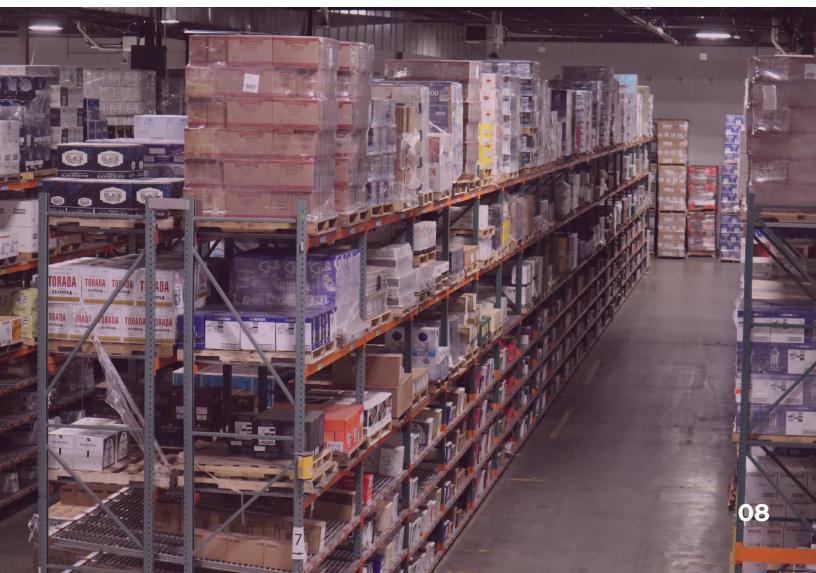
Wine/Hard Cider	Tax Rate
Wine	27¢ per liter
Hard Cider	3.7¢ per liter

TAX AND LICENSE REVENUE

LICENSE, RENEWAL, AND VIOLATION REVENUE



*FYs 2019 - 2022: Amount includes Competitive Bid License Fees

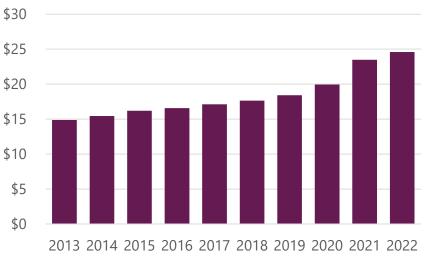




ALCOHOL TAX REVENUE

Liquor Excise Tax

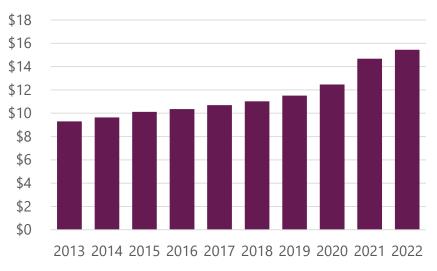
Fiscal Year	Total Revenue	
FY 2013	\$14,876,139	
FY 2014	\$15,430,324	ns)
FY 2015	\$16,190,200	e E
FY 2016	\$16,571,301	(Millions)
FY 2017	\$17,105,836	-
FY 2018	\$17,646,138	nua
FY 2019	\$18,416,642	Revenue
FY 2020	\$19,947,830	
FY 2021	\$23,473,422	Total
FY 2022	\$24,598,539	Ĕ



Fiscal Year

Liquor License Tax

Fiscal Year	Total Revenue	
FY 2013	\$9,296,333	
FY 2014	\$9,642,234	ns)
FY 2015	\$10,119,984	<u>:</u>
FY 2016	\$10,359,702	Millions
FY 2017	\$10,691,248	<u> </u>
FY 2018	\$11,027,618	nua
FY 2019	\$11,512,859	Revenue
FY 2020	\$12,462,977	
FY 2021	\$14,673,456	Total
FY 2022	\$15,440,998	F



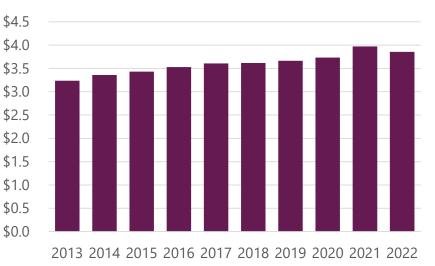
Fiscal Year



ALCOHOL TAX REVENUE

Wine Tax (includes Hard Cider)

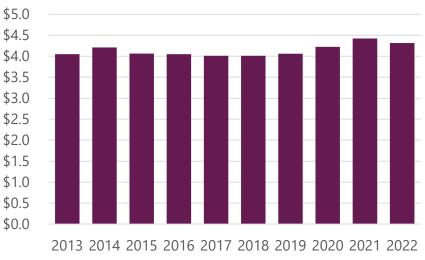
Fiscal Year	Total Revenue	
FY 2013	\$3,237,280	
FY 2014	\$3,358,802	(Millions)
FY 2015	\$3,430,555	illi
FY 2016	\$3,527,293	Σ
FY 2017	\$3,606,701	пе
FY 2018	\$3,615,502	Revenue
FY 2019	\$3,662,607	Sev.
FY 2020	\$3,731,198	
FY 2021	\$3,971,701	Total
FY 2022	\$3,854,563	- E



Fiscal Year

Beer Tax

Fiscal Year	Total Revenue	
FY 2013	\$4,049,346	
FY 2014	\$4,209,093	suo
FY 2015	\$4,062,636	(Millions)
FY 2016	\$4,048,840	Σ
FY 2017	\$4,012,581	ue
FY 2018	\$4,010,619	'en
FY 2019	\$4,061,710	Revenue
FY 2020	\$4,224,437	
FY 2021	\$4,424,097	Total
FY 2022	\$4,314,981	



Fiscal Year

OUTREACH

"The Outreach & Education Unit partner with the licensees to help educate and guide them through alcohol laws and rules." - Dacia English, Outreach & Education Coordinator

OUTREACH AND EDUCATION UNIT

TWO-PART MISSION

Provide the most up-to-date and comprehensive Responsible Alcohol Sales and Service (RASS) curriculum to the trainers who educate all sellers and servers of alcoholic beverages.

Provide the citizens of Montana with information, education, and guidance relating to the Montana Alcoholic Beverage Code, Title 16.

GOALS

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Visit all newly approved licensees within 6 months of approval.

Provide Alcohol Education Summit at least every three years.

Offer Outreach and Education trainings.

Update RASS curriculum after every legislative session.

Compile a comprehensive body of information to help business owners and their employees find greater success in compliance with the law, limit their liability, and maintain a good relationship with their community.

OBJECTIVES

- Keep licensees up-to-date with laws and rules.
- Keep licensees in compliance.
- Help interested parties understand laws and rules.
- Give licensees contact information for questions.
- Keep RASS curriculum up-to-date with laws, rules, and industry standards.
- Be available for outreach and trainings.

TOP 10 COMMON VIOLATIONS

Sale to Underage

Failure to Provide Location Manager agreement within 30 days of hire

Nonuse (unapproved and/or longer than 1 year time period)

Improper use of Catering Endorsement

No Server Training

Undisclosed Ownership

Failure to Provide Renewal Fees

Not filing application in a timely manner Unapproved Alteration

Suitability/Operations (signage, storage, advertising, etc.)

OUTREACH AND EDUCATION

EDUCATION UNIT

The Outreach and Education unit is responsible for educating and informing servers and sellers, license holders, distributors, manufacturers, law enforcement, and the public on topics related to the responsible sales, service, and consumption of alcoholic beverages. This responsibility is accomplished through a variety of educational presentations and training materials.

"Outreach and Education's Your Community Matters (YCM) curriculum had a compliance pass rate of 92% in 2022."

- Kent Haab, Education Specialist



COMPLIANCE CHECKS 2022 VS. 2021

	2022	%	2021	%
Compliance Checks	764		525	
Failed	144	19%	109	20%
Failures with no RASS Training	61	42%	46	44%
Failures with RASS Training	83	58%	58	56%
Passed	620	81%	419	80%
% Failed Using 3rd Party Online Training	-	92%	-	84%
% Failed Using In-Person YCM Curriculum	-	8%	_	7%

The Liquor Distribution Bureau manages state wholesale liquor operations, including:





warehouse shipping and receiving



accounts receivable and payable



inventory management



liquor order processing



agency contract management The state maintains agency franchise contracts and supplies liquor to 95 private agency liquor stores. These agency liquor stores are retailers of liquor and fortified wine; they sell to the public for off-premise consumption and to Montana's 1,550+ all-beverage licensees.

The State Liquor Warehouse holds bailed and/or state-owned inventories for approximately 1,300 regular list products and more than 3,000 special order products.

"The supply chain for spirits continues to make the news. In February (2022), Montana was highlighted nationally about how we may be out of a favorite Irish whiskey for St Patricks' Day. Our supplier came through (in the end) and ensured stock levels would be available to meet the demand set by Montana. It's through great relationships with others in the industry that we have success stories in these continued challenging times".

- LaNor Stigen, Distribution Bureau Chief

A YEAR IN REVIEW

The liquor industry as a whole has had several challenges because of supply chain issues ranging from shipping logistics to packaging and materials constraints to staffing shortages. Despite these challenges, the Liquor Distribution Bureau continues to see sales growth. Sales were up 5.64 percent from the previous year in posted price sales to agency stores.

Over a million cases were shipped through the department's warehouse and the increasing demand indicates a need for more space. Expansion plans have been approved; the bureau is working with the Department of Administration and contractors to make changes to the liquor warehouse that will support sales growth for years to come.

WHAT'S IN THE PRICE OF LIQUOR?

This example represents a liquor product with a posted price of \$20.00 per bottle for a 12 unit case.



AGENCY LIQUOR STORES

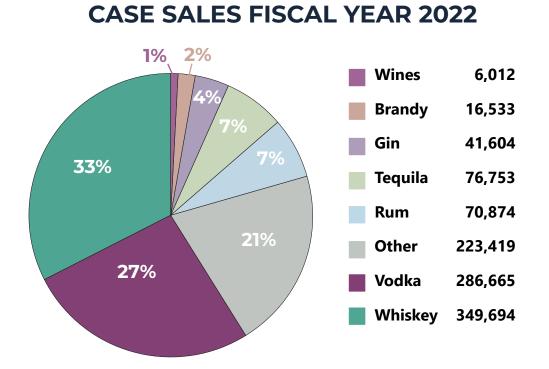


NUMBER OF AGENCY LIQUOR STORES IN A COMMUNITY

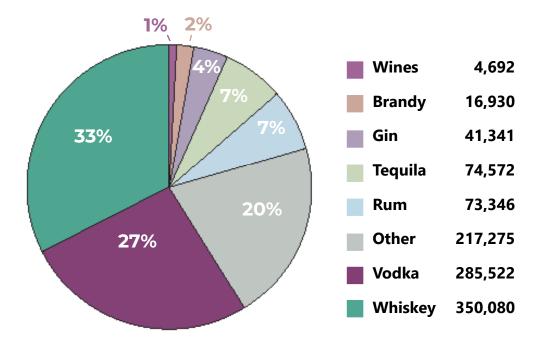
The number of agency liquor stores located in a community varies with the population in a community. For example:

- One agency liquor store for population 0 –12,000
- Two agency liquor stores for population 12,001 52,000
- Three agency liquor stores for population 52,001 92,000
- Four agency liquor stores for population 92,001 132,000; or
- Five agency liquor stores for population 132,001 172,000; and
- One additional agency liquor store for each additional 40,000 population above 172,000

CASE SALES BY CLASS



CASE SALES FISCAL YEAR 2021



16

TOP 10 LIQUOR PRODUCT SALES FISCAL YEAR 2022

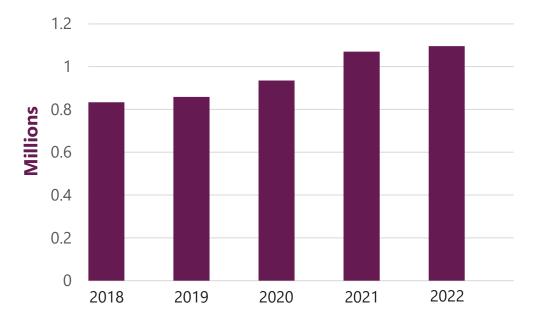




CASES SHIPPED

Month	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
July	69,883	75,412	85,666	97,916	99,125
August	84,376	80,063	80,980	88,856	97,888
September	61,605	58,694	68,869	90,087	88,013
October	70,048	73,193	79,984	89,201	83,688
November	75,023	73,598	72,181	82,628	93,076
December	78,885	85,371	93,190	116,747	106,253
January	53,627	58,064	59,087	57,185	70,214
February	61,705	65,578	67,220	75,966	89,446
March	65,812	68,426	82,630	97,467	94,813
April	59,865	67,774	65,960	79,194	82,286
May	75,668	72,790	79,289	87,804	91,679
June	77,197	79,523	100,483	106,665	99,212

BY FISCAL YEAR



Fiscal Year	Total Cases
FY 2018	833,694
FY 2019	858,486
FY 2020	935,539
FY 2021	1,069,716
FY 2022	1,095,693

REVENUE AND TRANSFERS

The Alcoholic Beverage Control Division distributed \$49.3 million to the state general fund and \$10.1 million to the state special revenue fund in FY22.

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Gross Sales	\$144,000,000	\$150,900,000	\$163,800,000	\$193,400,000	\$203,700,000
Agents Total Commissions and Discounts	\$18,800,000	\$19,800,000	\$21,400,000	\$25,200,000	\$26,500,000
Operational Expenses	\$2,000,000	\$1,800,000	\$2,000,000	\$2,400,000	\$3,500,000
Net Profits	\$12,200,000	\$12,500,000	\$14,000,000	\$16,900,000	\$19,400,000
Taxes Transferred	\$28,700,000	\$29,900,000	\$32,400,000	\$38,100,000	\$44,800,000

TYPES OF REVENUE

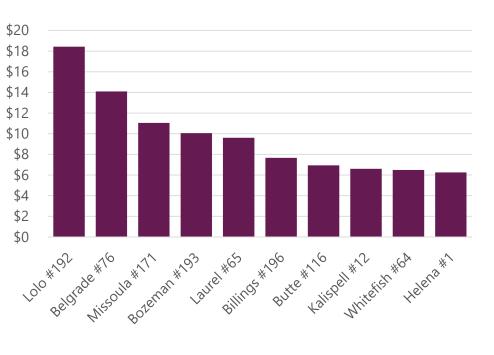
Liquor wholesale operations generate two types of revenue: taxes and profits.

Taxes	Profits
The sale price of each product includes taxes. We collect the tax when we sell the product from the warehouse and the agency liquor store pays us. We then transfer the tax to either the general fund or state revenue fund.	The standard mark-up applied to most liquor products is 40.5 percent; however, the 2011 legislative session allowed for a reduced mark-up of 20 percent on liquor products manufactured, distilled, rectified, bottled, or processed by a distillery that produces 25,000 proof gallons or less of liquor nationwide annually.

COMPARATIVE REPORT OF SALES TO TOP TEN AGENCY STORES

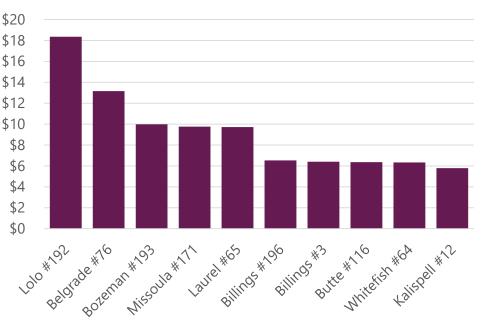
FISCAL YEAR 2022

Agency Stores	Purchases
Lolo #192	\$18,432,449
Belgrade #76	\$14,087,257
Missoula #171	\$11,042,722
Bozeman #193	\$10,056,997
Laurel #65	\$9,603,158
Billings #196	\$7,664,490
Butte #116	\$6,933,853
Kalispell #12	\$6,602,106
Whitefish #64	\$6,490,295
Helena #1	\$6,247,920



FISCAL YEAR 2021

Agency Stores	Purchases	
Lolo #192	\$18,356,435	
Belgrade #76	\$13,161,310	
Bozeman #193	\$9,979,932	
Missoula #171	\$9,757,215	
Laurel #65	\$9,715,507	
Billings #196	\$6,536,458	
Billings #3	\$6,405,597	
Butte #116	\$6,366,325	
Whitefish #64	\$6,329,255	
Kalispell #12	\$5,794,830	



The Licensing Bureau is charged with licensing and regulatory responsibilities for all entities intending to produce, import, distribute, and/or sell alcoholic beverages in Montana.

The bureau processes applications, renewals, transfers, and registrations, as applicable, for retail, wholesale, and manufacturing alcoholic beverage licenses and permits. The bureau is responsible for the compliance of licensees and permit holders, and for providing information and explanations regarding licensing activity or related law, rule, policy, and procedures.



Total License Applications Processed



LICENSING BUREAU GOALS

- License all eligible alcohol establishments effectively and efficiently
- Provide outstanding customer service to applicants and licensees

A YEAR IN REVIEW

The licensing bureau had another great year. The bureau was able to add an additional licensing specialist by reallocating a different vacated position within the division. This addition brings the total number of licensing specialists to seven. We do a tremendous amount of work with a small efficient team.

In FY22, there were a total of 30 competitive bid licenses offered through the competitive bid process. When the department determines a quota area is eligible for a license, the competitive bidding process is used to allow interested parties to bid for an opportunity to apply for an available license. The licensing bureau is responsible for facilitating the competitive bid process and ensuring all interested parties who submit a bid meet the requirements to apply for a license while meeting required timelines for application and licensure.

The two Resolution Officers received and processed 472 alleged violations of the alcoholic beverage code; this resulted in the issuance of 218 warning letters. Ten cases went to hearings. This number is slightly down from the previous fiscal year.

In FY22, the licensing bureau continued its focus on customer service as its top priority and that is always a top priority. Additionally, the licensing bureau concentrated on the Governor's Red Tape Reduction directive. The licensing bureau also significantly improved the annual license renewal process. A number of system changes were implemented, providing faster renewal processing time. These changes provided licensees with their new licenses more quickly than in past years, making it unnecessary to contact the bureau for updates. The automation of the renewal process had the effect of reducing employee processing time, resulting in direct cost savings for the department.

"The licensing bureau looks forward to continuing to serve the citizens of the state with empathy, enthusiasm, and dedication." - Moreen Swingley, Licensing Bureau Chief



TOTAL LICENSES ISSUED

	F١	Y 2022	FY 2021		
License Type	Applications Processed	Average Application Processing Time (days)	Applications Processed	Average Application Processing Time (days)	
All-Beverage	217	62	171	64	
Beer	67	61	160	97	
RBW	46	57	43	56	
Manufacturer	38	39	29	87	
Distributor	19	22	13	50	
Off-Premises	58	56	194	58	
TOTAL	445 Ap	plications Processed	610 Ap	plications Processed	

*Issuance of a new license, transfer of ownership, change of location, etc.



SCHEDULE OF LICENSES ISSUED

WHOLESALERS AND DISTRUBUTORS

Beer	FY 2022	FY 2021	FY 2020
Beer Wholesalers			
Wholesalers	2	2	1
Sub-Warehouses	2	2	2
Total Beer Wholesalers	4	4	3
Wine	FY 2022	FY 2021	FY 2020
Table Wine Distributors			
Distributors	6	7	9
Sub-Warehouses	1		
Total Table Wine Distributors	7	7	9
Beer/Wine	FY 2022	FY 2021	FY 2020
Beer Wholesalers and Table Wine Distributors			
Wholesalers and Distributors	19	34	19
Sub-Warehouses	16	16	14
Total Wholesaler and Distributors	35	50	33
Total	FY 2022	FY 2021	FY 2020
Beer Wholesalers and Table Wine Distributors			
Wholesalers and Distributors	27	43	29
Sub-Warehouses	19	18	16
Total Wholesaler and Distributors	46	61	45

SCHEDULE OF LICENSES ISSUED

MANUFACTURERS

Beer	FY 2022	FY 2021	FY 2020
Manufacturers			
Domestic Brewery	110	103	105
Domestic Brewery Storage Depot	10	9	5
Foreign Brewery	125	118	103
Total Manufacturers	245	230	213
Wine	FY 2022	FY 2021	FY 2020
Manufacturers			
Domestic Winery	30	28	29
Foreign Winery	1537	1467	1358
Total Manufacturers	1567	1503	1387
Distilled Spirits	FY 2022	FY 2021	FY 2020
Manufacturers			
Domestic Distillery License	29	27	30
Total Manufacturers	29	27	30
Total	FY 2022	FY 2021	FY 2020
Manufacturers			
Domestic Brewery	110	103	105
Domestic Brewery Storage Depot	10	9	5
Domestic Winery	30	36	29
Domestic Distillery License	29	27	30
Foreign Brewery	125	118	103
Foreign Winery	1,537	1,467	1,358
Total Manufacturers	1,841	1,760	1,630

SCHEDULE OF LICENSES ISSUED

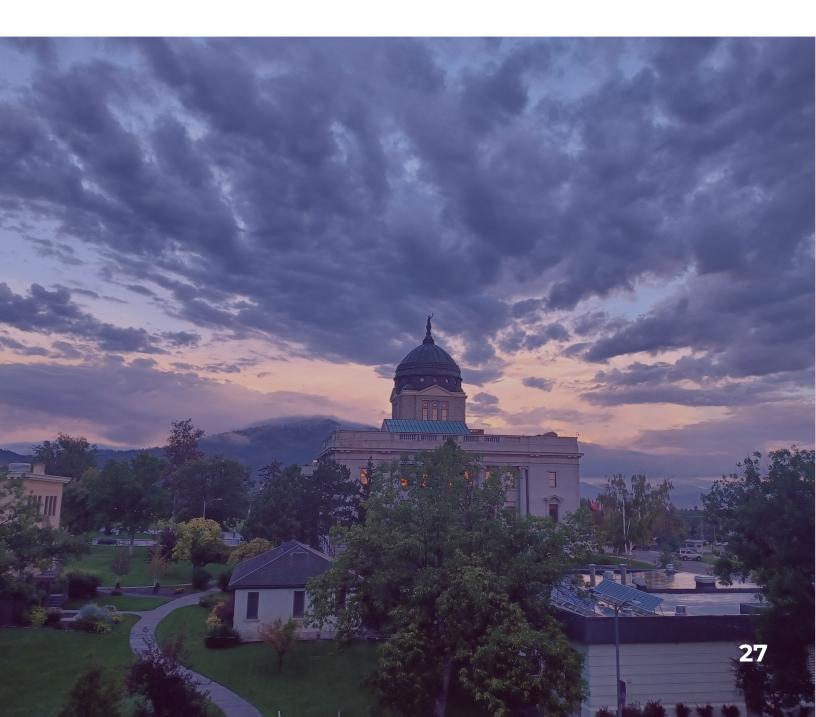
RETAIL OUTLETS

All-Beverage	FY 2022	FY 2021	FY 2020
Retail Outlets			
On Premise	1,581	1,646	1,576
Total Retail Outlets	1,581	1,646	1,576
Beer	FY 2022	FY 2021	FY 2020
Retail Outlets			
On Premise	43	44	44
Off Premise	55	59	70
Total Retail Outlets	98	103	114
Wine	FY 2022	FY 2021	FY 2020
Retail Outlets			
Off Premise	7	7	5
Total Retail Outlets	7	7	5
Beer/Wine	FY 2022	FY 2021	FY 2020
Retail Outlets			
On Premise	508	516	494
Off Premise	836	833	831
Total Retail Outlets	1,344	1,349	1,325
RBW	FY 2022	FY 2021	FY 2020
Retail Outlets			
On Premise	256	244	249
Total Retail Outlets	256	244	249
Total	FY 2022	FY 2021	FY 2020
Retail Outlets			
On Premise	2,388	2,450	2,363
Off Premise	898	899	906
Total Retail Outlets	3,286	3,349	3,269

SCHEDULE OF LICENSES ISSUED

OTHER

Other	FY 2022	FY 2021	FY 2020
Special Permits	489	699	412
Vendor Representative	141	130	147
Total Other	630	829	559



FINANCIAL HIGHLIGHTS

In 2022, approximately \$49.3 million from liquor operations was distributed to the State General Fund and \$10.1 million to the Special Revenue Fund. The Department of Public Health and Human Services uses special revenue funds to treat, rehabilitate, and prevent alcohol and chemical dependency.

\$49.3 Million

Distributed to the General Fund*

*The general fund is the primary state fund from which the ongoing expenses of state government are paid.

\$10.1 Million

Distributed to Special Revenue Fund

"The sale of liquor in the state of Montana generates a substantial amount of revenue from taxes and markup. The majority of this revenue is transferred to the state's general fund, and a portion is specifically designated to help support chemical dependency programs."

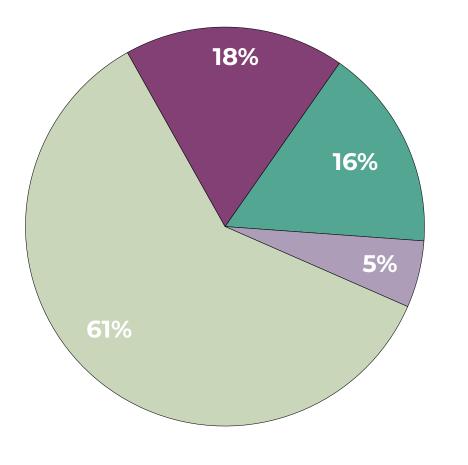
- Steve Swanson, Operations Analyst

FINANCIAL HIGHLIGHTS

WHERE THE MONEY GOES

The general fund is the primary state fund from which ongoing expenses of state government are paid (16-1-404, MCA). In FY22, \$12.3 million was distributed to the Department of Health and Human Services for the treatment, rehabilitation, and prevention of alcoholism and chemical dependency.

DISTRIBUTION OF FUNDS



State-approved private or public alcoholism programs that provide services for treatment and rehabilitation for persons with co-occurring serious mental illness and chemical dependency: **\$667,514**

Grants to state-approved private or public alcoholism programs: **\$2,022,771**

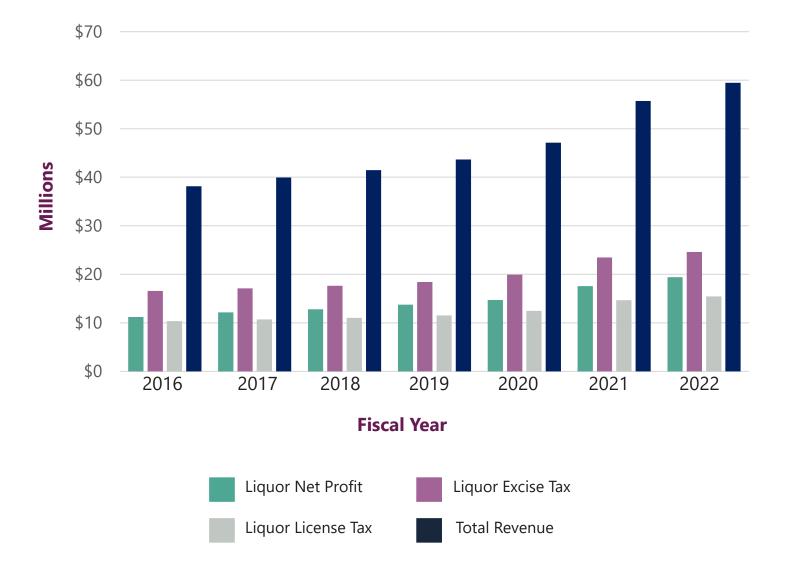
DPHHS: **\$2,198,579**

Alcoholism services provided by state-approved private or public alcoholism programs and licensed hospitals for detoxification services, or as matching funds for the Montana medicaid program administered by the department that are used for alcoholism and chemical dependency programs: **\$7,423,569**

FINANCIAL HIGHLIGHTS

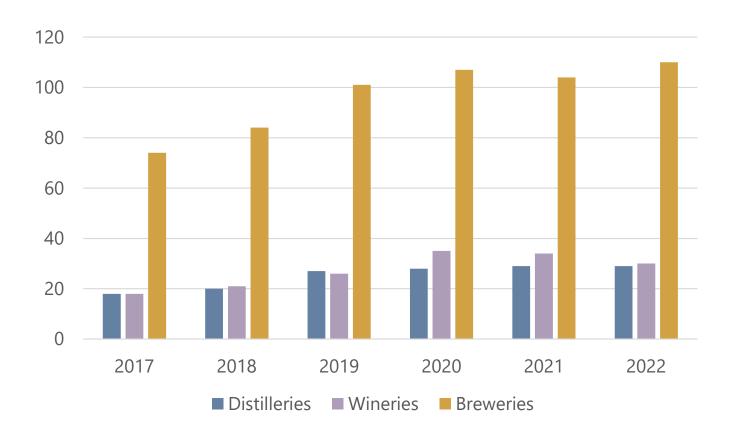
FIVE YEAR HISTORY OF LIQUOR TAXES AND PROFIT

Fiscal Year	Liquor Net Profit	Liquor Excise Taxes	Liquor License Taxes	Total Revenue
2016	\$11,197,553	\$16,571,301	\$10,359,702	\$38,128,556
2017	\$12,140,055	\$17,105,836	\$10,691,248	\$39,937,139
2018	\$12,807,001	\$17,646,138	\$11,027,618	\$41,480,757
2019	\$13,733,050	\$18,416,642	\$11,512,859	\$43,662,551
2020	\$14,700,048	\$19,947,830	\$12,462,977	\$47,110,855
2021	\$17,553,251	\$23,473,422	\$14,673,456	\$55,700,129
2022	\$19,421,130	\$24,598,539	\$15,440,998	\$59,460,687



MANUFACTURERS IN MONTANA

6 YEAR HISTORY OF MANUFACTURERS



Manufacturers	2017	2018	2019	2020	2021	2022
Distilleries	18	20	27	28	29	29
Wineries	18	21	26	35	34	30
Breweries	74	84	101	107	104	110
Totals	110	125	154	170	167	169

BREWERIES IN MONTANA

ANACONDA SMELTER CITY BREWING

BELGRADE BAR 3 BREWING MADISON RIVER BREWING CO.

BELT HARVEST MOON BREWING

BIG SKY BEEHIVE BASIN BREWERY LONE PEAK BREWING CO.

BIG TIMBER CRAZY PEAK BREWING CO. LLC

BIGFORK FLATHEAD LAKE BREWING CO.

BILLINGS

ANGRY HANK'S MICROBREWERY BAM BREWING BILLINGS BREWING CO. BILLINGS BREWING CO., INC CANYON CREEK BREWING CARTERS BREWING FREEFALL BREWERY MEADOWLARK BREWING THIRSTY STREET BREWING CO THIRSTY STREET BREWING CO., INC UBERBREW

BLACK EAGLE BLACK EAGLE BREWERY INC

BONNER KETTLEHOUSE BREWING CO., LLC

BOZEMAN 406 BREWING CO.

BOZEMAN BREWING CO. BOZEMAN BREWING CO INC. BRIDGER BREWING CO. DEAN'S ZESTY BEVERAGES FREEFALL BREWERY JULIUS LEHRKIND BREWING LAST BEST PLACE BREWING CO. MAP BREWING CO. MOUNTAINS WALKING BREWERY NEW VENTURES BREWING POLAR BREWING SHERIFF HENRY PLUMMERS OUTLAW BREWING SHRED MONK BREWING THE BUNKHOUSE BREWERY LINCOLN ST. THE BUNKHOUSE BREWERY, LLC

BUTTE

BUTTE BREWING CO. QUARRY BREWING COLUMBIA FALLS BACKSLOPE BREWING LLC

COLUMBUS PALLADIUM BREWERY

CULBERTSON BADLANDS BREWERY

CUT BANK CUT BANK CREEK BREWING

DARBY BANDIT BREWING CO, INC.

DILLON BEAVERHEAD BREWING CO.

EAST HELENA MISSOURI RIVER BREWING CO.

ENNIS BURNT TREE BREWING

EUREKA BRANDING IRON BREWING KOOCANUSA BREWERY

FORT BENTON GOLDEN TRIANGLE BREW CO.

FRENCHTOWN OLD BULL BREWING

GLASGOW BUSTED KNUCKLE BREWERY LLC

GLENDIVE CROSS COUNTRY BREWING, LLC

GREAT FALLS JEREMIAH JOHNSON BREWING CO. MIGHTY MO BREWING CO.

HAMILTON BITTER ROOT BREWING HIGHERGROUND BREWING CO.

HARLOWTON GALLYS BREWING CO.

HAVRE TRIPLE DOG BREWING CO. VIZSLA BREWING

HELENA

ASCENSION BREWING BLACKFOOT RIVER BREWING CO. COPPER FURROW BREWING LEWIS AND CLARK BREWING CO. SPEAKEASY 41 TEN MILE CREEK BREWING

KALISPELL

BIAS BREWING, LLC KALISPELL BREWING SACRED WATERS BREWING CO. SUNRIFT BEER CO. THE BREWING ACADEMY AT FLATHEAD VALLEY COMMUNITY COLLEGE

LAKESIDE TAMARACK BREWING CO.

LEWISTOWN BIG SPRING BREWING

LIBBY CABINET MOUNTAIN BREWING CO.

LIVINGSTON GEYSER FARM KATABATIC BREWING CO. NEPTUNE'S BREWERY

LOLO PEAK BREWING CO.

MALTA BLUE RIDGE BREWING

MILES CITY OTIUM BREWING TILT WORKS BREWING

MISSOULA BAYERN BREWING CONFLUX BREWING CO. CRANKY SAM BREWING CYMATIC FERMENTATION PROJECT DRAUGHT WORKS GILD BREWING GREAT BURN BREWING IMAGINE NATION BREWING CO., LLC KETTLEHOUSE BREWING CO. MISSOULA BREWING CO./HIGHLANDER BEER ODDPITCH BREWING

PHILIPSBURG PHILIPSBURG BREWING COMPANY

POLSON GLACIER BREWING COMPANY

BREWERIES IN MONTANA

RED LODGE RED LODGE ALES BREWING COMPANY

RONAN COOPERATIVE BREWERY

SCOBEY PPB2, LLC

SHERIDAN RUBRU

SIDNEY

1035 BREWING MEADOWLARK BREWING STEVENSVILLE BLACKSMITH BREWING COMPANY WILDWOOD BREWING INC

THOMPSON FALLS LIMBERLOST BREWING COMPANY, LLC

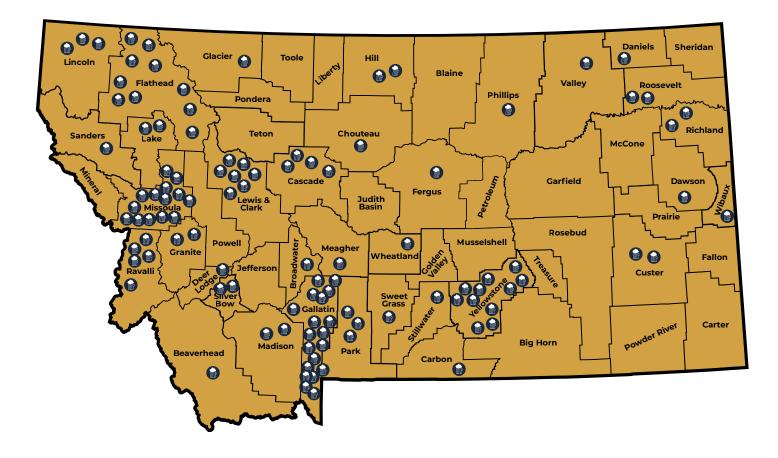
THREE FORKS BRIDGER BREWING COMPANY

TOWNSEND CANYON FERRY BREWING WHITE SULPHUR SPRINGS 2 BASSET BREWERY

WHITEFISH BONSAI BREWING PROJECT

WIBAUX BEAVER CREEK BREWERY

WOLF POINT MISSOURI BREAKS BREWING



DISTILLERIES IN MONTANA

BELGRADE BLACKPOT DISTILLERY

BIGFORK WHISTLING ANDY INC

BILLINGS ASYLUM DISTILLERY INC MEADOWLARK SPIRITS TRAILHEAD SPIRITS UNDAMMED SPIRITS

BOZEMAN BOZEMAN SPIRITS DISTILLERY DRY HILLS DISTILLERY WILDRYE DISTILLING

BUTTE HEADFRAME SPIRITS INC MOUNTAIN CONSOLIDATED PACKAGING

CORAM GLACIER DISTILLING COMPANY ENNIS WILLIE'S DISTILLERY INC

EUREKA STAHL PEAK

FLORENCE FIREROOT DISTILLERY

HAMILTON WESTSLOPE DISTILLERY

HAVRE CRAWFORD DISTILLERY

HELENA GULCH DISTILLERS

KALISPELL WHITEFISH HANDCRAFTED SPIRITS PORTAL SPIRITS TOWNSEND LAKESIDE DISTILLERY

LOLO CREEK DISTILLERY

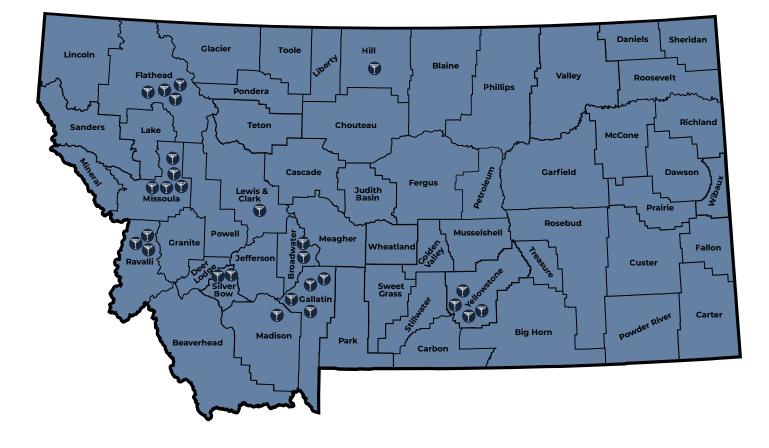
MISSOULA MONTANA WHISKEY COMPANY MONTGOMERY DISTILLERY RATTLESNAKE CREEK DISTILLERS

POTOMAC STEEL TOE DISTILLERY

STEVENSVILLE THE MONTANA DISTILLERY - 1889

WHITEFISH SPOTTED BEAR SPIRITS

WINSTON STONEHOUSE DISTILLERY



WINERIES IN MONTANA

BIGFORK **BOWMAN ORCHARDS**

BILLINGS LAST CHANCE CIDER MILL YELLOWSTONE CELLARS & WINERY

BOZEMAN

BLEND A BOZEMAN WINERY LOCKHORN HARD CIDERS MAVENS MARKET VALHALLA MEADERY WALLACE BEVERAGE WORKS

COLUMBIA FALLS WHITE RAVEN WINERY

CONNER MONTANA CIDERWORKS

CORVALLIS

WILLOW MOUNTAIN WINERY

DAYTON MISSION MOUNTAIN WINERY

DIXON WATCHDOG WINERY LLC

HAMILTON

BACK ROAD CIDER **BLODGETT CANYON CELLARS LLC** SHED HORN

KALISPELL

BIG MOUNTAIN CIDERWORKS GLACIER SUN WINERY MONTAVINO WINERY TAILING LOOP WINERY WATERS EDGE WINERY & BISTRO KALISPELL UNLEASHED: A WINERY

MILES CITY

TONGUE RIVER VINEYARD & WINERY LLC

MISSOULA TEN SPOON VINEYARD WESTERN CIDER COMPANY

POLSON

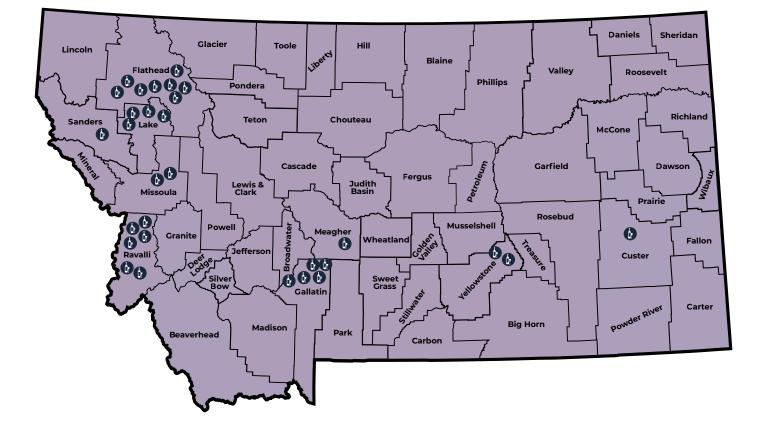
D. BERARDINIS WINERY FLATHEAD LAKE WINERY INC **GRINDE BAY WINERY**

VICTOR

HIDDEN LEGEND WINERY

WHITE SULPHUR SPRINGS MONTANA MEADWORKS

WHITEFISH



FINANCIAL HIGHLIGHTS

COMPARATIVE STATEMENT OF REVENUES AND EXPENSES

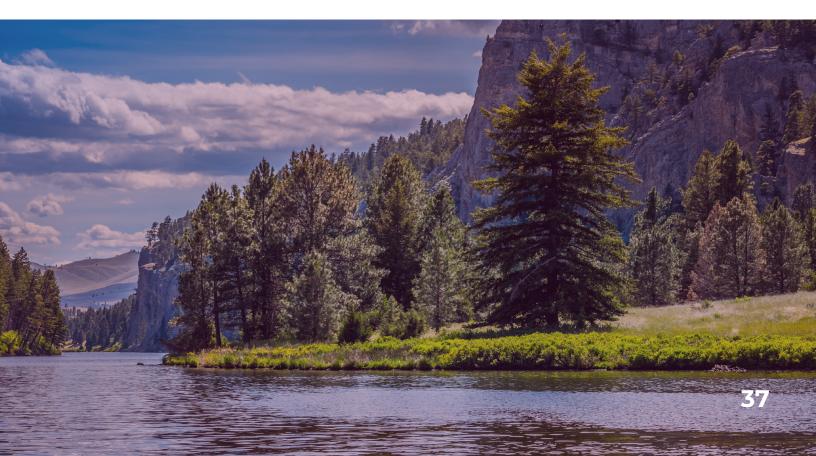
Operations	FY 2022	FY 2021
Gross Liquor Sales	\$203,720,146	\$193,410,121
Less Agent Discounts Granted	\$26,514,309	\$25,225,882
Adjusted Gross Liquor Sales	\$177,205,836	\$168,184,239
Less Cost of Goods Sold	\$115,341,109	\$110,102,676
Gross Income from Liquor Sales	\$61,864,728	\$58,081,562
Non Operating Income	\$5,911,844	\$4,644,756
Total Income	\$67,776,571	\$62,726,318
Total Operating Expenses	\$3,530,667	\$3,457,347
Operating Income	\$64,245,904	\$59,268,971
Less Transfers Out		
Liquor License Fees to General Fund	\$3,379,100	\$2,145,284
Liquor License Appropriation for DOJ	\$1,372,093	\$1,414,624
Total Liquor License Fees	\$4,751,192	\$3,559,908
Carrier Tax to General Fund	\$34,045	\$8,934
Liquor Excise Tax	\$24,598,539	\$23,473,422
Liquor License Tax	\$15,440,998	\$14,673,456
General Fund	\$5,327,144	\$4,988,975
Special Revenue Fund	\$10,113,854	\$9,684,481
Tax and Fee Transfers	\$44,824,774	\$41,715,719
Net Income from Operations	\$19,421,130	\$17,553,251
Transfers to General Fund	\$18,500,000	\$11,189,041
Liquor Judgment*		\$5,710,959
Change in Net Assets	\$921,130	\$653,251

*Liquor Judgment applies to 2021

FINANCIAL HIGHLIGHTS

COMPARATIVE STATEMENT OF REVENUES AND EXPENSES

Operating Expanses	FY 2022	FY 2021
Operating Expenses		
Personal Services	\$1,586,995	\$1,528,005
Indirect Administrative Costs	\$428,017	\$428,017
License Fee Costs	\$1,067,468	\$1,033,877
Contracted Services	\$134,433	\$53,748
Supplies & Materials	\$60,658	\$107,722
Communications	\$25,660	\$22,656
Rent	\$30,997	\$22,921
Travel	\$7,481	-
Utilities	\$51,622	\$48,832
Repairs & Maintenance	\$53,337	\$117,164
Other Expenses	\$15,653	\$26,182
Depreciation	\$62,028	\$68,222
SBECP Interest	\$6,318	-
Total Operating Expenses	\$3,530,667	\$3,457,347



COMPARATIVE REPORT OF SALES TO AGENCY STORES

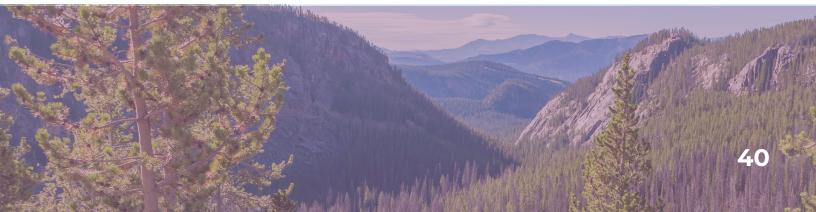
	FY 2022		FY 2021	
Store Name	Sales in \$	Volume	Sales in \$	Volume
LOLO #192	\$18,432,448.50	1	\$18,356,435.05	1
BELGRADE #76	\$14,087,257.45	2	\$13,161,310.45	2
MISSOULA #171	\$11,042,722.20	3	\$9,757,215.35	4
BOZEMAN #193	\$10,056,997.30	4	\$9,979,932.30	3
LAUREL #65	\$9,603,158.25	5	\$9,715,506.85	5
BILLINGS #196	\$7,664,489.55	6	\$6,536,457.90	6
BUTTE #116	\$6,933,853.05	7	\$6,366,324.70	8
KALISPELL #12	\$6,602,105.95	8	\$5,794,830.30	10
WHITEFISH #64	\$6,490,294.85	9	\$6,329,254.90	9
HELENA #1	\$6,247,920.15	10	\$5,469,367.40	11
BILLINGS #3	\$5,910,334.50	11	\$6,405,596.60	7
MISSOULA #170	\$5,831,714.55	12	\$5,301,340.30	12
GREAT FALLS #139	\$4,903,290.70	13	\$4,826,095.20	13
BIG SKY #190	\$4,503,948.95	14	\$3,467,216.80	17
COLUMBIA FALLS #73	\$3,842,184.60	15	\$3,707,066.70	15
EVERGREEN #67	\$3,577,909.50	16	\$3,512,366.60	16
GREAT FALLS #140	\$3,565,754.40	17	\$3,275,311.10	18
LIVINGSTON #8	\$3,545,059.55	18	\$3,043,752.85	21
KALISPELL #195	\$3,374,333.65	19	\$3,067,726.75	20
EAST HELENA #83	\$3,329,859.55	20	\$3,962,125.95	14
BIGFORK #179	\$2,952,618.80	21	\$3,069,981.20	19
HAMILTON #18	\$2,758,868.90	22	\$2,641,910.00	22
POLSON #54	\$2,683,607.25	23	\$2,608,249.75	23
MILES CITY #13	\$2,140,085.95	24	\$2,045,069.90	25
HAVRE #26	\$2,105,325.10	25	\$1,699,153.60	27
BOZEMAN #9	\$2,032,109.90	26	\$2,568,114.35	24
BUTTE #2	\$2,004,368.00	27	\$1,837,416.30	26
CUT BANK #45	\$1,982,216.80	28	\$1,692,250.25	28
ANACONDA #14	\$1,853,246.30	29	\$1,642,319.70	31
BILLINGS #4	\$1,710,471.65	30	\$1,656,909.50	30
RED LODGE #27	\$1,626,441.95	31	\$1,486,722.65	34
BAKER #42	\$1,593,960.20	32	\$1,517,416.30	32
HELENA #5	\$1,560,082.45	33	\$828,120.45	49
GLENDIVE #21	\$1,555,302.30	34	\$1,663,879.20	29

COMPARATIVE REPORT OF SALES TO AGENCY STORES

	FY 2022		FY 2021	
Store Name	Sales in \$	Volume	Sales in \$	Volume
DILLON #32	\$1,457,233.15	35	\$1,489,158.60	33
STEVENSVILLE #115	\$1,434,339.30	36	\$1,149,285.00	37
LEWISTOWN #15	\$1,404,327.55	37	\$1,404,664.10	35
VICTOR #172	\$1,327,455.50	38	\$1,403,791.35	36
ENNIS #60	\$1,244,913.35	39	\$1,099,839.90	39
GLASGOW #24	\$1,101,985.75	40	\$1,105,774.75	38
EUREKA #69	\$1,098,945.95	41	\$934,576.30	44
FORT BENTON #31	\$1,054,617.50	42	\$950,597.65	42
SIDNEY #50	\$1,028,890.35	43	\$1,058,383.55	40
ABSAROKEE #167	\$1,016,096.60	44	\$977,032.60	41
HUNGRY HORSE #62	\$971,679.70	45	\$948,456.55	43
LIBBY #6	\$952,129.15	46	\$870,991.75	47
MALTA #22	\$892,396.95	47	\$929,835.30	45
WOLF POINT #52	\$869,004.85	48	\$885,669.85	46
WEST YELLOWSTONE #59	\$852,482.75	49	\$870,234.55	48
GARDINER #58	\$836,906.95	50	\$761,373.65	52
PLAINS #108	\$751,407.95	51	\$627,909.85	58
RONAN #101	\$733,836.45	52	\$752,774.95	53
THOMPSON FALLS #7	\$719,468.85	53	\$765,588.65	51
DEER LODGE #11	\$718,390.40	54	\$723,375.70	54
MEDICINE LAKE #90	\$711,450.35	55	\$772,530.65	50
GREAT FALLS #141	\$697,089.55	56	\$665,069.45	55
TOWNSEND #49	\$689,856.40	57	\$660,481.65	56
BRIDGER #91	\$677,514.75	58	\$591,635.90	60
ROUNDUP #44	\$660,113.80	59	\$643,766.20	57
SEELEY LAKE #122	\$645,641.05	60	\$577,339.45	62
COLUMBUS #16	\$619,525.95	61	\$619,894.50	59
DARBY #85	\$617,623.15	62	\$584,137.95	61
SUPERIOR #30	\$577,005.30	63	\$557,626.80	63
BIG TIMBER #17	\$536,636.05	64	\$527,767.40	65
HARDIN #37	\$527,180.75	65	\$509,036.30	66
CONRAD #33	\$503,265.10	66	\$463,039.20	68
SHELBY #29	\$485,231.40	67	\$448,474.95	70
ST REGIS #185	\$471,905.20	68	\$535,183.70	64

COMPARATIVE REPORT OF SALES TO AGENCY STORES

	FY 202	2	FY 202	21
Store Name	Sales in \$	Volume	Sales in \$	Volume
PLENTYWOOD	\$460,665.30	69	\$458,484.00	69
TROY #70	\$452,615.95	70	\$479,787.55	67
HOT SPRINGS #61	\$435,603.70	71	\$423,130.10	71
LINCOLN #112	\$429,253.15	72	\$416,535.25	72
SHERIDAN #105	\$405,405.65	73	\$396,079.50	74
WHITEHALL #104	\$402,238.20	74	\$395,656.35	75
FORSYTH #23	\$401,919.65	75	\$401,031.90	73
WHITE SULPHUR SPRINGS #36	\$399,937.95	76	\$384,889.25	76
HARLOWTON #38	\$364,429.45	77	\$384,196.50	77
WILSALL #117	\$301,011.85	78	\$300,895.45	78
CHOTEAU #34	\$296,975.70	79	\$273,665.70	80
ST IGNATIUS #74	\$281,368.70	80	\$278,677.80	79
POPLAR #100	\$237,487.15	81	\$175,796.00	83
CHINOOK #28	\$200,984.65	82	\$261,870.95	81
ALBERTON #138	\$196,067.70	83	\$212,424.80	82
STANFORD #43	\$170,532.55	84	\$172,039.00	84
BOULDER #56	\$149,358.25	85	\$171,750.30	85
TWIN BRIDGES #77	\$145,904.10	86	\$144,663.90	87
SCOBEY #51	\$145,422.15	87	\$146,925.80	86
AUGUSTA #81	\$131,053.65	88	\$119,700.05	88
LIMA #82	\$103,211.20	89	\$95,862.30	91
WINIFRED #160	\$100,130.40	90	\$84,359.40	92
FAIRFIELD #130	\$97,414.90	91	\$103,617.05	90
VALIER #78	\$88,759.10	92	\$117,395.40	89
CHESTER #35	\$80,224.45	93	\$74,147.60	93
NASHUA #95	\$38,551.95	94	\$39,682.90	94
WINNETT #39	\$28,071.65	95	\$38,810.25	95



County	City	Gross Sales to Agent	Percent of Sales
Beaverhead	Dillon #32	\$1,457,233	
	Lima #82	\$103,211	
	Total	\$1,560,444	0.77%
Big Horn	Hardin #37	\$527,181	0.26%
Blaine	Chinook #28	\$200,985	0.10%
Broadwater	Townsend #49	\$689,856	0.34%
Carbon	Bridger #91	\$677,515	
	Red Lodge #27	\$1,626,442	
	Total	\$2,303,957	1.13%
Cascade	Great Falls #139	\$4,903,291	
	Great Falls #140	\$3,565,754	
	Great Falls #141	\$697,090	
	Total	\$9,166,135	4.50%
Chouteau	Fort Benton #31	\$1,054,618	0.52%
Custer	Miles City #13	\$2,140,086	1.05%
Daniels	Scobey #51	\$145,422	0.07%
Dawson	Glendive #21	\$1,555,302	0.76%
Deer Lodge	Anaconda #14	\$1,853,246	0.91%
Fallon	Baker #42	\$1,593,960	0.78%
Fergus	Lewistown #15	\$1,404,328	
	Winifred #160	\$100,130	
	Total	\$1,504,458	0.74%
	Billings #4	\$1,710,472	
	Laurel #65	\$9,603,158	
	Total	\$24,888,454	12.23%

County	City	Gross Sales to Agent	Percent of Sales
Flathead	Bigfork #179	\$2,952,619	
	Columbia Falls #73	\$3,842,185	
	Evergreen #67	\$3,577,910	
	Hungry Horse #62	\$971,680	
	Kalispell #12	\$6,602,106	
	Kalispell #195	\$3,374,334	
	Whitefish #64	\$6,490,295	
	Total	\$27,811,127	13.66%
Gallatin	Belgrade #76	\$14,087,257	
	Big Sky #190	\$4,503,949	
	Bozeman #193	\$10,056,997	
	Bozeman #9	\$2,032,110	
	West Yellowstone #59	\$852,483	
	Total	\$31,532,796	15.49%
Glacier	Cut Bank #45	\$1,982,217	0.97%
Hill	Havre #26	\$2,105,325	1.03%
Jefferson	Boulder #56	\$149,358	
	Whitehall #104	\$402,238	
	Total	\$551,596	0.27%
Judith Basin	Stanford #43	\$170,533	0.08%
Lake	Polson #54	\$2,683,607	
	Ronan #101	\$733,836	
	St Ignatius #74	\$281,369	
	Total	\$3,698,812	1.82%



County	City	Gross Sales to Agent	Percent of Sales
Lewis and Clark	Augusta #81	\$131,054	
	East Helena #83	\$3,329,860	
	Helena #1	\$6,247,920	
	Helena #5	\$1,560,082	
	Lincoln #112	\$429,253	
	Total	\$11,698,169	5.75%
Liberty	Chester #35	\$80,224	0.04%
Lincoln	Eureka #69	\$1,098,946	
	Libby #6	\$952,129	
	Troy #70	\$452,616	
	Total	\$2,503,691	1.23%
Madison	Ennis #60	\$1,244,913	
	Sheridan #105	\$405,406	
	Twin Bridges #77	\$145,904	
	Total	\$1,796,223	0.88%
Meagher	White Sulphur Springs #36	\$399,938	0.20%
Mineral	Alberton #138	\$196,068	
	St Regis #185	\$471,905	
	Superior #30	\$577,005	
	Total	\$1,244,978	0.61%
Missoula	Lolo #192	\$18,432,449	
	Missoula #170	\$5,831,715	
	Missoula #171	\$11,042,722	
	Seeley Lake #122	\$645,641	
	Total	\$35,952,526	17.66%
Musselshell	Roundup #44	\$660,114	0.32%
Park	Gardiner #58	\$836,907	
	Livingston #8	\$3,545,060	
	Wilsall #117	\$301,012	
	Total	\$4,682,978	2.30%

County	City	Gross Sales to Agent	Percent of Sales
Petroleum	Winnett #39	\$28,072	0.01%
Phillips	Malta #22	\$892,397	0.44%
Pondera	Conrad #33	\$503,265	
	Valier #78	\$88,759	
	Total	\$592,024	0.29%
Powell	Deer Lodge #11	\$718,390	0.35%
Ravalli	Darby #85	\$617,623	
	Hamilton #18	\$2,758,869	
	Stevensville #115	\$1,434,339	
	Victor #172	\$1,327,456	
	Total	\$6,138,287	3.02%
Richland	Sidney #50	\$1,028,890	0.51%
Roosevelt	Poplar #100	\$237,487	
	Wolf Point #52	\$869,005	
	Total	\$1,106,492	0.54%
Rosebud	Forsyth #23	\$401,920	0.20%
Sanders	Hot Springs #61	\$435,604	
	Plains #108	\$751,408	
	Thompson Falls #7	\$719,469	
	Total	\$1,906,481	0.94%
Sheridan	Medicine Lake #90	\$711,450	
	Plentywood #53	\$460,665	
	Total	\$1,172,116	0.58%
Silver Bow	Butte #116	\$6,933,853	
	Butte #2	\$2,004,368	
	Total	\$8,938,221	4.39%



County	City	Gross Sales to Agent	Percent of Sales
Stillwater	Absarokee #167	\$1,016,097	
	Columbus #16	\$619,526	
	Total	\$1,635,623	0.80%
Sweetgrass	Big Timber #17	\$536,636	0.26%
Teton	Choteau #34	\$296,976	
	Fairfield #130	\$97,415	
	Total	\$394,391	0.19%
Toole	Shelby #29	\$485,231	0.24%
Valley	Glasgow #24	\$1,101,986	
	Nashua #95	\$38,552	
	Total	\$1,140,538	0.56%
Wheatland	Harlowton #38	\$364,429	0.18%
Yellowstone	Billings #196	\$7,664,490	
	Billings #3	\$5,910,335	
	Billings #4	\$1,710,472	
	Laurel #65	\$9,603,158	
	Total	\$24,888,454	12.23%
Totals		\$203,535,490	



CONTACTS

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