### MINUTES OF THE MEETING BUSINESS AND LABOR COMMITTEE 49TH LEGISLATIVE SESSION HOUSE OF REPRESENTATIVES

March 26, 1986

The meeting of the Business and Labor Committee was called to order by Chairman Bob Pavlovich on March 26, 1986, at 2:30 p.m. in Room 312-3 of the State Capitol.

ROLL CALL: All members were present with the exception of Reps. Kitselman and Schultz who were excused by the Chairman.

CONSIDERATION OF HOUSE BILL NO. 14: Rep. Jerry Driscoll, District 92, sponsor of the bill, presented it to the committee. He explained the bill and stated that the Legislature last year set the policy that they didn't want state liquor stores closed. The Revenue Oversight Committee asked the department not to close. The only cost to reopening is the freight back from the warehouse to the store. They are still paying the lease and paying their employees. The contract the employees have is that they have 15 days' notice and they are still sitting at home collecting pay.

PROPONENTS: Rep. Budd Gould, District 61, Missoula, passed out an amendment, which is attached as exhibit 1. When the department looked at the stores in Missoula, it was decided that the Lolo store was to be closed. This store has done a fantastic job, and it is one of the few stores in the state that has had increases in sales. People are convenience oriented. Letters have gone out to people that have liquor stores to lower their margin from 10% to 8%. After the legislature passes this, which I hope that you will, a way to get around the agency stores is to drop to 2%. One of the things this committee should be aware of is that the agency liquor stores are looking at the same problems as Rep. Brown's bill is. They are being treated the same as a tavern as far as liability is concerned. We should have a set contract and it is something the legislature should be looking into. Rep. Simon may go to the idea of Oregon's allagencies type of stores. And we should be looking at the amount of profit that those stores should be making.

Rep. Harrington of District 68, Butte, stated he came to support HB 14, as this is a very important piece of legislation because it gives the Legislature the opportunity to tell the department of revenue that we want something to say about running the liquor stores in Montana. The revenue oversight committee has voted unanimously to wait until the next session before closing any liquor stores. The director of the department of revenue said he would do whatever he wanted to do. Rep. Harrington stated he was in favor of the amendment by Rep. Gould, and hoped the committee would adopt

this amendment. It is important to keep the liquor stores open in the state of Montana. There are leases that only run from month to month, and this is an issue that came up before the revenue oversight committee. Rep. Harrington asked the committee to give this bill a Do Pass, and take it to the next legislative session and give it a lot of consideration.

Senator Manning also appeared as a proponent and stated he is an employee of the State Liquor Division. The original bill came about because of the closing of a store in Great Falls. He stated he had gotten many phone calls from people who are upset because they were not able to give their opinion on this issue.

Rep. Nelson of District 6 stated he had received a telephone call from Tim Birk of Kalispell, and asked Mr. Birk to give his testimony. Mr. Birk read his written testimony, exhibit 2, which is attached. He stated store 195 in Kalispell is one of the stores which was closed and asked the Liquor Division to reconsider the decision to close profitable stores.

Rep. Marks of District 75 stated he was not appearing as either a proponent or an opponent. He submitted a letter from the Legislative Auditor, Scott A. Seacat, which is attached as Exhibit 3, along with a review of support for liquor store closures by the Department of Revenue. As far as the figures the Department gave them are, the calculations are sound. He stated he was not defending the Department, but thought the committee might be able to use the information.

Don Judge, representing the Montana AFL-CIO, stated this is a foul time to take this up, very inappropriate to do this at this time. He further stated Rep. Gould's amendment should be approved by the committee.

Rep. Paul Pistoria, District 36, Great Falls, also appeared in support of the bill. He stated he never thought this bill would ever come up, and that he attended the Oversight Committee. He said he challenges anyone, especially the Governor and John LaFaver where they could compare 2% with revenue. It is just like earmarking funds. He stated he is against closing of stores, as right now it is the only thing that is giving revenue, and suggested telling the Governor and John LaFaver to take orders from the Legislature. He asked that this bill be passed and do a favor to the people of Montana. Rep. Pistoria submitted written testimony (Exhibit 4) of his testimony before the Revenue Oversight Committee on February 21, 1986. This is attached.

Patti Scott, co-owner of the building that leases the state store in East Helena, appeared as a proponent of the bill. She presented written testimony (Exhibit 5) asking for support of this legislation and to stop Mr. LaFaver from closing of the liquor stores. She felt this is a decision for the Legislature to make, not a monthly paid state employee. Senator Fuller is going to be meeting with the committee on audits. There are so many other options other than closing the stores. She further stated that she feels the reason her store was closed is that they were so vocal in opposing the plan, and they wanted them out of the way. She finished by saying that if the Legislature supports this bill, it is saying that they will wait until the 1987 session to vote on it.

Ray Trudel of the United Food & Commercial Workers International Union, appeared as a proponent of HB 14. They have displaced nineteen or twenty employees, six or seven will be transferred to other stores and will have reduced hours. It is contrary to the Governor's "Build Montana" by putting people on welfare. He does not agree with the reasoning for some of the stores closing, especially those stores that are showing profit.

Mike Grunow, the Lolo agent, appeared in support of the bill. He provided written testimony which is attached as Exhibit 6. This shows that his store has produced almost \$1/2 million revenue to the state, and he felt it was not very good business to close his business. He stated that the problem is that two or three people in Montana have said he is expendable, and that it is not fair that they have the right to control someone's livelihood. He also presented a petition with over 1,400 signatures from people who want his store to remain open (Exhibit 7). In closing he said he has always heard that the small businessman is the backbone of this state, and that the legislature would lose a lot of pride from their constituents if they let this happen. He proposed that this be addressed in the 1987 Legislature.

Robert VanDerVere, representing himself, also appeared in support of HB 14. He stated he does not drink, but the liquor stores are making a profit for the state. He asked that this bill be passed as the state needs the revenue.

Hal Bevins of Walkerville, appeared in support of HB 14. He said Walkerville is an incorporated city, and he doesn't think it was really looked up which store should be closed. It is the only store in the area that has handicapped parking. They have only got four businesses up there now.

Dan Faulkner, Agent, Walkerville Liquor Store, presented

written testimony (Exhibit 8) in support of HB 14. He said that in two years he had converted the store to a profitable one. He is open six days a week - he is open on Mondays. It is a convenience to the public, and Mondays are the best days, but no one seems to be listening when he says Mondays are the best days.

OPPONENTS: John LaFaver, Director of the Department of Revenue, appeared in opposition to HB 14. He presented written testimony, which is attached as Exhibit 9. He stated that it is true that the Department is earning a profit. Thirteen years ago they started a slide, and liquor profits have fallen every year. The liquor system has worked hard within the confines they had to keep it from falling. He further stated he sympathizes with the sponsors of the bill, and the people outnumber him 20 to 1. It is not a happy situation. These kinds of decisions will be presented in a statewide way.

There were no further opponents to HB 14. Rep. Driscoll closed by asking the committee to put this off until the 1987 session to address it. There were a lot of laws passed in the last session on drunk driving and they caused the liquor sales to decline. HB 500 said a 13% profit must be made. It is a policy decision and there are a lot of businesses in the state making money. People are getting laid off, they are scared, and they have no other place to go.

DISCUSSION OF HOUSE BILL NO. 14: Rep. Simon asked Rep. Driscoll if Page 2, line 5 suggests that every time the Department wants to close a store, the Legislature would have to take each one at a time, and approve each one individually. Rep. Driscoll replied that something has to be done in the 1987 session, different than the last session, and felt it was important to wait until the next session so that the situation could be reviewed.

Rep. Simon then asked Patti Scott if during the last four years she had some information that the state did an analysis of her store, and that if it had been an agency store it would show more profit. Ms. Scott replied yes, that if it were an agency store, they could have given more profit to the State, and that she doesn't know why they didn't let them become an Agency store vs. a State store.

Rep. Simon asked her how many square feet she had in her store, and she replied 2,500, with a total sales of \$296,000 for FY 1985. Rep. Simon also asked the gentleman from the Lolo store the same question. Mr. Grunow replied that he had 1,000 square feet, with total sales of \$383,000 for FY 1985.

Rep. Simon asked Mr. LaFaver if all the assumptions made on the auditor's analysis are correct, and he also wanted to know what happens to the leases that are on the existing stores. Can the Department just cut them off? Mr. LaFaver stated that there is a provision that the state has a thirty day out if they are not going to operate a liquor store. The Department has to lay out the rationale. From a legal standpoint, most of the leases can be stepped out of with a thirty-day notice.

Rep. Simon then asked if the Department is proposing to change Agency stores from 10% to 8%, how many stores would survive. Mr. LaFaver replied he hoped all would be able to. There might be some that might have to combine with a grocery store.

Rep. Simon also asked why the Department chose the Walker-ville store in lieu of the Butte #2 store. Mr. LaFaver replied that instead of closing two stores in Kalispell, Helena, Butte, they closed only one in those areas. They listened a lot to the letters and phone calls they received, and there was much more concern with closing the uptown store. If any store should close, it should not be that one.

Rep. Simon said he had heard testimony in Rep. Quilici's committee on how important it was to keep Walkerville open. Mr. LaFaver replied that closing the Walkerville store improves the profit picture in a big way. The public would be much more inconvenienced by closing the uptown store than the Walkerville store.

Rep. Simon asked what sort of liability the Department has for their employees, and what sort of requirements will they have. Mr. LaFaver replied that when they have a reduction in force, these people have a priority in terms of statewide. The Department has been able to find work for most of those people. They have laid out that same sort of commitment to those people involved here.

Rep. Simon also asked how many Agents can survive on 8%, to which Mr. LaFaver replied that he can't answer.

Chairman Pavlovich adjourned at 4:00 p. m., and told the committee they would reconvene ten minutes after the Floor is adjourned for the day.

Rep. Harrington wanted it known that he did not want either store to be closed.

The meeting was called back to order at 5:00 p. m.

Rep. Thomas commented to Mr. LaFaver about the Missoula stores, and stated he had made it clear to the Department of Revenue that he feels cutting profit back to 8% is the

wrong way of going about it. That by going through with the 8% commission, it would bring the Lolo store within the same ration as the two Missoula stores. He wished one of the two Missoula stores could have been closed. It would have been more cost effective than the Lolo store. The problem with the Lolo store is that it is being taken out of a community. There is a demand, and now it is not available there. Everyone of those towns are a separate entity. The store is in a perfect spot and is building into a nucleus. If the commission cut goes through, it is negligible for a small community.

Mr. LaFaver answered that the bottom line is that profits are falling and if the Department doesn't do it soon, it is going to be every store in the state. If the stores don't make a profit, there won't be a liquor system. Within three to four years they will be out of business and it won't be just the seven stores, but all the stores.

Rep. Thomas said his question was what would we go to, would we go to an Agency store? Mr. LaFaver replied no, that only the state of Oregon has done this and they are very unhappy with it. The entire system has very serious problems. The alternative from a cost effective standpoint that would make any sense is to go to Wyoming, where the state wholesales and the bars and taverns are the only sellers of liquor.

Rep. Bachini asked Mr. LaFaver if it is possible that the Department will have a liquor store operating at a lower percentage than they are now. Mr. LaFaver answered that there are two types of stores. Some of the stores that they are recommending to close have a higher profit margin than others. They are going to do everything they can to operate the system. When looking at multi-outlet towns where there are only five blocks from one store to the other, that is where the sales would migrate to other stores. You can't use as a criteria only profit but you have to see where the store will move to.

Rep. Bachini then asked Mr. LaFaver what he considers an inconvenience to the public as to mileage to go to the liquor store, and what is the Department looking for as a maximum. Mr. LaFaver replied that the maximum is the Lolo store. From the Southque to Lolo is the furthest.

Rep. Ellerd told Mr. LaFaver that he doesn't find any objection with the action, and asked if the 10% to 8% would be offset by increasing the price of liquor in the liquor store. Mr. LaFaver replied that part of this proposal is to restrict the price markup. Right now there is a 40% markup, but they do not cover their administrative expenses on many of the products that they sell on that 40%.

Rep. Ellerd then asked if the Department has the right to raise prices or does it have to be through the Legislature. Mr. LaFaver answered that it has to be through the rulemaking process. Oregon and Washington are higher than Montana, Wyoming is marginally lower on certain products. However, Mr. LaFaver said he had not seen a recent price compilation. Rep. Pavlovich said that basically Montana is high.

Rep. Driscoll said that in the audit, \$500,000 was used to pay inspectors of liquor stores. Mr. LaFaver said that is a matter of legislative action. It does not make any difference if it is put in the general fund. The Legislature has looked at it and has chosen to leave it as it is.

Mr. Driscoll said that in the original proposal, the Evergreen store was proposed to be closed, and he wondered why the Department changed to the Lolo store.

Mr. LaFaver replied that the Evergreen store was not shut because a policy decision was made.

Rep. Driscoll asked Mr. Grunow of the Lolo store what the terms of his lease is, how many years. Mr. Grunow answered that it was ten years, to expire in 1989. He said there is a written contract between himself and the state of Montana and that is going to be tested. He further stated he bought space, hired people, etc., based on this agreement, and he feels he has some rights.

Rep. Kadas asked Mr. LaFaver what his next step would be, following his logic. Would he close more stores to get all the marketing down to one store. Mr. LaFaver replied that there is no way they would do that. It isn't going to work to serve Missoula out of one store. That issue was posed to him at a special hearing. This strategy will do what the Department wants to do. If they can get this down this year and next year, they have solved this situation of falling sales and falling profits. If they move this way for a long term, they will have it solved. They are not looking at closing more stores but they are going to be saving \$2 million. Nationwide, the projections are not that sales will fail.

Rep. Kadas asked if he was basing this on the Kalispell graph or something else. Mr. LaFaver said they are basing it on Helena, Kalispell, Missoula, Bozeman, and Great Falls sales continuing in those market areas, the Legislative Auditor took a good look at that analysis that by altering the number, you do very little to the sales volume.

Rep. McCormick asked Mr. LaFaver who came up with the 13%.

Mr. LaFaver answered that the Fiscal Analyst, in writing in the Appropriations Act, wrote in the 13%. The Liquor Division, unlike any other operation in the state, does not have a dollar limit on what it can spend, but they can't spend more than 15% of sales.

Rep. Glaser asked Mr. Faulkner from Walkerville if he felt he had a good faith with the state, and Mr. Faulkner replied yes. He said his contract was a five year contract. Rep. Glaser asked him if he had planned his life around this contract, to which Mr. Faulkner also replied yes. Rep. Glaser then asked Mr. Faulkner what kind of warning he had from the Department of Revenue, and Mr. Faulkner said he received a sixty-day notice, and that the media was his source of information.

Rep. Glaser asked Patti Scott of East Helena if she had good faith with the state, to which she replied yes, and that she had a five year agreement, and a five year lease. It was a good investment at the time. Rep. Glaser asked her also what kind of warning she had of the change. She replied that she learned about it in September through the grapevine, and in November the Oversight Committee unanimously rejected the proposal and moved that no stores be closed until the 1987 session had a chance to review the matter. Two weeks ago today she received official notice for thirty days.

Rep. Simon asked Mr. LaFaver if he was aware of the study that the Department had done in comparing the East Helena store, if it had been an agency store. Mr. LaFaver said if it had been converted to an agency store, it would be marginal as to the margin of profit even if they pay ten percent to the agency.

Rep. Simon stated to Mr. LaFaver that the Department knew it would make more profit for the next four years if it would have made more money, so why didn't they convert it to an agency store. Mr. LaFaver replied that he wasn't here four years ago, and that they are following the advise of the Legislative Auditor.

Rep. Simon asked Mr. Seacat, Legislative Auditor, what his findings mean so that they understand if he is supporting their criteria or defining their criteria. Mr. Seacat replied that they received a request from Rep. Marks. They have not looked at specific numbers, if these numbers are true, the calculations are accurate.

Rep. Simon said that the assumption in the report that the Department used is a monopoly that if one store is closed, all the business would go to the other store. Mr. Seacat answered that it is a summary, and that they did not recommend closing the East Helena store, and that this report is only an audit.

Chairman Pavlovich asked Mr. LaFaver when the \$13 million was mandated, to which Mr. LaFaver replied he believed it was 1977. Rep. Pavlovich then asked him when he worked for the Legislative Fiscal Analyst and Mr. LaFaver replied 1974 to 1981. Rep. Pavlovich also asked Mr. LaFaver if when he worked in the Department, did he bring up the \$13 million mandate, and Mr. LaFaver replied yes.

Rep. Pavlovich then asked Mr. LaFaver if he would have any objections if the Legislature took away the \$13 million and 13% and only say 'making a profit', to which Mr. LaFaver replied that he would have strong objections to it.

DISPOSITION OF HOUSE BILL NO. 14: Rep. Driscoll moved that HB 14 DO PASS. He explained that the reason the language was stricken from 13% to 15% was because Governor Schwinden requested it.

Rep. Driscoll then moved to amend page 2, line 4 by striking 'and', and inserting 'or. Question being called for, motion PASSED unanimously.

Rep. Driscoll then moved Rep. Gould's amendment. Question being called for, motion PASSED with Rep. Ellerd and Rep. Brandewie voting no. Rep. Kitselman, who was excused, wanted it on record that he had voted yes on both issues.

Rep. Glaser said that in less than 90 days we are going to be back here, and that it is essential that we remain in go covenant with the people that we represent. It appears we have a man out there who can't keep in good covenent with these people we represent, and it bothers me. He said he was going to support Rep. Driscoll's bill.

Rep. Kadas moved to use the same termination as Rep. Gould for the whole bill, of July 1, 1987.

Rep. Ellerd said he doesn't want to raise people's taxes to offset these programs, and he said he was going to vote against this bill. When we come back in June it has to be by cutting expenditures or raising taxes. He further stated that he felt sure that John LaFaver doesn't like the position he has been put into. Rep. Ellerd also said it was hard for him to vote against the young man whose livelihood is being taken away, or the farmer.

Question was called for on Rep. Kadas amendment on termination date, and motion  $\underline{PASSED}$  unanimously. The record shows that Rep. Kitselman also voted yes.

Rep. Simon stated he was concerned about the stricken language on page 3. Rep. Brandewie said that we are taking away all the other options. We are not requiring showing profit, and he sympathizes with all the people who are

going to lose their jobs. The Legislature gave them the mandate to try to do it, and now we are wanting them to do it in a businesslike manner.

Rep. Simon questioned if we had stricken the ability for the Department to create agency stores if we strike all the language, and wondered if there would be any problem with reinserting the language.

Rep. Driscoll said that marginally profitable is hard to define.

Rep. Kadas suggested reinserting rest of line 4, page 3, except 'and the number', and following 'distance', insert and location of stores may be converted to agency stores in an orderly manner. Rep. Simon moved the amendment. Question being called for, motion PASSED unanimously.

Rep. Kadas stated he agreed with Rep. Brandewie, that we are going to be back in two months and we are going to be laying off more people than what we are looking at here. There has been so little notification to the people involved and that disturbs me the most.

Rep. Simon said he was disturbed about the potential income being given up. There is a potential loss with the state for potential lawsuits. He felt the Legislature should look at it at the next session, and said he does not like the bill, but would support it.

Rep. Glaser said that in June every state employee in the state of Montana will be in jeopardy. The others think that what the Department has done is no better than BN.

Rep. Driscoll said that the people have been told if they work hard and make the state a profit, they will have a job, and they did that. They thought they had a job, they were friendly, and now they don't have the job because they are not making the desired profit even if they are making a profit. He questioned how many people are in fact making what they want to make. Laying off people is not the answer. The Auditors have made a glorified fiscal note, \$20 - 80,000 is not recognized in the fiscal note.

Rep. Bachini said that in looking at these figures, which figures are correct. He said he has seen different figures, and that he has to go with the bill.

Rep. Ellerd said that we know the bill is going to pass, but I am not supporting the bill. He suggested to Rep. Driscoll to go down to the second floor and blame the Governor. Rep. Ellerd said he was sticking up for the Governor, that he is only talking about John LaFaver. He felt the Legislature will be sick when they get back here

Business and Labor March 26, 1986 Page 11

for the next special session. We are going to have to cut our own wages. We can't operate the way we are.

Rep. Wallin said that if this bill passes, it is a good way to get Rep. Simons' bill back. If the liquor business doesn't make any money, he is doomed.

Question was called for on the motion of <u>DO PASS AS AMENDED</u>. Motion <u>CARRIED</u>, with Representatives Wallin, Thomas, Brandewie, Keller and Ellerd voting no. Rep. Kitselman, who was excused, voted yes.

There being no further business to come before this committee, the hearing was adjourned at 6:45 p.m.

BOB PAVLOVICH, Chairman

### DAILY ROLL CALL

BUSINESS	AND	T.ABOR	COMMITTEE
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49th LEGISLATIVE SESSION -- 1986 SECOND SPECIAL SESSION

Date March 26, 1986

NAME	PRESENT	ABSENT	EXCUSED
Rep. Bob Pavlovich, Chairman	<u> </u>		
Rep. Les Kitselman, V-Chairman			
Rep. Bob Bachini			
Rep. Ray Brandewie			
Rep. Jan Brown			
Rep. Jerry Driscoll			
Rep. Robert Ellerd			
Rep. William Glaser			
Rep. Stella Jean Hansen			
Rep. Marjorie Hart	/		
Rep. Ramona Howe	V		
Rep. Tom Jones	$\overline{\hspace{1cm}}$	·	
Rep. Mike Kadas			
Rep. Vernon Keller			
Rep. Lloyd McCormick	$\overline{\hspace{1cm}}$		
Rep. Jerry Nisbet	$\sqrt{}$		
Rep. James Schultz			V
Rep. Bruce Simon	<u></u>		
Rep. Fred Thomas	V		
Rep. Norm Wallin			
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### STANDING COMMITTEE REPORT

			March 26,	1986
Mr. Speaker:	We, the committe	on RUSINESS AND LA	BOR	
report	YER BILL BO.	<b>T4</b>		
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be amendi	D AS POLLOWS	:		
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2. Title Strike:	AND"			
Pollowing Strike: Insert: Pollowing	-	MINATION DATE"		
4. Page Strike: Insert:	2, line 4. "and"			
Pollowing Insert:	3, line 10. 1: "distance "and location stores may b	a of stores and emp	loyees. Monprofitab cy stores in an orde	le state rly manner.'
Insert:	"MEW SECTION commissions legislative tion of the of revenue m such operati remain in ef	payable for operaticonsideration. To operation of agency ay not change the rons until July 1, 1 fect as they were o	ge prohibited in rate on of agency liquor facilitate legislatic liquor stores, the ate of commissions pages. All such commis n January 1, 1986.	stores ve examina- department ayable for
Renumber:	Subsequent	sections		
FIRST	reading copy (	WEITE )		

EB 14

March 26, 1986....

7. Page 3, line 18. Following: "applicability" Insert: "-- termination" Following ..."
Insert: "(1)"

8. Page 3
Following: line 20
Insert: "(2) This act terminates on July 1, 1987."

### AMEND HOUSE BILL 14 INTRODUCED COPY:

1. Title, line 10. Following: ";"

Insert: "PROVIDING THAT THE DEPARTMENT OF REVENUE MAY NOT CHANGE THE RATE OF COMMISSIONS PAYABLE FOR THE OPERATION OF AGENCY LIQUOR STORES UNTIL JULY 1, 1987. TO ALLOW THE FIFTIETH LEGISLATURE TO EXAMINE THE ISSUE

OF AGENCY STORE COMMISSIONS;"

2. Title, line 12. Strike: "AND"

3. Title, line 13.

Following: "line 12

Strike: "AND" Insert: ","

Following: "DATE"

Insert: ", AND A TERMINATION DATE FOR COMMISSION PROVISIONS"

4. Page 3.

Following: line 10

Insert: "NEW SECTION. Section 3. Change prohibited in rate of commissions payable for operation of agency liquor stores -- legislative consideration. To facilitate legislative examination of the operation of agency liquor stores, the department of revenue may not change the rate of commissions payable for such operations until July 1, 1987. All such commissions must remain in effect as they were on January 1, 1986."

Renumber: Subsequent sections

5. Page 3, line 18.
Following: "applicability" Insert: "-- termination"

Following "." Insert: "(1)"

6. Page 3.

Following: line 20

Insert: "(2) Section 3 terminates on July 1, 1987."

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Revolvene Seen. P.O. Box 1339
Kalispell, Mor

Kalispell, Mont. 59903

March 22, 1986

Administrator. Liquor Division Montana State Dept. of Revenue Room 375 Sam W. Mitchell Building Helena. Mont. 59601

### Dear sir:

During the summer of 1980 my partner Bob Arndt and I responded to a solicitation for space to build and lease a special purpose building as a state liquor store on Kalispell's South Side. This area was selected because of the concentration of tourist facilities within the area. Since its opening, this store has shown continous profits.

On September 1, 1984 the initial lease expired. Since that time Bob and I have gotten contradictory reports as to what was actually going to happen with the State and our building.

We were lead to believe that while the store was profitable there was little doubt that the lease would continue as long as the State remained in the liquor business.

On the 14th of March I had the opportunity to talk with John LaFaver when he visited store 195 in Kalispell. After reviewing the store we talked briefly and he indicated that he would review the closure of this store. Three days later I received an unsigned copy of a letter dated March 14 terminating the lease and closing the store.

I feel that the Liquor Division is damaging itself in two ways:

- (1) The loss of revenue from sales of liquor from this store.
- (2) Damage to the credibility of the State for dealing such a cavalier manner with the lessor and its own employees.

If the State of Montana feels that the closure of this store is necessary. I would ask two things:

(1) That sufficient notice of the termination of lease be given to find a suitable tenant for such a special purpose building.

(2) That information regarding leases not released to the press before lessors are notified.

The State of Montana has been advocating the "Build Montana" program for the past several years. The purpose of this campaign is to encourage economic development and investment. With this single closure two and onehalf jobs have been eliminated, and this building, constructed for the State, faces foreclosure.

I hope that the Liquor Division will reconsider the decision to close profitable stores.

#\\c\

Tim Birk

TRB: cm

### STATE OF MONTANA

Exhibit 3 March 26, 198 HB 14 Rep. Driscol

## Office of the Legislative Auditor



STATE CAPITOL HELENA, MONTANA 59620 406/444-3122

**DEPUTY LEGISLATIVE AUDITORS:** 

JAMES GILLETT
FINANCIAL-COMPLIANCE AUDITS

JIM PELLEGRINI PERFORMANCE AUDITS

LEGAL COUNSEL:

JOHN W. NORTHEY

March 26, 1986

Representative Bob Marks House of Representatives State Capitol Helena, MT 59620

Dear Representative Marks:

Attached is our preliminary analysis of the documentation and support provided by the Department of Revenue for the closing of seven state liquor stores.

In addition, we have been requested to do a follow-up to the performance audit done by our staff of the Liquor Division in 1982. This follow-up will be completed before the Legislative Audit Committee meeting in May 1986.

If I can provide further assistance regarding this matter, please contact me.

Sincerely,

Scott A. Seacat

Legislative Auditor

SAS/js2i

Attachment

### OFFICE OF THE LEGISLATIVE AUDITOR

# REVIEW OF SUPPORT FOR LIQUOR STORE CLOSURES BY THE DEPARTMENT OF REVENUE

March 1986

### BACKGROUND

State liquor profits as measured in 1985 dollars are the lowest they have been since the establishment of the state liquor enterprise in 1934. The primary reason cited for the reduction in liquor profits is the decline in sales and consumption of alcohol. The decline is considered a result of lost table wine sales, drunk driving laws, third-party liability decisions, increased competition from other beverages, emphasis on health and fitness and intensified publicity surrounding the social and economic costs of alcohol abuse. In an attempt to reverse the decline in liquor profits, the Department of Revenue has adopted a four-part plan comprised of the following:

- 1. close stores in multi-store market areas,
- 2. restructure prices,
- 3. inventory control, and
- 4. reduction in store hours

This report addresses the action to close stores in multi-store market areas.

#### Liquor Division Analysis

First of all, an analysis by the Department of Revenue was done to identify the relationship between the number of liquor store and total sales in each of the seven major market areas. The analysis plotted the following:

- 1. total sales,
- 2. sales of the initial store(s), and
- 3. sales of the additional stores.

The results showed that in all seven areas there appeared to be no significant increase in total sales following the opening of a new store in the area. Rises in sales at the new stores appeared to be strongly associated with declines in sales at the other stores. Therefore, evidence suggests that the opening of new stores merely shifted, rather than increased sales (see Attachment A).

### Criteria Used to Identify Stores

The department identified seven multi-store market areas in which store performance would be analyzed:

- 1. Butte market area 3 stores
- 2. Kalispell market area 3 stores
- 3. Billings market area 4 stores
- 4. Helena market area 3 stores
- 5. Bozeman market area 2 stores
- 6. Great Falls market area 3 stores
- 7. Missoula market area 2 stores

A profit margin (net profit divided by net sales) and expense ratio (total expense divided by net sales) was calculated for each store in the seven market areas. In five of the market areas, the store with the lowest profit margin and highest expense ratio was picked for closure. In two of the market areas (Butte and Great Falls), the store with the second lowest profit margin and second highest expense ratio was selected rather than the lowest. The decision was based on public comment, community support, liquor licensee sales (taverns, bars, etc.) and licensee support.

### Analysis and Assumptions

An analysis was done by the department to calculate the savings the division would have realized during fiscal year 1984-85 if the seven stores identified had been closed (see Attachment B). The division used the following assumptions:

- The trend identified when additional stores were opened will be reversed and operating costs will be saved with very little loss in sales.
- 2. A total of 3½ FTE from the closed stores will be assigned to the remaining stores in the seven market areas.
- 3. Administrative overhead will be reallocated from the stores closed to the remaining stores.
- 4. Freight expense for closed stores will be reallocated to the remaining stores.

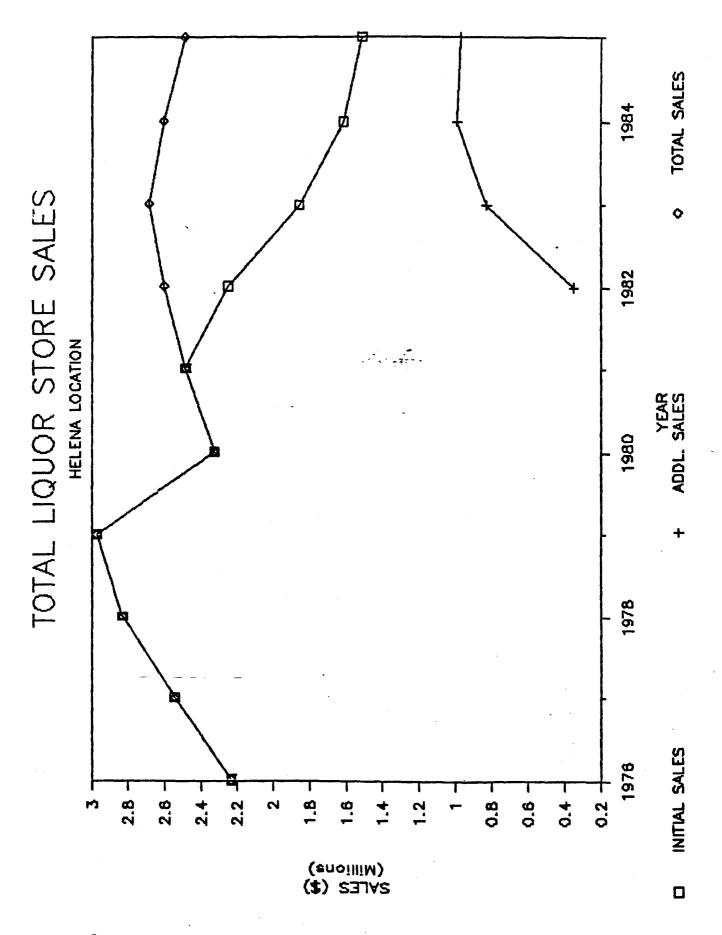
5. The Bozeman store's lease would have to be paid until the end of the lease term (1990).

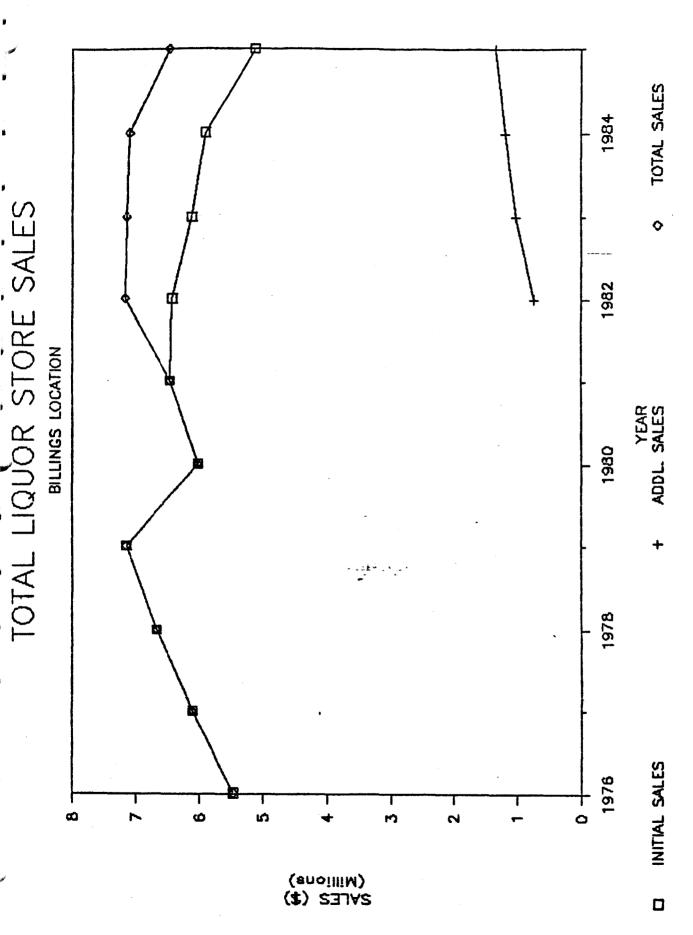
Using the same assumptions, the division calculated the savings for the remainder of fiscal year 1985-86 and all of fiscal year 1986-87. The division also assumed all stores would be closed on May 15, 1986, and expenses would increase by 4 percent due to inflation (see Attachment C).

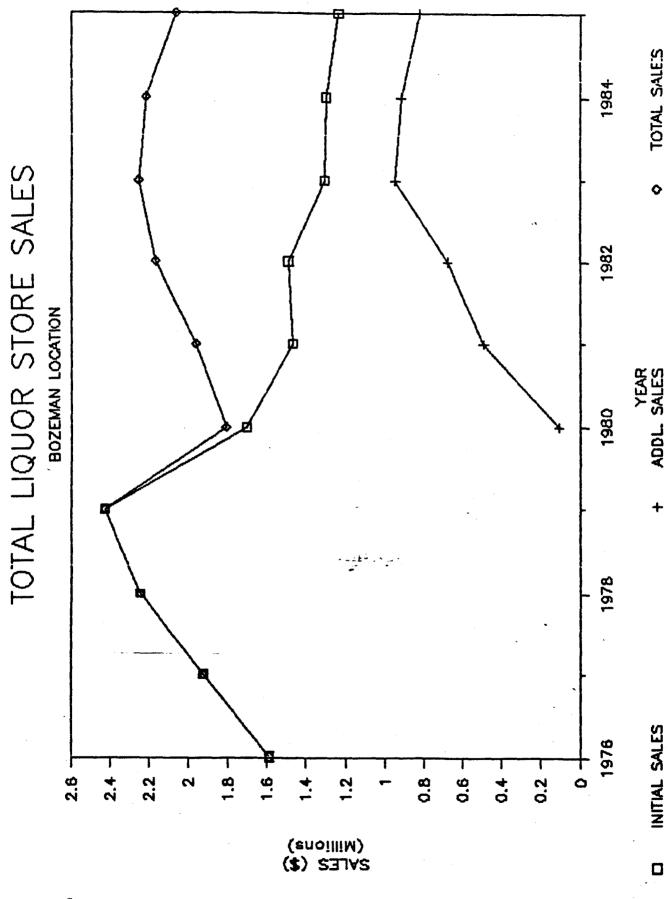
Based on this analysis the Liquor Division would save \$90,800 in fiscal year 1985-86 and an additional \$471,300 in fiscal year 1986-87.

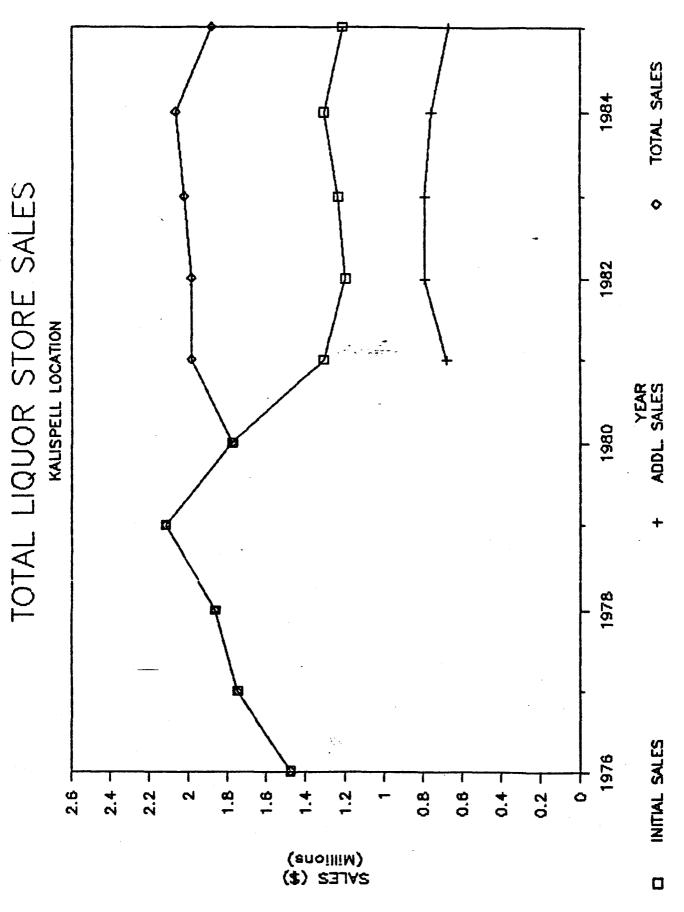
### Conclusion

Based on the calculations presented and if all of the assumptions hold true, we believe the projected analysis done by the Liquor Division is accurate.









CLOSE-7		FY85	FY85	FYB5	FY85	FY85	FY85	ESTIMATED	ESTIMATED
	STORE	UNIT	NET	NET	PROFIT	TOTAL	EXPENSE	PROF11	COST
*****	************	SALES	SALES	PROFIT	MARGIN	EXPENSES	RATIO		DECREASE
KALISPE	LL MARKET AREA	**************************************	*******	*****	*****	*******	****	******	*****
	KALISPELL 12	162,975	\$967,815	\$140,374	14.50X	\$138,846	14.352	<u> </u>	
	KALISPELL 195	84,539	\$536,010	\$37,825					
	EUERGREEN 67	- 1,000	\$205,288	\$28,529	13.90%	\$31,922	15.55%		
		282,410	\$1,709,113	\$206,728					
	KALISPELL 12	247,514	\$1,503,825	\$280.049	18 627	\$151 £95	10 009	,	
	EUERGREEN 67	34,896	\$205,288	\$25,577	12 467	\$34 R74	16 991	, ,	
		282,410	\$1,709,113	\$305,626				\$98,898	\$98,895
******	**********	<del>*************************************</del>	*******	********	<del>(******</del>	<del>*********</del>	******	****	******
	ARKET AREA								
	BUTTE 2	101.599	\$586,956	\$53.304	9 082	\$118,442	20 181	!	
	BUTTE 116		\$1,124,156						
	WALKERUILLE 137		\$306,792						
			\$2,017,904						
	BUTTE 2	152,183	\$893,748	\$130.821	14.64%	\$127_891	14.312	!	
	BUTTE 116		\$1,124,156						
			\$2,017,904					\$42,375	\$42,374
*****	**********	* <del>*****</del>	<del>*************************************</del>	**************************************	<del>******</del>	*******	*****	******	******
BILLING	MARKET AREA								
	BILLINGS 3	264,318	\$1,648,198	\$254.298	15.43%	\$216.041	13.112		
	BILLINGS 4		\$1,691,781						
	BILLINGS 5	126,696	\$748,875	\$80,277	10.72%				
	BILLINGS 196	179,959	\$1,071,553	\$156,682	14.62%	\$147,973	13.81	}	
		896,932	\$5,160,40?	\$724,804	14.05%	\$729,267	14.132	;	
	BILLINGS 3	327,666	\$2,022,636	\$341,215	16.87%	\$234,525	11.60%	<b>:</b>	
	BILLINGS 4	389,307	\$2,066,219	\$319,770	15.48%	\$253,927	12.292	:	
	BILLINGS 196	179,959	\$1,071,553	\$151,019	14.09%	\$153,636	14.34%	<b>(</b>	
		896,932	\$5,160,407	\$812,005	15.74%	\$642,088	12.442	\$87,201	\$87,179
******	<del>.</del> **********	***********	*******	<del>(*****</del>	******	****	*******	******	*********
BOZEMAN	MARKET AREA								
	BOZEMAN 9	173,416	\$995,367	\$131,489	13.21%	\$153,743	15.452	<b>!</b>	
	BOZEMAN 193		\$661,570						
			\$1,656,937						
	BOZEMAN 9	285,393	\$1,656,937	\$280,660	16.94%	\$194,306	11 .737	\$75,027	\$75.024
*****	GUZZINN J								

CLOSE -7	STORE	UNIT SALES		NET Profit		TOTAL Expenses	EXPENSE RATIO	PROFIT Increase		
HELENA M	IARKET AREA	**********	******	*******	*****	*******		********	*****	
	HELENR 1	202.376	\$1,211,702	\$163.864	13.52%	\$181.640	14.992			
	HELENA 197		\$776,694			\$119,884				
	ERST HELENA 83	39,762	\$236,378							
		372,365	\$2,224,774	\$281,695	12.66%	\$355,103	15.96X			
	HELENA 1	202,376	\$1,211,702	\$159,392	13.15%	\$186,114	15.36X			
	HELENA 197	169,989	\$1,013,072	\$168,459	16.63%	\$122,83?	12.13%			
		372,365	\$2,224,774	\$327,851	14.74%	\$308,951	13.89%	\$46,156	\$46,152	
*****	**************************************	*****	*****	*****	******	*******	*****	******	*******	
GREAT F	ALLS MARKET AREA									
	GRERT FALLS 139	199,167	\$1,192,575	\$159,481	13.37%	\$185,617	15.56%			
	GREAT FALLS 140	•	\$1,086,606	•		\$149,161				
	GREAT FALLS 141		\$1,225,440			\$168,955				
		595,957	\$3,504,621	\$499,212	14.24%	\$503,733	14.37%			
	GREAT FALLS 139	304,382	\$1,805,295	\$305,275	16.91%	\$213,638	11.83%			
	GREAT FALLS 141	291,576	\$1,699,326	\$283,609	16.98%	\$195,426	11.50%	\$94,672	\$94,669	
		595,957	\$3,504,621	\$593,881	16.95%	\$409,064	11.67%	ı		
*****	<del>₭</del> ``₭ ₭¥₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩	*****	******************	<del>********</del>	*****	*******	*****	*****	*******	
MISSOUL	A MARKET AREA									
	MISSOULA 170	227,008	\$1,405,918	\$201,249	14.31%	\$201,917	7 14.36%			
	MISSOULA 171		\$1,743,776	•						
	LOLO 192		\$306,140							
		579,077	\$3,455,834	\$495,805	14.35%	\$495,997	7 14.35%			
	MISSOULA 170		\$1,712,058			\$211,35				
	MISSOULA 171		\$1,743,776							
		579,077	\$3,455,834	\$530,296	5 15.34%	\$461,511	1 13.35%	\$34,491	\$34,486	
*****	<b>F################</b>	******	*****	*****	******	******	*****	******	*****	
CLOSURE	ASSUMPTIONS:							\$478,820	\$478,779	
	4 011000750							*****	*******	
1.	1/2 FTE ALLOCATED EACH	I IN RITTIN	62 #3 # BILLI	7# CdM				<b>£</b> 9 959	\$9,858	ADMINISTRATIVE COST
2	1/2 FTE ALLOCATED EACH	to erfat	FALLS #139 R	GREAT FALLS	S #141					GREAT FALLS 140
<b>6.</b> .	ara i la macoomian Elloi	. TO OKER	AIDY G	enem I Hele	14		•			ERST HELENR 83
3.	1 FTE ALLOCATED TO BOX	ZEMAN						\$20,883	\$20,883	BOZEMAN 193
			•						\$23,666	
4.	1/4 FTE RLLOCATED EACH	H TO MISSOU	LA #170 & MIS	SOULA #171						WALKERUILLE 137
							A AP	\$15,791	\$15,791	KALISPELL 195
5.	ADMINISTRATIVE OVERHE	AD HAS BEEN	REALLOCATED	FROM CLOSE	U STORE 1	O REMAININ	6 STORES	\$121.886	\$1.71 RRG	TOTAL ROM COSTS

*LIQSUM-1 *03/16/86 C D *09:52 AM	******** * F	* H *
LIQUOR DIVISION	* FISCAL 198	6 * FISCAL 1987 *
REVENUE ESTIMATE	* \$5,319,00	0 * \$5,174,000 *
* LESS PROJECTED LIQUOR NET PROFITS	* \$4,561,00	0 * \$3,983,000 *
* PROJECTED REVENUE SHORTFALL	*	0)* (\$1,191,000)* *
* LESS PROJECTED LIQUOR SAVINGS	* \$192,10	0 * \$1,758,300 *
* REVISED REVENUE SHORTFALL/SURPLUS	* (\$565,90 *	0)* \$567,300 * *
* TOTAL BIENNIAL REVENUE ESTIMATE SURPLU	S*	* \$1,400 *
* TOTAL BIENNIAL LIQUOR SAVINGS	* *******	* \$1,950,400 *
* ADMINISTRATIVE EXPENSE REDUCTIONS	*	* *
* ELIMINATE ADMINISTRATIVE CLERK \$ * ELIMINATE STAFF TRAINING \$1	8,500 * \$8,50 7,000 * \$17,00	* * * 0 * *
* TOTAL ADMINISTRATIVE REDUCTIONS \$2	5,500 ± \$25,50	0 *
LIQUOR STORE EXPENSE REDUCTIONS	*	* *
1. CLOSE 7 STORES-MAY 15, 1986	*	* *
* EAST HELENA #83  * GREAT FALLS #140  * KALISPELL #195  * BILLINGS #5  * BOZEMAN #195  * WALKERVILLE #137  * LOLO #192	* \$11,50 * \$26,20 * \$25,40 * \$24,90 * \$23,40 * \$4,50	00 * \$119,000 * 00 * \$107,000 * 00 * \$112,500 * \$104,200 * \$52,900 *
* TOTAL ANNUALIZED STORE SAVINGS	\$120,40	00 * \$603,500 *
* LESS:  * RETAINED STAFF.  * BOZEMAN LEASE.  * FREIGHT OUT.  * TOTAL STORE SAVINGS.	* (\$3,70 * (\$9,00	)0)* (\$17,900)* )0)* (\$45,000)*
* 2. REDUCE HOURS 1 HOUR PER DAY EFFECTIVE MARCH 4,1986	*	* 90 * \$230,000
3. PRICE RESTRUCTURING	*	\$0 * \$870,000 *
* 4. REDUCE COMMISSIONS TO 8% * EFFECTIVE MAY 1, 1986	* * ** \$3,86	* * 90 * \$187,000
+ PROJECTED LIQUOR ENTERPRISE SAVINGS + PROJECTED BIENNIAL LIQUOR ENTERPRISE SAVINGS	* \$192,10	00 * \$1,758,300 * \$1,950,400

Perh Klier- Mer. 13 1986 - Chry of HB 14 19 26 19 Clastice & the

(Representative Paul Pistoria requested staff of the Legislative Council to prepare this verbatim transcript of his testimony before the Revenue Oversight Committee on February 21, 1986.)

5 Pages:

I am state Representative Paul Pistoria. I'm happy to be here. I know each and every one of them. And, if you don't know Paul Pistoria by now you never will.

Chairman Williams: I've got five minutes for you Paul.

Representative Pistoria: Oh God. Now to start out with, we just -- I brought this along; I'm not going to go all over it. This is only half of it. It deals with the quota -- no -- the wine, the quota, and closing down stores -- liquor stores -- in the state of Montana.

I am entirely against closing all these profitable stores. Now, it seems funny that I'm a Democrat that I would go against our Democratic Governor and a fine gentleman like John LaFaver. But if you -- like I said before -- that's the kind of person I am. I'm my own man. If a Democrat's wrong I go against him, if a Republican is wrong I go against him, and vice-versa. And I think they all know that. Even Gerry Devlin knows that.

Chairman Williams: Let's get back to the story.

Representative Pistoria: Yeah. So you see this is one time I go against the Governor. And I've always had good dealings with John [LaFaver], but I just have to go against him on this issue. And it's nice that he sent me this report, but I'll tell you, I went over it and I know a little math myself. And, you just can't make up that profit, just like this fine piece of, what would you call it?

Okay. Now, to start off with I want to tell you people here, primarily, to start out with, nobody here today has ever thought of, I think it was with an initiative -- 84. Yeah, by the

Libertarians. You ever heard of them before? They're kind of getting slow you know, I'm seeing they are less trying to run this year, so I guess they got scared out, by not only my friendly Republicans, but also my friendly Democrats. See?

Chairman Williams: We're getting off the topic of the business. Paul, I'd like to call your attention, we haven't got too much time, so--

Representative Pistoria: Yeah, but anyhow I've got to bring this up. All right, you know what happened to the wine business. The issue passed, and as you all know, what happened at that time. I was one of the promoters against it along with the Montana Tavern Association. And, I put out a cartoon. And, I'm going to pass it around. It shows you the—(pause in tape.) ... how often this jibberish they told us if you give us this, we'll make up that \$3 or \$4 million dollars. Well, we've lost \$3 or \$4 million. They didn't live up to that and it has been going on since 1978, so that would be eight years. So, what we should do is consider taxing these distributors, some way where they — the wine is taxed, some way where we make up this revenue. See..

<u>Chairman Williams</u>: Paul, I'm going to have to call your attention to the fact that you have got to stick to the subject of the topic.

Representative Pistoria: Well, I'm leading up to that -- why we shouldn't lose that. Now..

Chairman Williams: Let's stick to the topic. Now, we're talking about closures, so stick to that, please.

Representative Pistoria: Okay. Okay, well, I'm bringing it up as something for us to think about. The other thing is, on closing, there's four times -- four times -- the issue of closing our liquor stores. One was in -- a -- November 2, which failed,

and then in the Revenue Oversight Committee on November 13 -- you weren't there. Bruce Simon and Spring, who was representing the Governor's Council on Management, -- and of course I spoke there. And, it failed. Then Senator Dover, in 1983, he had a Senate bill 405, and it failed in Senate Administration. It failed badly. Then last session, Bruce Simon had HB 527 to get the state out of the liquor business. You know what happened? It failed in committee so bad. But it was brought back on the floor and what happened? It got defeated 79 to 20. And, you know what happened? A fine Republican like Tom Jones made a motion, "do not pass". Imagine that, and by God it did fail, so I think the closing of the stores that are profitable ought to be the end of the subject.

Now, here's another thing, I've been a -- I just can't go along with John LaFaver and our fine Governor that we've got to lower the expenses two percent. This is revenue; this is not an And I praise him for trying to use expense to run our government because it is tax money. This is not tax money; this So I can't see where they can try to compare the two together. Now, there's no way that you can compare it. think it's foolish to compare that we're going to meet up that 2 percent. Now, I don't want to really duplicate some of the things said here. But it -- more finally -- why, I took the sheets out of the -- out of the financial report by the revenue department and it was done by a fine tooth comb -- and what I did for you people, I made it so to show you I'm not just saying that I want to keep the stores closed in -- keep the stores open in Great Falls. I want all the stores that's profitable in the state. This right here shows that -- they -- why in the heck did they want to fool around with it? I'm going to pass these around. I got enough here to pass around to you people.

Chairman Williams: I believe that's already been passed around, Paul. Representative Pistoria: Well I don't think it's passed around like this. No -- no sir. Because I got the -- the amount -- you know no one thinks like Pistoria, I'll tell you that right now -- so I want this passed around so you'll have it. I did it a little different. See?

Chairman Williams: It is not authentic.

Representative Pistoria: Well it is authentic, and then they're going to guess to what this darn sheet says. I tell you, I can't get over it. I really can't. It's amazing where they're making a profit. There's no business -- there's no business practically any business in the state of Montana that's making over 10 percent. Anybody that's making 10 percent or less has a little problem. But when we're making that -- that amount of revenue to the state of Montana -- even if it's less, the state needs that money. And you know I don't do much drinking, you know I go around to all the parties, you never see me drinking much. But I am one that's for this particular thing, and by God if we don't have -- you people have the power to tell the Governor, and John LaFaver, "drop this whole matter until the Legislature meets in '87". And, in '87 we'll even defeat it again to not close our stores, only the profitable ones. We want to stay in the liquor business, because that's about the only thing that we've got giving revenue to the state of Montana. Thank you.

### OPEN DISCUSSION PORTION OF THE MEETING:

Representative Pistoria: I want to make three or four seconds. People on -- even the west side didn't even say. How many been here in Great Falls? I'll bet there's -- everybody is familiar with this one. You know by closing-- now as I-- before I say that I -- I don't want the west side closed, I'm in favor of not closing all stores. But the west side store -- a lot of people

never brought that up today -- that store is everything west of the Missouri and north of the Missouri. And, I would -- I don't know if I'm accurate, but a third of Great Falls would be out of liquor. That's a fact. A -- Helen [O'Connell], do you think that everything on the west third of Great Falls, the country club and all of that -- and Black Eagle -- and... Okay, that's all I've got to say.

6055b:BOHYER:jj

ers of the Legislature:

is of the classe. He would have you believe the profits are fair to the "required 1989" Mr. LaFaver presented this claim to be supposed to "save" the system which included closing to stores: Fast Hefena #83, Helena #197, Butte #2, Kalispell #197, Buffings #5, Bozeman #9, Great Falls #141, Missoula #171, Evergreen Agency and Walkerville Agency. Other stores on the "hit list" are Hungry Horse, Lolo, Belgrade, Ronan, and Victor.

Kalispell #195, Great Falls #140, Bozeman #193, Missoula #170, Walkerville and Lolo Agencies.

At the February 21st meeting, the Revenue Oversight Committee UNANIMOUSLY rejected the proposal and moved that no stores be closed until the 1987 Session had a chance to review the matter. Members of the Committee are: Rep. Mel Williams, Chairman, Rep. Gerry Devlin, Rep. John Harpy Rep. Dan Harrington, Sen. Tom Hager, Sen. Joe Mazurek, Sen. Bill Norman, Sen. Bruce Crippen, and Sen. Bob Brown. Absent from this meeting were Rep. Jack Ramirez and Sen. Tom Towe.

Reasons for rejection of LaFavers proposal were varied, but the forlowing Facts played an important part:

- 1. A Revenue Department document verified the net profit as of December 31, 1985 (half-way through FY86) was 12.92%. The legislative language states the Division "shall attempt" to return a 13% profit. It was obvious profits were at the required level.
- 2. LaFaver claimed 100% (all) of the sales in the stores proposed for closure would immediately go to the remaining stores. The Committee questioned this "assumption." At a time when revenue is sorely needed by the State General Fund, now is not the time to test LaFaver's theory.
- 3. Declining sales are a problem, but the State is still making a profit. It is not the same profit it made 10 years ago, nor will it ever be again. But there is clearly no emergency that merits closing profitable stores. Closing stores and makingthe product less available will not help declining sales.

LaFaver has not done any kind of "economic impact" study regarding all these closures. There is no plan for private industry to take over. Loss of sales will mean less tax revenues for cities and counties. East Helena lost approx. \$3000 per year when they shut the doors to the public. This is based on our walk-in traffic. Normally, East Helena would receive \$10,000 per year from tax revenues off the liquor, beer and wine sales. If sales go down state-wide, East Helena will lose more, as will every city and county in Montana.

And sales will go down, because store closures will not stop with these seven stores. We believe Helena #197 will close in November, when its' lease expires. Why should Helena have two stores, when there will only be one store left in Missoula, Bozeman, and Great Falls. We believe LaFaver has a minimum of 20 more stores targeted for closure between now and the end of FY\$7. Just ask him and see what he says.

near Members o

East Helena's official closure date is April 13, 1986. And yet, the store was closed to the public on March 18, and COMPLETELY CLEARED OUT BY MARCH 26. So the State is paying for a vacant building for the next three weeks and the manager's wages for another 10 days. We assume, she'll sit in the empty building. We believe LaFaver wanted us closed before we could get help from the Special Session. East Helena gave LaFaver aggressive oposition before the Revenue Oversight Committee, so he is getting us out of the way now.

How is it a salaried employee can have so much power to affect so many people? Why is he allowed to defy the Legislature? LaFaver obviously has nothing to lose - the Legislature can't fire him. We don't know John LaFaver personally, or his background. We have always believed a person is only as good as his word. The State made a committment to us for five years in a lease agreement. In return, we built the State a new building in East Helena from which the State could operate the East Helena Liquor Store. We still have 2½ years left on the lease. We feel the State has an obligation in this matter. LaFaver has chosen to ignore this obligation. To some it might be "good" business that LaFaver did not pay off these leases. To us, we feel we were "shafted."

Finally, every store proposed for closure, including East Helena, is making a profit. Rep. Joe Quilici, Chairman of the Appropriations Sub-Committee on Revenue issued a statement to the Revenue Oversight Committee reitterating it is NOT LEGISLATIVE INTENT TO CLOSE PROFITABLE STORES, especially since no emergency exists.

At some point, declining sales may not return enough of a profit to make it feasible for the State to stay in the business. <u>BUT THIS IS A DECISION OF THE LEGISLATURE</u>, NOT A SALARIED EMPLOYEE.

PLEASE SUPPORT LEGISLATION TO STOP LAFAVER AND STORE CLOSURES:

Sincerely,

rate save fact

Patti Casey Scott and Esther Casey Schneiter

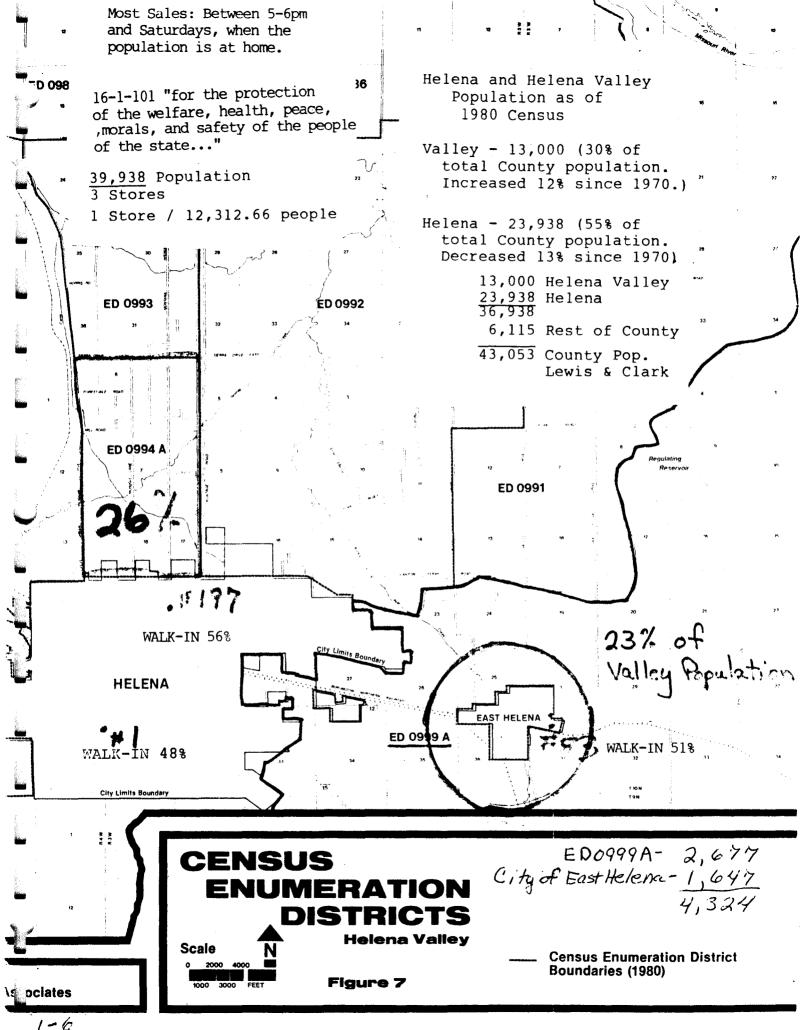
Building Owners

East Helena Liquor Store

P.O. Box 777

East Helena, MT 59635

227-5740



# Revenues received to Counties and Cities from Liquor Sales

	<u>FY84</u>	FY85	
Missoula County			
Wine	\$ 7,297	\$ 7,303	
Liquor	17,376	16,458	
Missoula (City)			
Wine	5,766	5 <b>,</b> 771	
Beer	91,939	88,271	
Liquor	115,844	109,720	
Yellowstone County			Walkerville
Wine	10,371	10,380	Markerville
Liquor	26,331	24,415	FY83 -6.2%
Billings	20,331	21,413	
Wine	11,536	11,546	Liq-\$4,281
Beer	183,940	176,601	Wine- \$2,65
Liquor	164,145	152,292	EV04 10 0 22
			FY84 +8.8 pr
Cascade County			Liq \$4,764
Wine	7,747	7,753	Wine \$2,595
Liquor	18,977	17,204	Wine 92,393
Great Falls			
Wine	9,796	9,804	FY85 +9.1 pr
Beer	156,201	149,969	1103 13.1 pl
Liquor	122,460	110,861	Liq \$6,357
Silver Bow County			Wine \$2,49
Wine	3,656	3,659	
Liquor	9,618	8,916	
Butte	2,020	3,723	
Wine	6,425	6,430	_
Beer	102,450	98,362	
Liquor	59,359	53,084	
Lewis & Clark County	,		_
Wine	4,131	4,135	
Liquor	10,899	10,340	
Helena	10,033	10,310	_
Wine	4,134	4,137	***
Beer	65,916	63,286	
Liquor	67,536	63,544	-
<u>East Helena</u>			#S##
Beer-Wine	4,820	4,639	
Liquor	5,123		eceived more
		ď	ecause sales

East Helena would only receive approximately half or less of the Liquor Tax if we had no store in East Helena. This is because 51% of the profit is walk-in. Without a store, we would have no walk-in sales, only tax money received from our three bar purchases and a portion of county-wide sales, which is based on population for the city. If stores are closed, and the sales are not picked up 100% in the other stores, cities and counties as well as the General Fund will lose, because these figures are based on sales.

M.1

	Stores Proposed for Closure	sed	for Closure -	Status for FY85	35			
	Name	티	Total Sales	Tax \$ +	Net Profit to State =	Total Exp Revenue (Sav	Expenses (Savings)	Net Profit FY85 / Closure
#140	Gr.Falls	\$	\$1,359,696.75	\$273,090.63	\$161,060.58	\$434,151.21 \$149	\$149.161.27	11.8% / 12.9%
#193	Bozeman	S	825,159.75	\$163,589.44	\$ 74,144.50	\$237,733.94 \$115	\$115,587.97	9.0% / 10.2%
#195	Kalispell	‹›	671,995.26	\$135,985.52	\$ 37,825.89	\$173,811.41 \$114,686.38	4,686.38	5.6% / 7.3%
#2	Billings	Ϋ́	936,399.67	\$187,524.75	\$ 80,277.33	\$267,802.08 \$130	\$130,525.58	8.6% / 10.3%
	Walkerville Agency	· ·	384,969.85	\$ 78,177.88	\$ 35,142.16	\$113,320.04 \$ 51,823.09	1,823.09	9.1% / 10.2%
	Lolo Agency	₩	382,925.75	\$ 76,785.78	\$ 32,824.76	\$109,610.54 \$ 54	\$ 54,184.17	89.6 / 89.8
#83	East Helena	₩	296,469.09	\$ 60,091.25	\$ 14,266.41	\$ 74,357.66 \$ 53,579.60	8,579.60	4.8% / 7.7%
		l is	\$4,857,616.12	\$975,245.25	\$435,541.63	\$1,410,786.88 \$669,548.06	59,548.06	

Why are all these leases month to month?

Appropriations Sub-Committee on Revenue issued a statement to the Revenue Oversight Committee and John LaFaver reitterating it is NOT LEGISLATIVE INTENT TO CLOSE PROFITABLE STORES, ESPECIALLY SINCE NO EMERGENCY EXISTS. He asked that closures be delayed until the 1987 Session has a chance to review. Rep. Joe Quilici, Chairman of the Every store proposed for closure is making a profit.

Sen. Dave Fuller - asked for follow-up audit to review all options before closures.

3/2986 March 26,1986
HB 14
Rep. Driscoll

(1)

TO WHOM IT MAY CONCERN: This is To SUMMARIZE THESE STATEMENTS:

ALLE YEAR END 6/30/82 = 400, 6840 6/30/83 = 358, 156% 6/30/84 = 387, 502% 6/30/81 = 388, 418% 7/1/85 - 12/31/81 = 256, 415%ABOVE TOTAL SALES = \$ 1,771, 1550

TAXES PROVIDED TO STATE FROM ALOUE LIQUOR SALES: (SAME PEXION)

F/Y YEAK END 6/30/82 = 78, 2340 6/30/84 = 65, 4680 6/30/84 = 76, 4030 6/30/85 = 76, 78500 7/1/85 - 12/31/85 = 50, 7060 ABOVE LIGUON SALES: \$348, 11700

NET PROFIT TO STATE AFTER ALL OPERATING EXPENSES AND BEFORE TAXES NEE DEDUCTED FROM THE PROJE SALES = 19.66%

# CONTINUED (2)

NET PROFIT TO STATE FROM SALES;

1. AFTER ALL EXPENSES DEDUCTED
2 AFTER TAXES ARE DEDUCTED FROM SALE

NET PROFIT: FYTD END: 6/30/82 = 37,59900 6/30/83 = 26,79400 6/30/84 = 30,46800 8/30/85 = 32,824007/1/85 - 12/31/85 = 29,43100

TOTAL NET DROFIT AFTER \$157,1120
ALL EXPONCES & ALL TAXES:

AUERNJE THET PROFIT = 8.88 %

1. WE have contributed & 348,11700 in TAXE TO THE STATE FROM OUR Liquor SALES:

(FOR THE DERIODI SHOWN)

2. WE have ALSO COMPRIBUTED \$150, 1160 IN NET INCOME, AFTER TAX REVENUES TO THE STATE FROM OUR SALES:

IF YOU ADD THE TOTALS (\$05,23300 in REUMUES)
AND DIVIDE BY TOTAL SALES (1,771,15500) THE
90 of REVENUE RETURNED TO THE STATE BY
OUR STORE IS 28.53%

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	 	1	E <sub>E</sub>	7 4.1	April Hans	44	8	K:	Hi.		~## ~#	**************************************	1	1		<u> </u>				<u> </u>	1	<del></del>	
			₽.	5,787 14.	20.27.15 16. 20.25.15.15 20.25.15.15.15.15.15.15.15.15.15.15.15.15.15	14. W. W. W.	•	16,71.46 7	1		96.58 5.58 5.58 5.58 5.58 5.58 5.58 5.58	11.2	66,574.91	71.6	43,345.13	25,235.78	11.6	MENT YEAR IN DATE.					
•		<b>&amp;</b>	1 2 1				8	K.,	ł		2.5% 1.5%												-
		DATE 09/14/89	:- FT TO DATE	AL. T	85.XX	3.55		19,41.X	377673			11.0	80,156.51	77	50,706.EB	25,430.46	117	A H H					
ш	-11-1065	EASE	4TH BUNNTEN;-				8											AST TEAR TO D	CLANTER.			. '	
T T O T REVERU	LIGUOR DIVISION	GRADE AG	SAG BOOKTEK; 41				(2) +											OF BEDREATE (-), OF THEME BOOK LAST YEAR IN INTE IN THE DI	SALES FOR THE	LES.			
STATE OF ARTHENT	MPTER V DE						ĵ.	¥6.0	<b>8</b> .		35.55 2.55							DECREASE (	ADUSTED .	ED ON 16.68% OF UNIT SALES			
D E P A	בוגשני שו		- ZNO BUNKTEK	16,555	12, 220, 32 8, 026, 721	12. The state of t		12,649.49	1,187.1		***	13.3	57,780.71	28	2,579.90	12,220.81	92	स राज	EL 10 TE	29 75 NO E			
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		MD 192					BISES	SERVICES	2	1	ORTAGE						DETT	S ARE PER	D, AME PE	MISTRATIV			
		STORE NO		SALES UNCTS	DISCOUNT ADJ GROSS SAL	COST OF SALES	OPERATOR EXPENSES	SALARIES	CON - TRA	UTILITIES PENAIS	BREAKAEL-SHORTAGE ADM, COSTS TOTAL EXCENSE	ZADJ SALE	TOTAL NEVENLE	X ADI SALES	TAXES	NET PROFIT	PERCENT OF PROFIT	NOTE - + (1)	NOTE-2: * (2), AME PERCENTAGES OF EUTE	NOTE-3: ADMINISTRATIVE COSTS ARE COPPUT			

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# LIGUOR DIVISION

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TOTAL SALES	ALES	91,913.45	•	126,007.65		74,584.55		92,912.50		382,412.15		367,502.50	.2 X
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COST OF SALES	SALES	50912		7. 90. 60		4.12.85		5.014.35				715,951,27	4
CROSS P	ROFIT	36,210,00		54,150.51		3,0360.62		35,611.060		Des Pro-17		26	7 70
OPERATI	OPERATING EXPENSES		É		1		6		É		6		6
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COMPACT	SALARIES COMPACTED SERVICES SIDE TES	ES 6,049.53	K. 9	10,661.85	7.5	10,972.05	14.92	11,683.56	12.62	3.57.8 8.8	10. XX	15,075.28	함
ST S	- Trues	84:76	<b>X</b>	936.70	<b>k</b>	.,645.45	1, R	316.90	2	4,544.86	7.1	Z'04.'E	Ŋ
UTILITIES REPAIRS	UTILITIES REPAIRS					20.60	*			20.60	×	45.49	H
	AGE-SHORTAGE	10.39	4	16.91	1	15.17	4			45.47		112.15	*
TOTAL EXPENSE	OSTS KPENSE	444	200 200 200 200 200 200 200 200 200 200	20.58	200	4.33.4	31.5 7.5	3.66	بر د د د	が記れ	7.7. 2.25	200. 121. 121. 121.	では
ZADJ SALE	<b>"</b>	10.2		11.9		19.0		16.8		14.2		14.4	
TOTAL REVENUE	EVENCE	28,283.75		35,197.16		56.74.31		24,067.68		105,610.54		106,572,67	
X ADI SALES	N.ES	2.4		31.1		23.1		26.0		32.6		2.0	
TAXES		18,227.60		25,117.53		14,715.30		18,725.27		74.785.78		76,403.82	
NET PROFIT	FIT	11,156.15		14,075.63		15.22.57		5,362.41		X,524.76		X,46L.E5	
PERCENT	PERCENT OF PROFIT	12.3		11.2		2.0		5.8		6.6		0.3	
NOTE-1	: * (1) ARE !	NOTE-1: * (1) ARE PERCENTAGES OF INCREASE ( ).	INCREAS		DECREA	OF DECREASE (=), OF INCOPE FROM LAST YEAR TO DATE TO THE CURRENT	DCOF	FROM LAST Y	EAC TO 1	ATE TO THE	CURRENT	YEAR TO DATE	
NOTE-2	: * (2), ARE	NOTE-2: * (2), ARE PERCENTAGES OF EXPENSES, TO THE ADJUSTED	DGLUCE:		ADJUSTI	ED GROSS SALES	E 708	FOR THE QUARTER.	ور				
NOTE-3	: ADMINISTRA'	NOTE-3: ADMINISTRATIVE COSTS ARE COMPUTED ON 16.681 OF UNIT SALES	COPPUT	ED ON 15.68.	JO JO	IT SALES.							
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SALES UNITS  14,835  15,676  10,678.90  115,196.40  76,927.40  84,010,115  10,011.16  115,196.40  76,927.40  84,010,115  10,021.16  115,196.40  76,927.40  84,027.40  115,196.40  115,196.40  115,196.40  115,196.40  115,196.40  115,196.40  115,196.40  115,196.41  115,125.45  115,125.	### ### ### ##########################	99
100,774.90 115,196.40 76,927.40  1,735.74 1,586.25 1,735.42  ES 107,041.16 115,196.43 75,794.42  45,845.91 45,784.31 45,246.42  SERVICES 6,347.91 11,125.41 9,586.09  75.10 117.12  S 952.12 1,2246.63 1,576.48  EE 35,487.90 3,449.16 2,335.96  10,716.64 15,936.32 15,391.25		31 32 34 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3
ES 107,041.90 115,196.40 76,927.40 1,732.74 1,732.74 1,536.25 1,732.76 1,732.76 1,536.25 1,732.76 2,564.42 41,732.25 41,732.41 42,794.42		
ES 107,041.74 1,5361.25 1,735.95		
ES 107,041.16 113,610.15 75,794.42  45,842.91 42,825.45  ENSEC  5,847.91 11,123.41 6,585.97  S 952.12 1,246.63 1,376.48  ST.85  DRTAGE 35,243.70 3,449.16 2,333.98  16,712.46 15,935.35 15,395.25		
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3,263.70 3,449.16 2,333.98 16,712.66 15,936.32 15,391.25	13.43 116.15	52-19
16,712.66 15,936.32 15,397.25	2,775.74 11,622.58	16,745.90
	14,934.00 54,971.25	5 44,075,01
Z AD! SALE 10.0 16.0 17.6 17.5	17.5	15.4
UE 35,133,23 32,973,52 16,877,72	15,886.20 106,872.67	57 FL.783.15
£ ADJ SALES 32.8 25.0 24.9 25.2	25.2 27.4	27.4
TAXES 22.497.13 22.456.96 15.216.77 17.	17,031,00 76,403,82	2 65,986,35
13,636.10 16,316.56 3,658.99	2,857.20 30,446.85	38,774.80
PERCENT OF PROFIT 12.7 9.1 4.6 5.3	2.3 6.0	0.3

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2.0	9:3	5:5	4.5	£.v	11.6	PERCENT OF PROFIL
37,596.66	26,794.80	3,486.07	2,046.42	9,016.87	11,019.44	NET PROFIT
72,234.53	45,98C.35	14,530.21	12,640.37	15,953.17	12,864.60	TAXES
8.3	2".12	25.1	26.35	535	31.5	S ADJ SALES
115,833.19	92,783.15	15,416.28	15,506.79	26,972.04	58,884.04	TOTAL REVENUE
13.1	14.4	16.9	18.1	13.4	10.9	Z ADJ SALE
\$2.1994.2	44,075.01	16,457.653	11,576.93	13,676.10	16,362,35	TOTAL EXPENSE
7,222.06	10,745.90	2,375.78	2,065.36	3,325.52	2,979.24	ABK. COSTS
24.29	41.23			41.23		BREAKAGE-SHORTAGE
						OTHER EXPENSE
						REPAIRS
						UTILITIES
						TRAVEL
4,926.19	4,487.84	1,197.10	1,00:.65	1,295.44	993.45	COM - TRANS
02-116	18:382	43.00	16.17	P4.30	25.90	SUPPLIES
35,206.13	32,535.23	6,841.75	11.044.3	19.210.21	6,333.76	CONTRACTED SERVICES
						BALARIES
						OPERATING EXPENSES
167,535.00	145,455.16	35,875,91	71-180012	\$1.386,14	45,245,39	GROSS PROFIT
225.e665.aE	192-515-83		36aZ2Za&L_		-254477436	COST OF SALES
393,171,07	333,377.99	73,322.07	63,810.20	101,521.97	94,723.75	ADJ GROSS SALES
1,5512.33	25.382.5	50:264	50-718	39.752.1	01.7494;	DISCOURTS
400,484.30	336,136.65	74,314.10	64,627.25	102,774.45	96,420.85	TOTAL SALES
54,475	66,845	10,799	5,380	15,116	13,542	SALES UNITS
PRIOR VR TO BATE	PT TC BATE	STK STR	3115 871	THE CHE	1ST BTK	
	04-1-1Q	06-30-1983 AG LEASE DATE 0v-14-89	RATING STATEMENT GRADE	STORES QUARTERLY OPERATING STATEMENT LOCATION LOLD	87 192 LOCATIO	STORE MO

TOTAL SALES  DISCOUNTS  ABJ GROSE SALES  COST OF SA	181 eTa					
M ICE		ZND GTR	SRt. 4th	ATA ATE	PI TC BATE	PAIOL VA TO DATE
MY ICES	17.84	17.030	11.860	12,032	56.675	152.8
\$ 3 SES	96,592.00	117,646.95	65,517.00	96,924.35	400,484,30	341,017.05
# SES	2630.	77-706	75.769"	12,755.31	1,512.35	19.329.
ENSES	96.53C.7C	115,655,55	82,815,67	97,167,04	352.171.97	35,35,36
SERVICES SERVICES	55.175.15-			55,630,10		ZOISZE, TO
	41,355.55	40,950.55	35, 286, .De	41,335,16	30":85":95	15:216.06
ED SERVICES						
ED SERVICES						
	6,792.49	\$,133.50	10,451.74	12,826.40	35,206.13	37,406.49
TRAVEL REMT UTILITIES REPAIRS	1,407.30	3530	35.36	-01.381,	37::20	50.20
TRAVEL RENT UTILITIES REPAIRS	947.44	1,215.80	1,175.08	1,590,79	41.326.10	3,207,63
REMT UTILITIES REPAIRS						
UTILITIES						
APA 161						
			•			
OTHER EXPENSE						
PREAKAGE-SHORTAGE	15.31			16.3	24.29	27.67
ABK, COSTS	1,564.51	2,254.77	1,571.45	1,631.35	1,222.08	6.0K.%
TOTAL EXPENSE	16,727.25	12,666.45	15,225,57	15,005.16	States	21.38.3
Z ABJ SALE 11.1		10.9	15.7	15.5	13.1	12.1
TOTAL REVENUE 30	30,633.30	36,296.08	22,654.69	26,247.12	115,833.19	104,214.86
E AN SALES		51.5	2:12	0°12	55.6	25.5
TAKE?	15,340,45	22,856,74	16,730.92	16,306.42	72,2%.53	K,582.46
	11,295.85	13,441.34	5,923.77	07.040.3	37,596.66	37,426.42
PERCENT OF PROFIT 11.7		9.1.	:		7.5	10.6
de et te en		Stephen Tubber John Stephenson	open Stolky sylestyckersky y	Copedimina proposition of Service	e debarandina su dan dahagina babina andip da disperse di na diberi da se diberi da da diberi da da da da da d	tybus zavodnim sel vina etjskopi

SIGNATURE	ADDRESS	PRINTED LAST NAME
1. Phone Ma	yer 12505 40 Lolo 111	T Aloyer
2. Jan Buch	unsor 146 Brock LAME SI	TEVENSUILE, MY DICKINSON
3. Reh 7	ina 1890 Tremper (Msson	H) FIMAN
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5. fay 5.	Huy 12 Loto MT.	VOPAL
6. Jail	Endrews Ot 1 Bay 43	Salma Deche.
7. Non Old		day Id.
8. Ellanting	12315 Lower & Clark Dr. Loke Sort	4
9. States	Jamillon must	
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11. 451 /2	along John That	Dif Col
12///N. 12/Sept	SIIN Cutión M	.0
13. William		el Rel DISHMAN
14. Charles 9/. +	Stutet Hypothing Sun	
15. States	L-, 1	nimula Stetsin
16. Hullet 1		ne Mont Nelson
17. Jay Juan		ox 53 Diamond
	ides Jole, Mt. Roy 6	
		,
20. Chy Dush	•	
21. melody to	^	
22. Rathonia (Co	my 4270 Chieflooking 6/4.5.	HARRING HINGST
2N Sale Zuli	3360 Big Flat Rd. #63	3 Missoula 57901
25 / 000	Jenus Box 486, Low Mich 59.	SUKIER COPES
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	200 11 11 11 11	•
	Darrett 10620-Saker	
29. /26 Ctto		
44 100		' ~ /
30. Junity Junity	JU TJulie Ave Missoula	prince stock

SIGNATURE	ADDRESS	PRINTED LAST NAME
1. Nichi D Brugeros	316 Tyler Way	BOURGEOIS
2. Supplie 1. Wellans	150 Highmore	Williams
3. Many Afried	Box 808	Minel
4. DEC Consotlet	100 DALLAS	Consules
5. Bitty Hama	l·olo	HANNIA
6. Sana Josham	213 Julen waite	= JACKSON
7. Bunda Lymn	6450 Mormune PRil	LEMON
8. Loulet & Shipped	#29 Tripps	ShEPPARd
9. Kling Bullet	John John John	PIFIE
10. Janka D Roydeld	6815 Mormon G. R.	1 Nordahl
11. Thomas halt	204 Cas Debilla	Tholt
12. John F Diace	170 Rudgeney	GRACE
13. Hay chown	Lewis Wellar Hay 12	Schwarz
14. Jonna Brown	23000 Lolo Ca Pu	BRUWN
15. Marty Brown	23000 Soile Co Rol	Brown
16. I hirley Schoening	e toto	Scheening
17. Mista A Micen 99	196 Brageway	OFFIERS
18. March Much	Don TRIPS #OC	Kimerly
19. Marga OBrun	1304 123- Floren	· DiBrien
20. <u>Don</u>	2000 Toloho = V	Laver
21.	11 520 Bucces	at PAJRIPAC
22. On Ob. open	5476 Jun Line # 1	Tucker
1//	StuRt ling Files	A. Roy
23. Filany Magas J	127 RIDGEWAY	MAGGS
25. John of Freely	153 Ann's Lane	Fuchs
26. 1. 13to	Box Candesta	al Brester
27. 1. Milian My Fin	509 Carryon Fate to	rry
28. Cilica Haffina	12) Tylin Way #2	HOFFMAN
29. Winner Marrel	1055 Lewist Clark	Loy MANNEL
38. 24 July 30	124 Saurie Dr.	Lunger
All The The	at And	A V s

EFFICIENTLY OPERATED" LIQ	UOR STORES IN THE STAT	E ON MONTANA:
SIGNATURE	ADDRESS	PRINTED LAST NAME
1. Shire & Seinle	13750 Sulo Ca Pol	Sel BEICK
2. Narlen Henderson	Bax 3 Lolom/	Henderson
3. Meri Woods	229 Chair-Lolo,	mr Woods
4. Ply lies & Sump	P.G. Bay 296	Loco Dd PUMP
5. V. Aultanum	CLI DODIE DR	LILO, MT WILLIAMSON
6. Und & Morgan	1304 493	La MT Morgan
· 7. D. F (Whittock)	Box / 3930 1	Caho, HT WHITLOCK
8. Larothy MCKinstry	St. Rte. Lolo Crook	Lolo, Mt.
9. Wilma miller	304 River Dr.	Lola, rut
10. Jim Ratelifle	2335 DEARCOON	MSLA MT
11. Hay I Juney	2200 50.5th \$33	Ind Int
12. Johns Scharfung	12235 Mulius Rd.	Dust Int.
13. Vidy O'Connor	12885 MillCKRd	Lolo, Mrt. O Counce
14. Soton	5750 Cachise	MISla, not.
15. Loud of Sheppe	1#29 Leips	ShEPPARd
16. while	-7750 Ma Kd	Moe
17. De Kachar	ME 330 Rep	in Florence
18. John Kerken	jutu 19100 a/a	They 93 Florence
19 Barbare Englistan		Lel Lalo Engebretson
20. Juniona Carey	PO. Sex 118	
21. In Shorkek		
22. Jun Masin	5380 TWOMOD	WSRd Floronce
23 Dane Harlord	01d Hyp 9350	Florence
24. Julie John	10/ Lidgway	- Joseph -
25. Miller W Schirteel	148 Cascade	Lolo
26. Coult Kovacich	3475 Squiest	and Stenements
27. Elinite Francisco	ice week Kota X	in Kela Benjirun
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29. Navey Hersia		Herzie
30. Carrolla Valy	211 Heddin Vall	y Florence Eich;

SIGNATURE //	ADDRESS	PRINTED LAST NAME
1. Third M. Care	1904 42 AVE.	MISJOULA CARR
-2. Jon Carry	1904-42-	ave Curr
3. Glarin Xay Milot	5800 Kay Jan	Florena M. MILOT
4. Donnes & andre	2 186 RJOGEW	4 LOCO ANTHONY
5. Jeny & Frances		C. LoLa Mt. Thomas
6. Juna Reed	Steerman Fr	Ca Loto Mt. Thomas
7. JAIBORESC	L Drisy Ji	Donne m
8. 13 Januar	238 Bidgery	100 /4T
8. Bot Home	1308 Lakeside	Or LoLo MT
10. In Shows th		R Lolo mt.
11. Kaynen & Store	3 y 253 PM	
12. Jonn Fortage	Doy 253 7	•
13. 13 m. Bich		Walk Ticky
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15. Patricia Vation		10 MT WATER
16. H. F. L. W. M.	Por 386 Jak	int Chapicatai
17. Theran Akuiset	t 321 River f	r LoluMT
18. 16 Sient	2096 CAN Ha	Y 93 FLORENCE MI.
19. Li Schutist	20160 CLD HW	93 FACREACE 14
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SIGNATURE	ADDRESS	
1. Joh ) allin	608 Overlood	missoula po
Lead A Dellin	608 Overlook Hay	Missoula Odli
3. Lucra Cfuitous	603785. Alwy	Stool Led Force
4.	375185 Hay.	Star Mondy
5. Just li Maria	Alguence C	Willson
6 Jacob Mariles	Stevenille	ANDERS
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8. Coperal/illestt	Flored-	Willett
· 9. Inuland	Lolo mt.	Rowlessed
10. Non Benja	Florique Int.	BEYER
11. La King Jane	Arke Mt.	Jenson
12.	Mill CREK, Loto MT	CARSTEN
13. Marilya laine	Mor Rd Lolo, MI 598	47 LAINE
14. Charley W Llaghes	Floren hit	Hughes
15. Bay Blute	Floresce Int	Hughes
16. My Pruming	Mussaula mont	PrAMENKO
17. Brugart P tromment	52/Unio. Ave	MAMERICO
18 Distille (1. Meleon)		Nelson
19. Cray K (Cuelel	22 Slock in Florence	•
20. Man Spirit	STRAFALONDO Floring	
21. (Lygath) Sipe	243 PO Bx 477, Lolo	1
22. Kindar	N N	ARVIDSON
23. Darul M. Tall	Ber 53 Mester No. 59833	TRIPP
24. Judy trip	140 Bulentos Ave	RIPP
25. James Chiphuster	140 Bulento Ave	Sylvester
26. Minun Minister	133 Wildwood Stevens, W	REIDICKE
27. January Wandle		WHUDTER
28. Auto Reiniche	133 Wildwood In Steve	. Reinicke
29. Dave Hill	SIEC HUB DO Flower	Hill
30 Misting tough	33 XX St Mary Rd	Strong 111
	1.1/1/	- A/V 117-

SIGNATURE	ADDRESS	PRINTED LAST NAME
1. Phine Moyer	12505 Lec Lolo	HIT Moyer
	_	Stevensulte, int Dicknoon
3. Rich Fina		ASSOULA) FIMAN
4. Arnold a Runge	•	
5. Loy S. James	Huy 12 Lolo'1	VOPAL
	us QXI Bay.	43 Salma Dahe.
7. Ron Older	Bay 22 5	Lenday Id.
8. Ellanty 12315	Showing Clarke Dr Lok	Sol Benton
9. Jestall Ox	amilton Mu	stabl
10. Gay State	Boise Id	Stahl
11. fin Dowling	Jel- Int	B.f lox
12/1/m. K. Best.	SIIN Contis' -	Misorula Prst
13. William L. M.	shman LoLa	Creek Rel. DISHMAN
14. Charles of. Sichel	1/1/holling Desi	n Thereada Stuart
15. Jaspe Stetam	902 Parksien	misselve Stetsin
16. Killert Tulson	The tho	June- Mant Nelson
17. Jay Jamorel	Lolo Y	Obv 53 Diamond
		y 61 MOLES
19. Mal-il Rock	~	
20. Clif Dishman	1836 thomas	Mussent Dishman
21. heloby town	340 havin S, Fla	unce Tour Tour
22. Katharine Newman	// - //-	•
		as Movence MINGST
24 John Sulier 3	3360 Big Flat Rd	#63 Missoula 57801
25. Vallen J. Jenes		
26. d. b. + m		
A 2		Emma Low Cate
28. Juline & Da		
29. 124 Gtts	P.O.Bx 3922 1	nsla, MT 5 9806 OHO
30. Stophen Jautel	7 Julie AVE Aliss	oula, MontANA 59802
31. I WILL MANAGE	17775 Challanon	and - LOUD-TURNER

EFFICIENTLY OPERATED"	LIQUOR STORES IN THE STATI	E ON MONTANA:
SIGNATURE	ADDRESS	PRINTED LAST NAME
1. Clared	Lolo Creck	FURNO //
2. Hong Rotting	Bex 322, Lolo	NORTHRUP
3. the Namous	17375 Leves & Clark Dr	HAWOUTH
4. Carol Brotel	12375 Levosa Click Dr	Bristol
5. Kourt M. Marson	HICKMAN 93 Swin Loca	Monson
6. DOUALD M. STrINE	15:05 Butleumt Mews	STRINE
7. Cheryl Lupea	Pleasent Meadown - Lo Lo	@ Dupea
8. CMc Crun	4010 her House Kol Flor	eence McCrum
9. Therica Ryth	Lolo Cruk Rd Ada	
10. Jac Beroseth	= 145 Ridgowas Cd	o Bergsieker
11. Conne mut	1 o Elleson Le	Horance net
12. a Ramon Ha	CK, Box 129, Lala Smit	Holt
13. & Christansen	Mile Cr. Rd Sn	om Christiansen
14. Bin En Su	229 Barday, Le	le MI EMERSON
15. Jonna M. Bou	Der 332 Cumber/an	nd BREWER
16. Course Partlet	t 7895 folo Cice	K Bartlett
17 Due Millingo	my 2368sex, Loli	o Grecory
18. Jak - Car	105 Cascada-bel	la Casa
15. Madie Mrs	ham 1717 Johnson	nsin Graham
20. tarth Comm	all Valley Wester	solo Connell
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22. Cod. Cali	h 301 Piers Dr. R	MO ENGLISH
23. Summy offer	Box 24.2 Lolo	Polson
24. Aonna Macle	XH Capri Solo	WHILER
25. Leonger L7	link . Dr. Bex 392	- Zo Zo Flink
26. July of Miss	Cens 19338 King	No florence Mickens
27. May 10	2) 3885 LE AMILE	4Rd I Greene
28. Jan Il pakay byen	Der 235 Lole	Michaelson
29. Narold L. Wicken	m 237 REDFOXA	20 2020 Rickman
30. Janua Sud		x Rel Loto Richman
31. Junes Stolled	1504 Jakesil.	In- Loss Hond

_	OUR STORES IN THE STATE ON	
SIGNATURE	ADDRESS	PRINTED LAST NAME
. 1. Mil I Durach	13737 La. CR 18	Parsetier
2. Marska Muric		in Florince
3. Sherry Mes	Merleya 2106 W. Cex	Haltz Missoula
4. Milly Hay	Pax S7+1 Misla	Hay
5. Ament Stinger	8005 Monnin Co Rd Lolo	Stinger
6. Lecarentsia	226 Kingausy L	olo Jones
7. Danda Lantaro	Bay 144 Lato	CANTREL.C.
8. dene letrito	10485 Lallero	d-1210-
of Little dall	12954 Kimwood Du	LoLo Hall
10. Q Daniels	258 St. Johns	Julo DANIES
11. 1 au Are	•••	5019746
12. Mary Jean Chap	ueski mormones. 12d	2510
13. The pushi	mountail's. Red	Jelo Chapierki
14. Kinday'Ill Juy	216 Slacie Dr.	X OXE Grey
15. Jan Elliett	8005 Morman C-Rd	Colon Elliott
16. DAVID Tool	186 N. Keitener Cr. Rd	STEVI BONY
17. Hus & Sugerman	1 246 Barclay	Oscho Gicerman
18. Wayne Grach	246 Barday Low	Cugelman
19. Killy Williams	168 Cascade Loto	Williams
20. ManCarla	Pn 4.82 Lalo	CARTER
21. Kany 1 Jan	211 K. Lyeway Lote	JEDNEY
22. Tiety N. Charley	Mormon a Rd	CHAFFEY
23 Michele Landquest	Lolo CR Rd.	Landquist
24. 1021/2h 7/11 2hm	210 BRIGHTON	HAMAN
25 Mility 1 Jun Du	inder 241 Styphis	SOLO SAUNDERS
26. I im Tang distant	6755 Mormon C	r. Rd. Lalafan A.
2 Hala Charle	- 201 Parkside Lo	do Sanders
28. April Tella	202 Greliten fo	E 141/15
29 Lydill & Huston	PO. Boy 41, Florence	Huston
30. Sheimas Suites	4 4895 Lolo Cek Rd	BARHLEGG
31. Cliff Milles	501 BIVER Drive	LOLO

1. June Dickson 5930 Porter Dickson  2. Miky Glegson 2408 Elm GLesson  3. April Glegson 2408 Woodsing Lindsquist  4. June Clare 3608 Woodsins Olivin  5. Linds Mikery 120 Oleving Johnson  6. Johnson  8. Johnson 200 Glavier D. Johnson  8. Johnson  10. Vandle Miner 1945's leo Hausen Ro Miner  10. Vandle Miner 1945's leo Hausen Ro Miner  11.  12. Johnson 20 Rox 67 Herry  14. Inthus of Florence Northwalker  15. Angi Se wast P.DBOX 172 SCHKANT?  16. Barban Anderson Jalo Culk R. ANDERSON  17. Johnson Jahr 300 reuse der GANDRER  18. One (Il rulmers) Include Tin (+#N CHALMER)  19. Johnson Johnson Jalo Culk R. ANDERSON  17. Johnson Grand Tin (+#N CHALMER)  19. Johnson Johnson Johnson Johnson Charles Tin (+#N CHALMER)  19. Johnson Johnson Johnson Johnson Charles Tin (+#N CHALMER)  19. Johnson Johnson Johnson Johnson Charles Johnson  17. Johnson Charles Johnson Johnson Schweene	٤	SIGNATURE		ADDRESS	PRINTED LAST NAME	
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8. John Stand Can Del Lolo Hause Ro Miner  10. Hand la Miner 1945'5 leo Hause Ro Miner  11.  12. John Hand Can 872 bold Greenwood  13. Bonne Honer P. D. Box 67 Florence Motth Affel  15. Another Popol 172 SCHRANT?  16. Barbar anderson Jalo Cut Rd. ANDERSON  17. John January 30% reise dr. CANDRER  18. One (Virilmers) Laccey Tin (+#14) CHALIMERS  19. John January Con 30% reise dr. CANDRER  20. J. Jeff Six 34 TYLER  21. January Six 34 TYLER  22. January Six 34 TYLER  23. William of John 312 Tifler Wy John MT Sloan  24. Diplie of John 312 Tifler Wy John MT Sloan  24. Diplie of John 312 Tifler Wy John MT Sloan  24. Diplie of Monney Monney Cuch Rol folo Schwering	6	JJJ	finder-		1 ,	
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13. BONNIE HOMEN P.D. BOX 67 Florence MOTHINAGEL  14. Shelling of Florence NOTHINAGEL  15. Angi Schwartz P.D. BOX 172 SCHRANT?  16. Barbar Anderson Galo Cruk Al. ANDERSON  17. fol fardny 308 river dr. GARANER  18. Ancill racmos Lacrow Tir. C++N CHALMERS  19. Line Lymn 24 July Grant Tyles  20. 1 Lex 1 Tyler Six 34 Tyles  21. July 19 July 323 1/2 Kgwalla  22. Line of John 3/2 files Wy John Mt Sloan  24. Do Round By Moman Cuch Rd, holo Schwering	11.	-			e to the second	
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15. Angi Schrant P.DBOX 172 SCHRANT?  16. Barbar Anderson Sale Cruk Pl. ANDERSON  17. for Hardry 308 river dr. CARDNER  18. And (Viralmers) Vaccouply Tim C++14 CHALMER  19. Ling Lynn Six 34 TYLER  21. July Six 34 TYLER  22. Ling P.DOX 323 It Kavalla  23. Mais of Slown 3/2 Tyler Way John MT Sloan  24. Low Dung Morman Cuch Rol, kolo Schwering	`	V		10.		
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17. Jak Spring 308 river der GARRINER  18. Ancilly Comers Vaccing Tin. C+#N CHALMER  19. Line Spring Six 34 TYLER  20. 2. Let 2 Tyler Six 34 TYLER  21. Mais of John 3/3 Tyler Way John MT Stoan  22. Line Spring Po Day 323 1/2 Kavalla  23. Mais of John 3/3 Tyler Way John MT Stoan  24. Lo Round By Morman Cuch Rol, holo Schwering						-
18. And (I rachers) Cacago Tin. C+#14 CHALMERS  19. Live Jane 24 July Grand Gr					In, GARDNER	
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20 Let 2 tyler Sex 34  21. Mais of Dox 323 and Kawalla  22. Mais of Solan 3/2 Tyles Wy John Merbenguth.  24. Low Debugger Morman Creek Rol, holo Schwerping				204 2000		
22. Maie of Sold 3/2 Tifler Wy John MT Sloan 24. Low Dean Morman Cuch Rd, holo Schwering		/ /		/. /·		
22. Mais John 3/2 Tifles Wy John MT Sloan 24. De Dug & Morron Cuch Rol, holo Schwering		,	J.			
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25. Jim Achwerry Morman Cuch Rd, holo Schwereine	24	200	w. No	Bx 713 610		, ,
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27. Min D. Rollinson 20. Box #753 Lolo Mt. Pobinson			$\supset_{N}$ .	/		
28. With the four of 244 Red For Red Color Morse			22.7	7 - 10		
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	27.			<del>9</del>	//	
30. JAW MUNICOLYM NUSDEN BILISON CN FREE MUNNERLY	30 <b>.</b> ,	The I	THE SALVA	Nh 5760 E-41	SUNCA THE MUNNERL	LY1)

EFFICIENTLY OPERATED LIQU	OR STORES IN THE STATE O	N MONTANA:
SIGNATURE	ADDRESS	DOTHERD I ACM MAME
1. / BARIL Que	10 Bx 315 Victor	Meman Robers
21 And Patiers	Joero Homow ACLE	PETERS
3 Jung D Kavarick	3975 SQUIRES LA STONI	George G. Kouncich
4. Dinne Salishury	19803 Seo Husen, Floron	Salisbury
5. Anbryce	Rt / Florence	BOYCE
6. Janie Mc Mukin	244 A. Colomo	Mc Meckin
7. They kno Psugaru	4655 Huy wo E.	N& Browne
& James & Stains	4655 Hay 200 E MSG	4 BROWNE
9 Tachand & Joecis	3018 Kusington	Soucia
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11. Miles Chenn	P.O Big 6 W Setversed	ANFINSON
12. That Decelary	653 Morne Och Pl	DESCHAMPS, PAT
13. Cothy Unj	B=x 484	Werver Cathy
14 Darbara Stors	6935 / Derman Co	RAMARA Stopps
15. And of Pron	471 Coolingally Rd.	CILSON
16. Den Roodan (Malorey)	112 NMoin Butte	Riordon
17.	Bux 295, Stevensille	Lowry
18 Sulana Loreman	9-160 Single tree Lane	Foreman
19. Tegger ) Gublill	150 Minimarche MSGA	Hubball.
20. Paul T. Guach	2411 5% St. Mola,	Grenich
21. Lance R Bacca	Pr Box 1x6 Irla	BALER
22. Leiber Bullich	PC.BCX506 LOLO	BALLER
23. Jan	FoweIRS, Colo, 41T	Leichty
24. Betty John's	501 St. Mary Down	BETTY JONES
25. Kobut Miller	Box 58	Miller
26. Mach Allich	BOX 2395 MSLA	WALKER
27. Par K Landman	6850 mormon crisa	REX K. Good mun
28. Losie Letien	128 Alacu	LEHEW
29. Jack W. Horn	7901 Lo Home Flores	HORNER
30. Junes H. Melson	My 413 Camery 59730	NELSON
Ul At and	NG 3398 BailSide	CATELLI

SIGNATURE	ADDRESS	PRINTED LAST NAME
. 1. May Hayes	301 Julia Way	Mayes
2. Legy Willian		
3 Cides Peters	1	
4. Acort Copelest	425 TYLER WAY-LOL	
5. Man Dunker	Michaelor 275 Parca Ville	
	I'm 2750 apartilla late	A = A + A + A + A + A + A + A + A + A +
	1 /209 LARONE DI LOC	<b>.</b>
8. fat Carr	12030 Lews y Clark	Garr
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13. (29)	1 / July 2 / 3 / 3	at Lee
14. Christo Pinker	· Maday West Louis	Rinker
15. Stan Colones	12952 Kemensol /2/3	Meque
16.M. Peril	13750 hole CreRd	Beick
17. My 1440	FIT Charles 126)	HOUG
18. Demela Grant	as 210 BAReloy	PARmichael
19. Retty 11.	ne Sola Che me	LANDSIDESS
20. 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	En September to	BELGARIC
21. Jamp 10 1	eye Pewer Rouger Son	KEOWN
22. James	rel NOS Tylu	JORMAN EBEL
23. Due Banis	209 But px Rd - Hoto	BANIS
24. M. Zielbe J.	231 Cumberland LoLo	ZIELKE
25. Lay Sandison	320 Red For Rd Lolo	SANDERSON
26. Low Wheeler	3010' Connell Lala	Wheeher
27. Dib Komel	6200 Delarka Lolo	KRAMER
28. Monus Hatter	918 Fayley Salo	Heitter
29. Marky S. Stewar	orson Po. Box 621 below	STEVENSON
30. Modon P	cake Box 113 Amone	PASKE
mile XIII	2 1166 . 1	

SIGNATURE	ADDRESS	PRINTED LAST NAME
1. Lyin Copy	Ver 12949 KIMWOOD	ALLEN
2. David Chym	5470 Fera Lu	Charoch
3. 1. C. C. C. C. C.	5/3 Kikelin	police s
4. Thong Resported	21115 Justes Rd	REYNOIds
5. June & Wallyte	505 Tyler Way	Wirdbigho
. 6. Rath & Windby	ked 505 Lyles Way	Windbigler
7. Kathleen a Means	308 Red Fax Rd	MEANS
8. Joul EMan	308 Port Fox Rd	MEANS
9. Jeanne C Morris	340 Cap de Vella	MORRIS
10. June 7 1930	- Peter 92 mg	morgan
11.		
12. The Thorotakil	back sex	MITCHELL
13. Just Puilly	MODERATION !	Sect. H
14. Jun 2011000	509 Doger Druge	
15. July Llesgruny	West bodes into	singlend
16. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1.	37 335 6550 p	OHENT
17. Cyndy Wang	2 412 lylar	WANG
18. Unia Dem	- 329 Infor Way	PERNICACIO
19. Josh T. Muenach	1409 Lakeside De	MEENACH
20.	15 July WOA	Gursky
21. Jacobs Skay	i La La Creek KH	Staja
22. 10 Porto	of Hounes	terson
23. a functionichan	24 Barelay Jolo	CARMICHAE!
24. Jack From	char 210 bollay	CARMICHAEL
25. 2 COSCI M 4	sher 11305 Mapting	Jay Fisher
26. Ching Illonio	Dox 479 Job	Hanson
27. Larry o Hans	9 BOX 472 Lon	HANSON
28 Man Albe	an 319 Jefler 1	Les Sols MI
29. Marile	20900 Old Huy 9	3 Florence
30. <u>Leine Worda</u>	20,900 ald Day	03 Tloure

SIGNATURE	ADDRESS	PRINTED LAST NAME
1. Augold V Boley	24600 Hory 36 Charling	
2. Alilace Morre	9/2 No pride	KWAP
3. San Allen	#19 Valley West Lolo	Ackin
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EFFICIENTEL OPERATED LIQ	OOR STORES IN THE STATE	ON MONTANA:
SIGNATURE	ADDRESS	PRINTED LAST NAME
1. Shirt & Beick	13750 Lato Co Rd Lo	1 BEICK
2. Larlen Linderson	Box 3 Lolom/	Henderson
3. Meri Woods	229 Gain-Lolo, M	T Woods
4. Fly lis & Sung	Q.O. 130,286 Ic	eo Dd Pump
5. Vi. Millianum	SIDORIE DR L.	10, MT WILLIAMSON
6. Unile & Morgan	150x 493 Lola	MT Morgan
7. D. F. Whittock	Box 15930 Le	6, HT WHITLOCK
8. harothy M. Kinstry	St. Rt. Lolo Crock	Lolo Mt.
9. Wilma miller	304 River Dr.	Lola, rul.
10. Jim Retalifle	2335 DEARCOON	MSLA MT
11. Hay & Francy	2200 So. 5th 733	Ind Int
12. Janua Satisfung	12255 Muller Rid.	med. Jut.
13. Chay O Connox	18885 MillCKR140	do, ht. Olanor
14. Stoton	5750 Cochise	Msla, no.
15. Lorald & Sheppa	1#29 Luggy	ShEPPARd
16. wind Me	175011/a Kd	Mác
17. By Kacher	ME 330 lleges	- Florence
18. John Kelber	putu 19100 ald,	Hory 93 Florence
19 Barbara Engelertain	V.	El Lalo. Engebretson
20. Juna Corey	PO. Sax 118	Juli -
21. In Sherker	Pu Box 76	100 formes
22. Jan Masn		sted Floronce
23 Baner Hartford	01d Hyr- 9350	Florence
24. Julie Thomas	10/ Lidgway	- Joxo
25. William W Soluted	148 Cascade	Lolo
26. Costle Kovacich	, 3475 Squier La.	Stevensield
27. Junio Gran	on the Kida Kin	1 Kolo Berryman
28. Cack Thys	11455 allowant	Fole Herrig
29. Navey Hersia	11	Heizig
30. Camilla Vady	211 Heddin Valley	Florenal Eich;
7 9 8 / 11		20

SIGNATURE	ADDRESS	PRINTED LAST NAME
1. Alcarca & Milon	fell Kalo Che Rel	Mitchell
, , , , , ,	316-6 Connell Or You	6 Knudson
3 Min of bricks		EVICKSON
4. Richard J. Car	2 1212 Lahrick Lolo	CARR
5. Christine B. But	er 217 Ridgerry Pul	o BAKAR
6. Jany Spungat	NW 5338 Teoper	Florenco Sporgat
7. Coul Turman	400 Tylin flay	Turman
8. Kussell Fine	Lolo	LANC
9. 4 10 1976	Box 81 Polo	RETTE
10. A Million	, Bay 5723030 134	Richey
11. 1 12 27	1 BOK5772 No. 20	J Billy
12. Car & Tralligate	my 1204 565 Ly	Halfilenny
13. Jon Blance has	Box 922 Lohe	John Kenship
14. Judy H Steen Firm	hip box 922 Lola	Blankenship
15. Mily Mans	n 247 Backay	Lola Marron
16. Elen & Collar		ALLEN SUL
17. ATTy Layer	1 524 Mari	
18. Lexhi	Mill coack	2 Dexter
19. Lelin M. Clack	P.O. Bux 517 &	S CLARK
20. That they	POBL 507	Florience
21. Marlin Halik	1650 Five Warneds Wy	Florence
22. Mundy starte	73 LRISUR POIL	Stevens,
23. IRaly dawake	Jave	Award .
24. Jampy Berling	T-7010	Bergaroist.
25. Judy J. Florame	1 Box 471	Tolo Flemmer
26//		V
27		
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29		

S	IGNATURE		ADDRESS		PRINTED LAST	r name
1.	Oal	Mann	234	RicharWa	a M	ANN
2.	Ronold	Many	RED DA	NG SALO	N MA	LENSEL
3.	are Post	in	235 Bare	lay	WATS	24)
4/.	Vig Fetin	144	7185 Morno	n Creek Rd.	Yolo +	ETERSEN
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EFFICIENTET OFFRATED	•	MONTANA:
SIGNATURE	ADDRESS 10465 Lakewood Pl	PRINTED LAST NAME
to Marye a. Jan	Un Lole, m+ 59847	FALLER
2. Comit Christia	= 125 Dalles Lolo	Christiansen
3. Jans + Peiner	21223 Janes 121) Slower	HEINER
4. Eller Miller	P.O. Box 58 Lolo	Miller
5. (mal Light	D Box 276 Th	LEIGLAND
6. Detty su men	when 15 4 Dale There	Floure mimages
5. Andrea Moure	o Node Land	Lolo MT
8. William Aliner	246 hannaho	relave Florence
9. Margaret	Mottles 246 Hannato	idan Florence Her
10. The less OKE	107 RIECEWAY	LoCo OKE
11. Show I knick	on 70 Box 331 / Lole	1, DIf. 159842
12. Die Paut	Lin 242 Barelous	Lake Mit Styll EK
13. Jun Buck	5693 Marchaellston	Dluring MT STYSS
14. Dill Bouch	5693 Meadaw Vinte	Florence Souck
15. Lucy Chase	200. Barcia, B	foso Emerson
16. Can AWarde	24 942 labon 7.	Wadey
17. Wasing O'Rayer	be P.O. 942 LOLO, MT.	O'Roenke
18. James Das	le Sub mit	Oode
19. Dand willinger	16-5718 010 HWY 93 F	CCRENCE INT. SPESS
20.	13630 otheran	LoLa 1 578-17
21. The Clare we Pick	10450 Lilo Crk Rd	Piche
22. Theor Buch	her izy charge	Colo MT STY 47
23 Canak Flan	wis 6500 Rockless Come	Horne MT
24.	D. C. H. B. 312/01	Richary
25 Kila Ma well	4374 2/st Ave Mus	soula 59003 Maxuel
26.	e Elitain die	Holmes
27. Tohand only	- 1309 LAKE STOL KORE	DONAMS
28. Manie M. Due	DEC 4775 CHRUINI LANE	FLORENCE MT-BUEKER
29. Louis Lille	4 153 Carno You	Co. yet 100146
30. Mustra Ullation	165 Cascade Lolo	MT Yates
in smil	0, 10 // 10	CO INA TELESON

WE, THE UNDERSIGNED, STRONGLY PROTEST THE CLOSURE OF THE ABOVE NAMED LIQUOR STORE, IN LOLO, MONTANA, BECAUSE IT IS AN ESTABLISHED BUSINESS IN THE COMMUNITY; IT WILL MEAN A LOSS OF JOBS IN THE COMMUNITY; IT WILL MEAN A LOSS OF SERIVCES FOR THE COMMUNITY; IT WILL MEAN A LOSS OF BUSINESS TO THE OTHER BUSINESSES IN THE COMMUNITY; IT WILL FORCE LOCAL RETAIL BUYERS TO GO TO MISSOULA AGAINST THEIR WISHES; IT WILL CREATE AN UNDUE HARDSHIP FOR THE LOCAL BUSINESSES THAT BUY FROM THE LOLO LIQUOR STORE; IT IS CONTRARY TO GOOD BUSINESS PRACTICES BY THE STATE OF MONTANA; AND IT WILL ELIMINATE ONE OF THE "FRIENDLIEST" AND "MOST EFFICIENTLY OPERATED" LIQUOR STORES IN THE STATE ON MONTANA:

SIGNATURE	ADDRESS	PRINTED LAST NAME
Mai No letter	DX92PlaleMI	Hostetler
2) soy f. Honor	FIRENCE MT.	HONOLD
3. William O Lys	Non BIX8 Luke	· Lyskum
4. Olivinatton	Consince	witter
5. Chiprif a Dolymon	3040 Council falo	Johnson
5. Far Chamber	16495- My 03	Chamberlin
. Couthis Dance	BOK181 July	HANNA
3. Congie Ibay	N.E. 271 Hidden VALL	
Daye Ibey	N.E. 271 Hidden Valley	Florence
. My huy 11 know	Box 802 Low	1 INCO - SWALDER
. Kimliglagn	5565 Bushy Jane	30 00 mario
. Juderich & Sol	20 PO BOH 313 LOLO	ERLAND
3. Herry H Dedum	6250 So. Mendowood	MISSOULAN
. Maistraso R. Rus	e, 730 Lougstaff	Missoula
. Joe Da Bur	elin 4303 spurce	al, MissoulA
	11.74 5 11.1	4. Comment
· Woffe Tonber	721 Montara Ace	M. Sough
. My Land	#13 Blue w1 to-	Stonsoft
. Derfy NW. Illiams	on 304 Tyler-WAY Lolo	Williamson
0. 22	) Lolo Creek Rd	Loto Mtaggy-
. Jahr. Porson	r FLORENCE	toto Mts-984
Mon + . Kurto	154 Cascade July	Kurtz-
· Low muleu war	Loic Creek Rol	WENKKUS
· Non Olemme	275 ST John	Flemmere
· Allen Horlson	1605 Oakenide de	dal Jodsaas
May Opal Bata	BON 308	Low BARTA
· my June	Will frek et 12	Davis
. Philly Comerces	Lober Greek Rost	B (volume 1)
Carl Brogantille	IN N. W. 5150 SWEELEN CY Ju.	PAGENSTECHER
·	POBOXA14 LAD	DAG

To all From the de

SIGNATURE	ADDRESS	PRINTED LAST NAME
1. Pour 2 Fish	7140 Course	Yeng Gd Fisher
	9	Helenso Fisher
3. Daris V. Fisher		Helene Fisher
4. Call 7 Lifs.	NE 279 8 Mile Rd.	
5. Stephanie Lell		Toxence 114. Gill
6. Dovid Pertun		Lorence ut Pathun
7. Con Hay himm		Phrance met HAWKINSON
8 Far Abulinson		Horence Int HALLKINSON
9. La Charray	<i>a</i> .	Colo At Chapman
10 Julouch Emer		2 Sterry mt. Doborah Emps
	~l	CLUDE DAVID PERSON
12. and saffeet go	100U/ 125 XX	aril BERGSTROM
13. Danna Feld	2 Jane M	ickld Felde
14. Basil Hareful	305 Red Fox Ray low	lo Harefield
15. Filght Melson	Cassellon M	Q NElson
	Powell RS Lolo	
17. Dina Barpan R		
18. Tom Nolonison	9495 Hwy13	- Lolo Rebinson'
19. Show Burge	MICTAL MILECES	BURGE-
20. Ctty p mitter	- Floring King Ke	BURGE- BURGE-
21. Juck & Olice	409 FLANKLUX DA	ussela J. S. Ci-Sony
22. The distance	1.C., Box 32	Lite 11+ LA Roche
23. 100 20 . R. 120,	1200 / 176/ wis 13	10 Maria Maria Cromwel
		MISLA MT Show
		Rd Lolo. MT. TERRIT
26. 11 18 conta, 388	Fetty Ca Sil	Alberta NT
27. John May	7 aci GRAGES (K.	The lo Mont ONELL
28. Muane outer	Sinley Joen J	Alberta Monit O'North helo Monit O'North alson, Montana Rowley
29. The Mountain	14 2036 1426 6	Missaula Most Manoala Ji
30. Dunilla	5402 Tun Moons	Florence MT 59833

EFFICIE	NTLY OPERATED" LI	QUOR STORES IN THE STATE ON	MONTANA:
SIGNA	TURE 7	ADDRESS	PRINTED LAST NAME
1	25 Sittle	Lata Creek Rd Lota M	t. 7itto-
2	1 maria	6197 E.S. de Hice	MARR
3	Chara Jalle	B. 3351 hot	Parker
4	aluce Scott	Stemanillo	SCOH
5	19 Buggin	Stevensulle	HIGGINS
6	East W Pozerle		Biork
7	Fred Peting	Florence	Piters
8.	in Organ	Florence	CRIQERS
9.	Man Cula	Horence	Crider
10.	m plan	Floure	Nelson
11. <u>C</u> v	this Nolven	Derence	Nelson
12.	mil Sente	= Powell, tan.	DENTON
13.	Mitte	FLORENCE MT.	MITCHEIL
14.	Jewy beza	Jan Champin Cush	verdan-
15.	Joursen Howken	Don Florer MT	Hawkinson
16.	the MALK	Merriariet 1	MT. FLITTNER
17.	R ban	2010	GARR
18.	nmi Jinch	Storence	Finch
19.	ely Coaco	•	HOAUS
20. Ria	my my Brelling	14 Sharelf Hilliams Stevensville MI 6987	10 PRELLWITZ
21. Jul	un ous	837 PARKIAN Steins	
( )	co K. Langere	$\sim \sim 1/1.7$	
22 1	a silve to a fill	hx663 Lote MT	CLEVELAND.
24.	Louis Shett	end Bey 81 Flor	in Martinek
25.	La Mar Hill	Son Bry 81 Flor	194501) 25935
26.	in (in)	BUY 703+ LOW, MT	59847 CLEAL
		20 Slack Lane Floren	
28. 5.	A. Kachel	30 Skulphame Flor	oucs, 19 + 59833 Kuchel
	775	A3616 WEST GENTON LA Mission	•
2 1	, —	56 1600 Control Mish	
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WE, THE UNDERSIGNED, STRONGLY PROTEST THE CLOSURE OF THE ABOVE NAMED LIQUOR STORE, IN LOLO, MONTANA, BECAUSE IT IS AN ESTABLISHED BUSINESS IN THE COMMUNITY; IT WILL MEAN A LOSS OF JOBS IN THE COMMUNITY; IT WILL MEAN A LOSS OF SERIVCES FOR THE COMMUNITY; IT WILL MEAN A LOSS OF BUSINESS TO THE OTHER BUSINESSES IN THE COMMUNITY; IT WILL FORCE LOCAL RETAIL BUYERS TO GO TO MISSOULA AGAINST THEIR WISHES; IT WILL CREATE AN UNDUE HARDSHIP FOR THE LOCAL BUSINESSES THAT BUY FROM THE LOLO LIQUOR STORE; IT IS CONTRARY TO GOOD BUSINESS PRACTICES BY THE STATE OF MONTANA; AND IT WILL ELIMINATE ONE OF THE "FRIENDLIEST" AND "MOST EFFICIENTLY OPERATED" LIQUOR STORES IN THE STATE ON MONTANA:

EFFICIENTLY	Y OPERATED" LIQUO	OR STORES IN THE STA	ATE ON MONTANA:
SIGNATURE	3	ADDRESS	PRINTED LAST NAME
1. Key Ro	,.00	17000 1010	Red RAMMEII
2 Clene	it Carey	15845 millers	efferentions Carey
3. Darach	y M. Sare	12755 Rgite	Dr. Salo, MITING
4. May	tei Rode	Lo Lo B	×126 Rock
5. 10b	bic Elliott	J65 faple	Milla Loke, Elliott
6. Och	is Grandonsk	1 243 Esse	
7. Kenis	n Lahming	6195 Nels	rhe Or, Lolo Schmid
8. Agn	an Mytty	Lolo Ch lo	De dolo mytty
9. Line	. Kenny	Tylinaiay	Laka Drany
10. Delle	SKillicorn	15 109 ( ASSUA	de 10/0 Skillicorn
11. M. He	Shillitorn	164 CHSSCA	1 1 0 0
12. Darler	y Drasinge	r 517 Dorie	On Lots Wasinger
13. Shirley	Jemm	Box 127	Tolo lemm
14. W. Sen	in Shriner	BE+ 3411	Xxlo Shriner
15. <u>Léres</u>	19 Kamps	Box 421, LoL	o for Kamps
16. Jonna	Haverfield	305 Red Fox	Road Lolo Haverticki
17. Julia	C Dogwood	( 202 Bero	124 Lolo Pour
18. Donte	1 Lauge	Box 144	Solo Hangas
19. July .	Thurman	214 Ridgewa	y Loto Thuman
20.	ince Cy	Loto	Kimerlij
21	()ty	12550 Lolo	Cold Lole Doty
W i	- Vaisters	SALMON, 71	Carlo Solo Doty
23	U Lieral	111701 Maye	tor way to FERRIS
24. John	C Elho	14185 Lole Creek,	Rd. Lola Ewis
	1) lacherice	\ /	d Madquick
26. Proper			Loto Mt Smith
27. al R			HELENA Rawlins
28. Shoul	a Kelly	<i>F</i> 78	Florence M Kelly
29.		3. C. S. J.	
30. Marca		- BCX 274	•

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EFFICIENTLY O	PERATED" LIQU	OR STORES IN THE STA	TE ON MONTANA:
SIGNATURE		ADDRESS	PRINTED LAST NAME
1.211	. Will	- 4122 Leadousen Rd	Florence MIC Wichard Abl. U. this
2. Tour fee	e William	4122 KE HOUSER	Pl Summer Williams
			nd Lofaht, HAWTHORNE
<i>\( \tau_{\tau} \)</i>	1	6405 Caru, 8	
5. deliam )	March -	Contacto CR	Like 117 Moore
-4//		A	6.60, 177
Z. Colmi	Mune	Loto C. E. Rd	Lolo, MT Venne
8. Joi M.		P.O. Box 675	Loto MT WENCKYS
- 11 h	•		15 Lo Lome Kennedy
//		- //	Os LoLo MEFrie
		A /	D's Life ME Fries
12. Noy no	eller		The Int Walker
13. Bil //	7/	/ / /	Lola Mt. William
	_		Lolg MT
15.	Lega	POB 3	369 Horenzes mit Leger
16: Some			Lola MT Milliger
17. Jun M			T 58847 McKechun
18. Marval	1 0	23 4- Tie Chut.	
19	Mach	sour contact.	" House MI
20 / June 0	dun	Projected Jalo.	int Osporne
2.1. Kom (	V	Lewis & Cloric Di	Lewis
22. Doidie	undmark	Kimwood	Lundmark
23. Lines Roll			
24. alice Wo	zniak	Marmon Ca Ra	( Wozniak
25. Bushy X	9 reju	Frenchtown	Green
26. Witi.	2	Flirence	Brown
27. Odin Ke	-20	1060	Ken
28. Minda	Dows	Florence	Voigt
29. \\(\(\lambda\)	2 Pantale	336 Hikint Lole	RANDALL
1 - 4	tymann.	Lolo Creek Rd	Neumann
P / / / " " /	/	•	

SIGNATURE	ADDRESS	PRINTED LAST NAME
1. Of whelen	Lolo	NE/SON
2. Letter & Strut	Solo	STOUT
3. Day B. Strong	Lolo	STROM
· 4. Joan Erall	Florence	Crall
5. Dalei Willowa	Kalj	William
6. Van Feren	msla	FORAL
mora Presignal	Lolo	ROSSIGNOL
8. William Herrilf	Sterrick	HERKELL
9. Van O Rock C	2 Jole	1
0100	L.L	Lockwood -
11. Chronne Couran	Lolo	COWAN
7/ // //	D. P. A.	ROCK
12 Homes Akeck	och Sulca	
13. At 44 Fh	echsing	M5/A Flechsing
14. Tilan De Mus	12 V	Harines
15. Herald Holtimes	Lobo, mt	Heltemes
16. Junger Cates to	Jelle mi	Robertson
17. May Million	Hanre TAS.	Hartman/
18. Tatient Lungan	Herence M?	DUNCAN
19. Marlford Lule	Luca. Mit	Rule
20 Japa Jule	Lolo, MI	<u>Rule</u>
21. Kuss Smith	Mola nt.	Smith
22. Gay & Como	FLORENCE, MT	Como
23. Ol Bellovanse	HAMILTON	Bellovance
24 Marlew M. marshall	Lole.	MARSHALL
25. Doman Styre	Molo 217 Glacis	VOGERST
26.	- 2n Co	Abern
27. Richard of Many	Lolo	MAZZI
28. Miller Van Gryn	FLORENCE	DAN ENGEN
29. Janus (1865)	Museul	MARTIN
30. Juntiur Bores	Floronie	Boies
10 DOLOS	TUILACE	110/K-S

SIGNATURE	ADDRESS	PRINTED LAST NAME
1. Joryton Bumbayon	5470 Fambon # 12 /	oloML Bumbarger
2. Aprobly. May	Box 772 2010, MT	May
3 Cate Crue	501 yeler, Labo	CRUE
4. Amna Risk	P.O. Box 201. Lolo	Rist
5. Land Halling	Lata Chall	HACKINES
6. Jan Jan	Morros Erel Rd	LAING
7. 1. 10. 6. S.	Til man Co fol	PERTER SMITTE
8. Milliam, J. Jan	Milm In Ido Crak Red	RAGAL
9 Mary & arv	1212 Lakericle	LARR
10. (Comme)	in 1.6. B. 4534	MUNSON
11. Jana K. Jush	156 Cande Valo.	Kurz
12. Marian ( Park	a Bof 113 Florince	PHSKE
13.	16190 Dedicine 42	PHEIFFER
14. Mail to forth	5382 Two morons Rol	Lenut
15/ Shrioty Start	cax 280 Claremont	Hartman
16 Sander full	18th Salla	hall
17. Carle Meliel	30+732- Selo	MCEA!
18. Segret Gillians	COSCONO 6	LEIBONGO 12
19. William M. Capl		CAPLIS
20 (-A. M/ M Sin		
21. Juay A M	Lean 6755 MORMON Cak	Low MCLEAN
22. Can chimany	4 /	5H/KANY
23. Citty Hagyan	•	HAGGARD
24. Buil miles	, ,	<u>Hitchell</u>
25. Strong / (in rais	^ ^	
26. Phylics Pettones	V Den Dil. THO	Peltonen
27. Bennard Juy for	11 11 11 11 11 11 11 11 11 11 11 11 11	Jay
28. Chenne Buill	345 Cumbuland	Mt LEITTL
29. (1): C (1) 4	The 34 Junto Got	LEITTH.
30. Sherary I Subl	n 7315 US Hughy 121	u GAEGA.

SIGNATURE	ADDRESS	PRINTED LAST NAME
1. Opal Kohlfa	Stevensville	Roh1FS
2. Alexanders	dolo	Susie Carr
3. 14 11/0 VI Soul	Kafa -	SMES
4. Laure of Lami	Mussoula	1 AING
5 her ful	Misoula	Sheils
6. Young Ja- Zens	Lolo	Zens
7. Cole Houg	Lolo	Houg
8. W. Hulledoro	6.66	Mullina
9. Cheris World	Missour.	World
10. Joseph a Haggan	lle Lolo	HAGGARd
16. But Hundretglund	Lolo	Hundertfund
12.	S. Salar	Jon?62
13. Dill Sch	Ablo	Schmid
14. Kathryn Sand	AN	Liny
15. Ja Aluson	Lato	Johnson
16. Cheryl Harris	tolo	Harris
17. H. Thas ahan	2020	AHERN
18. Somety Dark	A La	Trooks
19. Vxdd force	175°C0	F150
20. 184 Car Brayer	Lalo	BRAGER
21. Kandi Horter - Smith	Zalo	Porter-Sinitly
22. Bebecca Kramer	lolo	Kromer
23 Janvier La ver	Lalo	LAPIER
24. Lindy Thorsen	Lolo	Thorsen
25. Ella Club	Tolo	ABELE
26. Buty In Defalo	- Folio	Duffalo
27. Carrie Colotter	Lolo	COURTER
28. Kath aller	9×60	Allen
29. Can Su	hele	LE
30. The same	Militare	Pannel
	1	V/

EFFICIENTLY OPERATED" LIQUOR STORES IN THE STATE ON MONTANA:
SIGNATURE ADDRESS PRINTED LAST NAME
1. Church Vnestor 4354 Sunnyside Cenetary Road
2. Cindy Kewitz 6950 MORMAN CRK KURTZ
3. Ken Has 55th Lolsure Park HAAS
4 Manfiell 1605 Takonde Wivell
5. Suppose Sign No Hellman Marine LAWSON
6. Will Middle 215 Essex toto Atmil Dogal
7. Linda B. Millought 215 Fisex Ldo McDaygall
8. Lois Bergstrom 125 glacier Ur. Lolo Bergstrom
9. Clipa D. Moore 27801 Lolo CIK. Pd. MOORE
10. Jun M. Stanfory P.O. Box 163, Lolo STANBERRY
11. Juliup R. Standerson P.O. Box 163, Lote Standerson
12 Cothy Winder 313 River Rr. Winder
13. Juli Dexter Mill creek Pl Dexter
14. John Gross 355 Montana Ave #1 Gross
15. Day M Sloan 312 Tyles Way SLOAN
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SIGNATURE	ADDRESS	PRINTED LAST NAME
1. Bud Ludgman	LoboCrRd	LUSTGRUAP
2. Verna Remoher	127 Roland	Rennakin
3. Long Conk	1612 Lanes de	Dr Coolf
4. Bot Teaulli	lliama	Williams
5. Linea Louden	Florence 1 Mt. 19930 Les Horses	Rd Loveless
6. Hada Jakkin	Sleaven S	Lacking Lacking
7. Politi favordur	a leisure Pa	ark Laverdure
8. Janual J. Bent	to laisure D	esk Benton
9. aly forter	Doni Dr.	PORTER
10. Obel Hegge	BOX 381	Lato, mt Hegge
11. Her Dallman		Jolo Pallman
12. 1/4 / Comb	,	Thomas Most
13. Brian Blennsker	20172 Leg Randon Ro	I boreve montana
14. Debi Decky	2000 z King Road	Horenec Raff.
15. Jaron Reinke	Bx801	Keinke
16. 1.0100a Sallos	Jeisme Park	SALLEE
17. Manh Harren	1406-0	Jensen
18. Chillian Watter	Leisure Park,	WATTERS
19. Lerena Beldrer	Missorla, mt	Beloner
20. R. 1	Missolphite	Belcher
20. 100 P. VBCX 21. 21. 66		BABUI-Rivera
22. Beverly & Beich	242 Ridgeway I	
23. Deans Schmider	13850 Lolo Greek URd	Schneider
24. Jan Statt	4996 Wall Lung	Wall
25. John Milohar	Box 514, hilo	Milohov
26. Rome Gette	6005 Alelacka Folo	Tette
27. Orion Heath	<b>`</b>	solow dive Heath
28. Calles Death	123 her ) Head	
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2. Nang Kr.	Boxbyou	Krem
3. Wanda Willall	Sen Dell	Mitchell
4. Jane Bing	12703 June Con	A. S. J. J.
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· 6. Shery Vandegewachte	12400 Lewist Clarkel	Vandegenachte
7. Stitionrally	Box 231 Lole	Donnelly
8. Mary Jeronet	En 145 Ridgin	y Bergsieker
9. June 13. 166	nes 10,700 allan.	Luc Helmes
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16. Can Dollar	109 Dally.	Hightower
17. Junen Huckins	193 Ridginary	Glockner
18. Russ Cromwell	14550 Lob co Rd	CROMWELL
19. Lyona Juny	211 Blightis	Triang A
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21.	BOX 574 59806	5 MILLIEU YOUNG
22. Michae Johnston	1858 Mermen Cr. Col.	John My Lemley
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25. Cotherin Felloller	Brill Creek Rd	Lolo, M.
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1. Thomas Woods	229 Glacies Dr.	woobs
2. Jane Collins	271 St Johns,	CIOLKOSZ
3. cot as a Clark	# lessure Park	CLARK
4. Marguet Krudson	316-0'Connell Dr.	Knudson
5. Lany a Kondison	# Lesurer PARK LOLO	Knusson
6. Mich Republic	3885 Leo Hitasen RD-Fro	e REYNALDS
7. Party Stansonth	#13 Blue Mitotrict	Stenseth
8. Jina Dueble	POSox 447 Jolo	Buehler
9. Chang Branson	Box 74 Lolo	Bransen
10. Mariflan Stutchers	10 Bax 127 Supe	rens MT Hutchins
11. Mila all	213 Parles QCT	Lob Mut Allen
12. Kinda Mules	10Bg 932	Mylye
13. Conne forther	sty Box 141	Solo, JEKITESTRY
14. Eleanor Clark	Est Lakindo D. 1.	The mt
15. Carlyne Wegan	Florence	LNEGAN.
16. Jamelia Reance	317 tyler	Lola Lut Keenn
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18.	2003 Frighton	dolo Hills
19. Charl Lutto	Lolo Crub Kd. Lot	a ZITTO Zitto
20 July Piolet	7060	MISHEL .
21. /1/1/1/ ) Karum	1305 Lallemore 1	File Klimien
22. Tolet Caple	1304 La Lande "1	Lo MORPH
23. Mayor Florida	251 Cap de Villa	Lola MIHEINT
24. Chabith Stahl	. 309 Red Fox Rol	Lolo, mT. Stahl
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29. Judy Carmichach	310 Barciay	how MF 54847
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7. Julie R Klein	5'13,3 Klements (n Flo	rence Klein
8. Say Days	1604 Jakeside D	2. Lob mit
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13. (Colory of)	10450 Lakewood Pl.	Le/o, MT
14. Janua Jan	X 12978 Kimwood	Da Lola, MI
15. Collin hilo	Box 121 Lolo,	mt.
16. Jandon So	cene BOX338	Lolo, MI-
17. June Jako	722 OHK	0.4.
18. Spean M. Stans	- Box Sol holo,	M 1 2 4
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4. Christing of Field.	BOX 241 1020	Field
5. South Schoening	Box 241 Lolo	Schoening
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7. Duan Escus	12605 OTTOMAR	EGGERS
8. Rogy Bernett	Lolo	Bennett
9. Kathy Martin	Lolo	Martin
10. Onray Brown	Box 488 Lola	Brown
11. Janna miller	BN 516 LOLO	MILLER
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18. Paul Hoflanes	Box 327 Loto	Hotbauer
19. Dayley	120 Dallas	WAdswarth
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8. Carolyn Millian	5470 Farm Lane HS	Milliger
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March 26,1981 HB14 Rep. Driscoll

March 20, 1986

TO: Revenue Oversight Committee

FROM: Dan Faulkner, Agent, Walkerville Liquor Store

Reasoning behind a state store converting to an agency is, it's no longer profitable to be operated by the state. We were converted July 1, 1983, with a profit margin of negative 6.2%, and sales of \$168,000.

I took this store knowing it was not profitable, but had one thing in mind-to turn it around. Fiscal year 1984, adjusted gross sales were \$233,176 a profit of positive 8.8%, fiscal year 1985 adjusted gross sales were \$384,970, a profit of 9.1%, this fiscal to date sales are \$351,183 with projected sales of \$440,000, yet I have been "picked" for closure. I ask-why? What's the reasoning when sales and profits are increasing?

Walkerville is a small community, an incorporated city seperate from Butte Silver Bow. The loss of revenue is crucial to our community.

The closure of my store means my livelihood. As a private contractor there are no unemployment benefits-my means of support will have ended.

Sincerely,

Daniel P. Faulkner

WALLASTA CEL STORE #157				
	EY1985	EY1984_	FY1983	FY1982
Sales Units	50,584	31,483	24,368	30,297
Total Sales	392.477.60	4 2 C B	168.402.50	213,615.25
Discount	7.507.75	0.026.6	•	3,038,29
Adj Gross Sales	384 969 85	7 266216	_	210.576.96
Cost of Sales	219,826.72	132;228:13	198,724:18	119,726,36
Gross Profit	165,143.13	956.	70,888.40	90,850.00
Operating Expenses	•			t :
Salaries		724.1	143	045.7
Cont Services	38,961.03	23,288.2	3,097.50	
Supplies	211.62-Store	Pays 174.12	296.42	762.6
Comm-Trans	3,071.47- DIVISION DIMINION	2,216.2	1,907.68	2,108.97
Travel			,	
Rent	•		1,200.00	
Utilities			566.1	
Repairs				
Other Expense				
Breakage-Shortage	129 90- Stere	0. Store-Swamax 39.93		53.0
Adm Costs	9.449.07~Divis	sien (1.43 6,926.26	5,360.96	
TOTAL EXPENSE	51,823.09	33,368.89	47,572.28	47,265.15
TOTAL REVENUE	113,320.04	67,587.70	23,316.28	43,585.45
•				

.Less Transfers Out for Taxes	78,1,77.88	47,168.61	33,656.54	42,452.22
Net Profit after Taxes and Profit	35,142.16	20,419.09	10,340.26-	1,133.23
• -	6	& & &	6.2-	٠.

Agency Stores are charged 18.68¢ of unit sales. This is the same charge the Department assesses against state stores. Agency stores are less years for the importment, and smooth by the description.

March 26, 19. HB 14 Rep. Drisa

### DEPARTMENT OF REVENUE



TED SCHWINDEN, GOVERNOR

MITCHELL BUILDING

# STATE OF MONTANA

HELENA, MONTANA 59620

#### DEPARTMENT OF REVENUE

#### INFORMATION FOR LEGISLATORS

ON

#### Liquor Store Closures

The Department has taken action to close 7 liquor stores to help earn revenue planned last session.

The store closures are just one part of a five part plan to overcome what would be a \$2 million short fall if nothing is done. Store closures will contribute \$560,000 to this plan.

The Department is working within Legislative criteria enacted in HB500 last session.

The Liquor Division operates under an open ended appropriation. The only limits to what the Division can spend are performance criteria written in HB500. Authority to close stores is granted.

"During the 1987 biennium, the division shall attempt to return at least 13 percent of net sales. Net sales are gross sales less discounts and all taxes collected. The division shall limit operational expenses of the liquor merchandising system to not more than 15 percent of net sales. Operational expenses may not include product costs, freight charges, or expenses allocable to other divisions or licensing bureau expenses.

"The division retains full authority to determine store operating hours and the number and location of stores and employees. Nonprofitable or marginally profitable state stores shall be closed or converted to agency stores in an orderly manner. Agency stores shall be closed if the division considers them marginally profitable and other state stores or agencies are located within a reasonable distance."

The 1982 performance audit (Office of the Legislative Auditor) urged the legislature to clarify the mission of the Liquor Merchandising Program.

The audit report stated: "The Legislature has given the Division confusing signals as to whether it should operate as a service organization or a profit-making business. We believe the Legislature needs to statutorily define the Division's role."

The audit report listed 4 questions that the Legislature needed to answer:

- Should the Division try to maximize profits to the General Fund?
- Should the state operate its own or agency stores in each community regardless of profitability?
- Should the state advertise prices?
- Should the state stock a wide variety of products in each store regardless of profitability?

The Department has taken the position that its responsibility is to maximize profit to the General Fund consistent with adequate service. This means, among other actions, reducing overhead costs in multi-store market areas.

After carefully examining the major Liquor market areas, we have concluded General Fund revenues can be significantly enhanced by closing seven state liquor stores and agencies. Two basic factors underlay this action. First, dollars sales declined by 11.5% from Fiscal 1982 to 1985, representing a reduction of \$6,375,325. During the same period, unit sales (actual number of bottles) dropped 17.6%, from 8,071,10% in Fiscal 1982 to 6,651,387 in Fiscal 1985. Clearly the marketing structure appropriate for selling 8 million units does not work for selling only 6.6 million.

Second, in our larger market areas throughout the state there are several state retail liquor outlets. The distance between them generally ranges from several blocks to a few miles. By closing one store in each market area, local customers will not be inconvenienced by having to travel a short added distance to purchase spirits or wine at the state price. Total sales in these areas are expected to shift to the remaining outlets thus increasing the market area profitability and state revenues.

The following describes the basis for restructuring our retail outlets in seven primary market areas.

#### Butte Market Area

The Butte market area is served by three stores: Uptown Butte #2, Harrison Avenue #116, and Walkerville Agency Store #137. The three stores sold \$2 million of liquor in FY85 earning a profit of \$245,848 or 12.18 percent of sales.

We are closing the Walkerville Agency. If this action had been taken in FY85, profits would have increased to \$288,223 annually or 14.28 percent of sales. The Table below illustrates the effect of this closure.

	STORE	FY85 UHIT SALES	FY85 NET SALES	FY85 Net Profit	FY85 PROFIT Margin	FY85 Total Expenses	FY85 EXPENSE RATIO	ESTIMATED PROFIT Increase
REFORE:								
	BUTTE 2	101,599	\$586,956	\$53,304	9.08%	\$118,442	20.18%	
	BUTTE 116	177,150	\$1,124,156	\$157,402	14.00%	\$164,531	14.64%	
	WALKERUILLE 137	50,584	\$306,792	\$35,142	11.45%	\$51,823	16.89%	
		329,333	\$2,017,904	\$215,818	12.18%	\$334,796	16.59%	
AFTER:								
	BUTTE 2	152,183	\$893,748	\$130,821	14.64%	\$127,891	14.31%	
	BUTTE 116	177,150	\$1,124,156	\$157,402	14.00%	\$164,531	14.64%	1
		329,333	\$2,017,904	\$288,223	14.28%	\$292,422	14.49%	\$42.375

#### Bozeman Market Area

The Bozeman market area is served by two stores: the downtown store #9 and the 7th Avenue store #193. The two stores sold \$1.7 million in FY85 and earned profits of \$205,633 or 12.41% of sales.

We are closing Store #193. If this action had been taken in FY85, profits would have increased to \$280,660 annually or 16.94 percent of sales.

	STORE	FY85 UNIT SALES	FY85 Net Sales	FY85 Net Profit	FY85 PROFIT Margin	FY8S TOTAL Expenses	FY85 E EXPENSE RATIO	STIMATED PROFIT INCREASE
BEFORE:								
	BOZEMAN 9	173,416	\$995,367	\$131,489	13.21%	\$153,743	15.45%	
	BOZEMAN 193	111,977	\$661,570	\$74,144	11.21%	\$115,587	17.47%	
		285,393	\$1,656,937	\$205,633	12.41%	\$269,330	16.25%	
AFTER:								
	BOZEMAN 9	285,393	\$1,656,937	\$280,660	16.94%	\$194,306	11.73%	\$75,027

#### Kalispell Market Area

The Kalispell market area is served by three stores: The Store #12, located in the shopping center, Store #195 located adjacent to the Outlaw Inn, and the Evergreen Agency located two miles from the number 12 store. The three stores sold \$1.7 million of liquor in FY85 earned and profits of \$206,728 or 12.1% of sales.

We are closing Store #195. If this action had been taken in FY85, profits would have increased to \$305,626 annually or 17.88 percent of sales. The table below illustrates the effect of this closure.

		FY85	FY85	FY85	FY85	FY85	FY85 1	ESTIMATEO
STOR	Ξ	UNIT	NET	HET	PROFIT	TOTAL	EXPENSE	PROFIT
		SALES	SALES	PROFIT	MARGIN	EXPENSES	RATIO	INCREASE
BEFORE:								
KALI	SPELL 12	162,975	\$967,815	\$140,374	14.50%	\$138,846	14.35%	
KALI	SPELL 195	84,539	\$536,010	\$37,825	7.06%	\$114,686	21 .40%	
EUER	GREEN 67	34,896	\$205,288	\$28,529	13.90%	\$31,922	15.55%	
AFTER:								
(/01.7	30ELL 40	242 544	44 507 000	****	40.60	*****		
KHLI	SPELL 12	247,514	\$1,503,825	\$280,049	18.62%	\$151,685	10.09%	
EVER	GREEN 67	34,896	\$205,288	\$25,577	12.46%	\$34,874	16.99%	
		282,410	\$1,709,113	\$305,626	17.88%	\$186,559	10.92%	\$98,898

#### Billings Market Area

The Billings area is served by four stores: two downtown and two in shopping centers in the western part of town. The area had liquor sales of \$5.1 million in FY85, earning profits of \$724,804 or 14.05 percent of sales.

We are closing Store #5 located in a parking facility in downtown Billings. If this action had been taken in FY85, profits would have increased to \$812,005 annually, or 15.74 percent of sales. The table below illustrates the effect of the closure.

STORE	FY85 UNIT SRLES	FY85 NET SRLES	FY85 Net Profit	FY85 PROFIT MARGIN	FY85 Total Expenses	EXPENSE	STIMATED PROFIT INCRERSE
BEFORE:		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,					
BILLINGS 3	264,319	\$1,648,198	\$254,298	15.43%	\$216,041	13.11%	
BILLINGS 4	325,959	\$1,691,781	\$233,547	13.80%	\$234,728	13.87%	
BILLINGS 5	126,696	\$748,875	\$80,277	10.72%	\$130,525	17.43%	
BILLINGS 196	179,959	\$1,071,553	\$156,682	14.62%	\$147,973	13.81%	
	896,932	\$5,160,407	\$724,804	14.05%	\$729,26?	14.13%	
AFTER:							
BILLINGS 3	327,666	\$2,022,636	\$341,215	16.87%	\$234,525	11.60%	
BILLINGS 4	389,307	\$2,066,219	\$319,770	15.48%	\$253,927	12.29%	
BILLINGS 196	179,959	\$1,071,553	\$151,019	14.09%	\$153,636	14.34%	
	896,932	\$5,160,407	\$812,005	15.74%	\$642,088	12.44%	\$87,201

#### Helena Market Area

The Helena market area is served by three stores: downtown Store #1, Northgate shopping center Store #197, and East Helena Store #83. The area sold \$2.2 million of liquor in FY85 and earned profits of \$281,695 or 12.66 percent of sales.

We are closing the East Helena store. If this action had been taken in FY85, profits would have increased to \$327,851 annually, or 14.74 percent of sales. The table below illustrates the effect of this closure.

	FY85	FY85	FY85	FY85	FY85		ESTIMATED
STORE	UNIT	NET ·	NET	PROFIT	TOTAL	EXPENSE	PROFIT
	SALES	SALES	PROFIT	MARGIN	EXPENSES	RATIO	INCREASE
BEFORE:							
HELENR 1	202,376	\$1,211,702	\$163,864	13.52%	\$181,640	14.99%	
HELENA 197	130,227	\$776,694	\$103,565	13.33%	\$119,984	15.44%	
EAST HELENR 83	39,762	\$236,378	\$14,266	6.04%	\$53,579	22.67%	
	372,365	\$2,224,774	\$281,695	12.66%	\$355,103	15.96%	
AFTER:							
HELENR 1	202,376	\$1,211,702	\$159,392	13.15%	\$186,114	15.36%	
HELENA 197	169,989	\$1,013,072	\$168,459	16.63%	\$122,837	12.13%	
•	372,365	\$2,224,774	\$327,851	14.74%	\$308,951	13.89%	\$46,156

#### Great Falls Market Area

The Great Falls market area is served by three stores: #140 downtown, #141 on the west side, and #139 on Tenth Avenue South. The area sold \$3.5 million of liquor in FY85 and earned \$499,212 in profits, or 14.25% of sales.

We are closing Store #140 downtown. If this action had been taken in FY85, profits would have increased to \$593,884 or 16.95% of sales. The table below illustrates the effect of this closure.

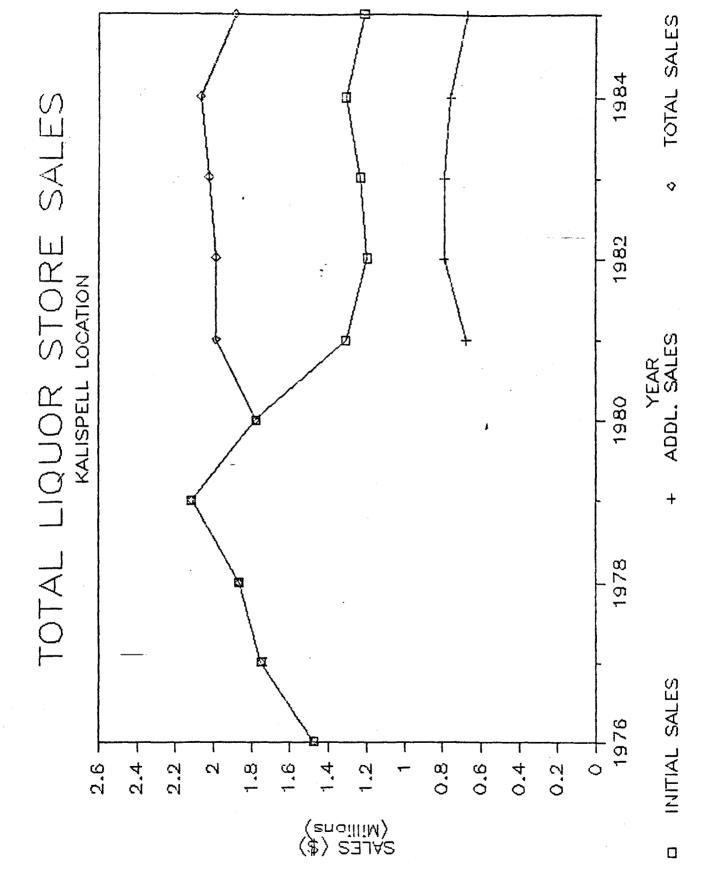
STORE	FY85 Unit	FY8S Net	FY85 Net	FY85 PROFIT	FY85 Total	FY85 E Expense	STIMATED PROFIT
STUKE	SALES	SRLES	PROFIT	MRRGIN	EXPENSES	RATIO	INCREASE
BEFORE:	JIILLU	SHELD	; KU1 1 1	ININOTH	EM EMOLO	NIII ZU	THUNCHUL
GREAT FALLS 139	199,167	\$1,192,575	\$159,481	13.37%	\$185,617	15.56%	
GREAT FALLS 140	186,361	\$1,086,606	\$161,060	14.82%	\$149,161	13.73%	
GREAT FALLS 141	210,429	\$1,225,440	\$178,671	14.58%	\$168,955	13.79%	
	595,957	\$3,504,621	\$499,212	14.24%	\$503,733	14.37%	
AFTER:							
GREAT FALLS 139	304,382	\$1,805,295	\$305,275	16.91%	\$213,638	11.83%	
GREAT FALLS 141	291,576	\$1,699,326	\$288,609	16.98%	\$195,426	11.50%	
	595.957	\$3,504,621	\$593.884	16.95%	\$409,064	11.67%	\$94,672

#### Missoula Market Area

The Missoula market area is served by three stores: the downtown Store #170, the south side Store #171, and the Lolo agency Store #192. The area sold \$3.5 million of liquor in FY85 earning a profit of \$495,805, or 14.35 percent of sales.

We are closing the Lolo agency. If this action had been taken in FY85, profits would have increased to \$530,296, or 15.34 percent of sales. The table below illustrates the effect of this closure.

	STORE	FY85 Unit	FY85 Net	FY85 Net	FY85 Profit	FY85 Total	EXPENSE	STIMATED PROFIT
		SALES	SALES	PROFIT	MARGIN	EXPENSES	RATIO `	INCREASE
BEFORE:								
	MISSOULA 170	227,008	\$1,405,918	\$201,249	14.31%	\$201,917	14.36%	
	MISSOULA 171	299,214	\$1,743,776	\$261,731	15.01%	\$239,896	13.76%	
	LOLO 192	52,855	\$306,140	\$32,825	10.72%	\$54,184	17.70%	
		579,077	\$3,155,834	\$195,805	14.35%	\$495,997	14.35%	
AFTER:								
	MISSOULA 170	279,863	\$1,712,058	\$278,826	16.29X	\$211,352	12.34%	•
	MISSOULA 171	299,214	\$1,743,776	\$251,470	14.42%	\$250,159	14.35%	
		579,077	\$3,455,834	\$530,296	15.34%	\$461,511	13.35%	\$34,491



### WITNESS STATEMENT

NAME	Tai Di	1/2 /		BILL NO.	HB 14
ADDRESS	fo for 1	339 16/13/	Montana	DATE	
WHOM DO	YOU REPRESENT	TABLEASING			
SUPPORT		OPPOSE		AMEND	
PLEASE I	EAVE PREPARED	STATEMENT WITH	SECRETARY.		
Comments	i. BMA.ba	· · · · · · · · · · · · · · · · · · ·			

#### VISITORS' REGISTER

BUSINESS AND LABOR COMMITTEE

BILL NO. HB 14	DATE March 26, 1	L986	
SPONSOR			
NAME (please print)	RESIDENCE	SUPPORT	PPOSE
Tim Book	635 Horan M. Col. 7Als		
RAY TRUDEL	605-25AUENE.		
Con Judge	Holen		
PULL WESTE	KALISPEK		
June Souther	Juminand 10		
2 Junio Dichar Differencing	C 72/1		
Hary Burst 0	a, Helia		
Chester Dulich.	/ '		
Box Durker	MTA	L	
Dick Bark	hih Dix Korner Bar		
R M Melson	K,D #6		***
Jin Beyon	GEFICEBAR MOORIZ		
Lardy Ramon (farehow)	Sundaren In Stanfur		
P. D. B. D. Williams	Bat Sul Da Belf		
red Sellie My My anus	House May		·
Paul De Stain	MERINA 3/ HZ	IL L	<del></del>
Martin Voors	Short Nalls		
IF YOU CARE TO WRITE COMMENTS	S, ASK SECRETARY FOR WITNE	SS STATEME	NT FORM

PLEASE LEAVE PREPARED STATEMENT WITH SECRETARY.

### VISITORS' REGISTER

COMMITTEE

BUSINESS AND LABOR

BILL NO. HB 14	DATE March 26,	1986	
SPONSOR Rep. Driscoll			
NAME (please print)	RESIDENCE	SUPPORT	OPPOSI
YHONNE JOHINSON	HELENA	1	
Pruille Johnson	/ (		
Le Hellellinger	Helena	1	
Ven Modanca O	Butto	U	
Patri Scott	EHelens		
Holen Moriarity	Pulle		
Chris McDonidel	SeA		
Mes Gunan	1,040	/	
Mrs Dan Mc Gonigle	Butte	/	
Vudy Grunow	LoLO	/	
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Re Street South (406) 452-4262 (406) 453-1781 (406) 453-1506			
(400) 400 1000			

IF YOU CARE TO WRITE COMMENTS, ASK SECRETARY FOR WITNESS STATEMENT FORM.

PLEASE LEAVE PREPARED STATEMENT WITH SECRETARY.