

11/16

TEXAS ALCOHOLIC BEVERAGE COMMISSION
FOURTH QUARTER PERFORMANCE MEASURES
FISCAL YEAR 2015

ACTUAL PERFORMANCE FOR OUTPUT/EFFICIENCY MEASURES
458 - Alcoholic Beverage Commission
Fiscal Year 2015
10/1/2015

Efficiency/Output Measures with Cover Page and Update Explanation
 83rd Regular Session, Performance Reporting
 Automated Budget and Evaluation System of Texas (ABEST)

10/1/2015 8:17:05AM

Agency code: 458

Agency name: **Alcoholic Beverage Commission**

<u>Type/Strategy/Measure</u>	<u>2015 Target</u>	<u>2015 Actual</u>	<u>2015 YTD</u>	<u>Percent of Annual Target</u>	<u>Target Range</u>
Output Measures					
<u>1-1-1 ENFORCEMENT</u>					
1 NUMBER OF INSPECTIONS					
Quarter 1	75,200.00	22,661.00	22,661.00	30.13 % *	15,040.00 - 22,560.00
<u>Explanation of Variance:</u> Being more fully staffed and well motivated, agents have been able to beat earlier expectations.					
Quarter 2	75,200.00	19,674.00	42,335.00	56.30 % *	33,840.00 - 41,360.00
<u>Explanation of Variance:</u> Being more fully staffed and well motivated, agents have been able to beat earlier expectations.					
Quarter 3	75,200.00	21,244.00	63,579.00	84.55 % *	52,640.00 - 60,160.00
<u>Explanation of Variance:</u> Fewer vacancies and higher levels of agent motivation have increased output.					
Quarter 4	75,200.00	17,570.00	81,149.00	107.91 % *	71,440.00 - 78,960.00
<u>Explanation of Variance:</u> Fewer vacancies and higher levels of agent motivation have increased output.					
<u>2-1-1 LICENSING AND INVESTIGATION</u>					
2 # LICENSES/PERMITS ISSUED					
Quarter 1	61,396.00	14,247.00	14,247.00	23.21 %	12,279.20 - 18,418.80

* Varies by 5% or more from target.

Efficiency/Output Measures with Cover Page and Update Explanation
 83rd Regular Session, Performance Reporting
 Automated Budget and Evaluation System of Texas (ABEST)

10/1/2015 8:17:05AM

Agency code: 458 Agency name: **Alcoholic Beverage Commission**

Type/Strategy/Measure	2015 Target	2015 Actual	2015 YTD	Percent of Annual Target	Target Range
Output Measures					
2 # LICENSES/PERMITS ISSUED					
Quarter 2	61,396.00	13,733.00	27,980.00	45.57 %	27,628.20 33,767.80
Quarter 3	61,396.00	18,703.00	46,683.00	76.04 %	42,977.20 49,116.80
Quarter 4	61,396.00	14,982.00	61,665.00	100.44 %	58,326.20 64,465.80
<u>3-1-1 COMPLIANCE MONITORING</u>					
3 AUDITS/ANALYSES FIELD AUDITORS					
Quarter 1	1,450.00	426.00	426.00	29.38 %	290.00 435.00
Quarter 2	1,450.00	541.00	967.00	66.69 % *	652.50 797.50

Explanation of Variance: Audits are an annual goal even though they are measured quarterly. First three quarters will normally be higher than the fourth quarter production due to training schools, academies, vacations scheduled, etc that occur during the fourth quarter. Division is on track to meet its annual goal.

* Varies by 5% or more from target.

Efficiency/Output Measures with Cover Page and Update Explanation
 83rd Regular Session, Performance Reporting
 Automated Budget and Evaluation System of Texas (ABEST)

10/1/2015 8:17:05AM

Agency code: 458

Agency name: Alcoholic Beverage Commission

Type/Strategy/Measure	2015 Target	2015 Actual	2015 YTD	Percent of Annual Target	Target Range
Output Measures					
3 AUDITS/ANALYSES FIELD AUDITORS					
Quarter 3	1,450.00	377.00	1,344.00	92.69 % *	1,015.00 1,160.00
<u>Explanation of Variance:</u> Audits are an annual goal even though they are measured quarterly. First three quarters will normally be higher than the fourth quarter production due to training schools, academies, vacations scheduled, etc. that occur during the fourth quarter. Division is on track to meet its annual goal.					
Quarter 4	1,450.00	122.00	1,466.00	101.10 %	1,377.50 1,522.50
3-2-1 PORTS OF ENTRY					
1 # OF ALCOHOLIC CONTAINERS STAMPED					
Quarter 1	1,541,293.00	262,349.00	262,349.00	17.02 % *	308,258.60 462,387.90
<u>Explanation of Variance:</u> While the volume reported for the first quarter of FY 2015 is lower than expected, it is higher than reported for the same period of the prior fiscal year with revenue gains noted for Laredo, Eagle Pass and Brownsville Districts. The original projection assumed that the volume of taxable importations passing through POE facilities located along the Texas-Mexico border would stabilize after FY 2013, when, in fact, that volume continued to decline in most ports with only a few exceptions noting increases. Also, the volume of personal importations actually taxed at the new Galveston Seaport POE, while profitable, has proven to be less than originally expected.					
Quarter 2	1,541,293.00	460,635.00	722,984.00	46.91 %	693,581.85 847,711.15

* Varies by 5% or more from target.

Efficiency/Output Measures with Cover Page and Update Explanation
 83rd Regular Session, Performance Reporting
 Automated Budget and Evaluation System of Texas (ABEST)

10/1/2015 8:17:05AM

Agency code: 458 Agency name: Alcoholic Beverage Commission

Type/Strategy/Measure	2015 Target	2015 Actual	2015 YTD	Percent of Annual Target	Target Range
Output Measures					
1 # OF ALCOHOLIC CONTAINERS STAMPED					
Quarter 3	1,541,293.00	328,779.00	1,051,763.00	68.24 % *	1,078,905.10 1,233,034.40
<u>Explanation of Variance:</u> The original projection assumed that the volume of taxable importations passing through POE facilities located along the Texas-Mexico border would stabilize after FY 2013, when, in fact, that volume continued to decline in most ports, with signs of stabilization not beginning to emerge until the current FY (FY 2015). Also, the volume of personal importations actually taxed at the new Galveston Seaport POE, while profitable, has proven to be less than originally expected.					
Quarter 4	1,541,293.00	357,405.00	1,409,168.00	91.43 % *	1,464,228.35 1,618,357.65
<u>Explanation of Variance:</u> The original projection assumed that the volume of taxable importations passing through POE facilities located along the Texas-Mexico border would stabilize after FY 2013, when, in fact, that volume continued to decline in most ports, with signs of stabilization not beginning to emerge until the current FY (FY 2015). Also, the volume of personal importations actually taxed at the new Galveston Seaport POE, while profitable, has proven to be less than originally expected.					
2 # OF CIGARETTES STAMPED					
Quarter 1	673,300.00	93,309.00	93,309.00	13.86 % *	134,660.00 201,990.00
<u>Explanation of Variance:</u> While the volume reported for the first quarter of FY 2015 is lower than expected, it is higher than reported for the same period of the prior fiscal year with revenue gains noted for Laredo, Eagle Pass and Brownsville Districts. The original projection assumed that the volume of taxable importations passing through POE facilities located along the Texas-Mexico border would stabilize after FY 2013, when, in fact, that volume continued to decline in most ports with only a few exceptions noting increases. Also, the volume of personal importations actually taxed at the new Galveston Seaport POE, while profitable, has proven to be less than originally expected.					

* Varies by 5% or more from target.

Efficiency/Output Measures with Cover Page and Update Explanation
 83rd Regular Session, Performance Reporting
 Automated Budget and Evaluation System of Texas (ABEST)

10/1/2015 8:17:05AM

Agency code: 458

Agency name: Alcoholic Beverage Commission

Type/Strategy/Measure	2015 Target	2015 Actual	2015 YTD	Percent of Annual Target	Target Range
Output Measures					
2 # OF CIGARETTES STAMPED					
Quarter 2	673,300.00	117,129.00	210,438.00	31.25 % *	302,985.00 370,315.00
<u>Explanation of Variance:</u> The original projection assumed that the volume of taxable importations passing through POE facilities located along the Texas-Mexico border would stabilize after FY 2013, when, in fact, that volume continued to decline in most ports. Also, the volume of personal importations actually taxed at the new Galveston Seaport POE, while profitable, has proven to be less than originally expected. Another likely factor is that adult cigarette consumption has declined in Texas in the years before and after FY 2013. This decline in in-state consumption also probably played a role in the declining volume of personal cigarette importations and can be expected to continue to have an impact in the future.					
Quarter 3	673,300.00	113,218.00	323,656.00	48.07 % *	471,310.00 538,640.00
<u>Explanation of Variance:</u> The original projection assumed that the volume of taxable importations passing through POE facilities located along the Texas-Mexico border would stabilize after FY 2013, when, in fact, that volume continued to decline in most ports. Also, the volume of personal importations actually taxed at the new Galveston Seaport POE, while profitable, has proven to be less than originally expected. Another likely factor is that adult cigarette consumption has declined in Texas in the years before and after FY 2013. This decline in in-state consumption also probably played a role in the declining volume of personal cigarette importations and can be expected to continue to have an impact in the future.					
Quarter 4	673,300.00	89,451.00	413,107.00	61.36 % *	639,635.00 706,965.00
<u>Explanation of Variance:</u> The original projection assumed that the volume of taxable importations passing through POE facilities located along the Texas-Mexico border would stabilize after FY 2013, when, in fact, that volume continued to decline in most ports. Also, the volume of personal importations actually taxed at the new Galveston Seaport POE, while profitable, has proven to be less than originally expected. Another likely factor is that adult cigarette consumption has declined in Texas in the years before and after FY 2013. This decline in in-state consumption also probably played a role in the declining volume of personal cigarette importations and can be expected to continue to have an impact in the future.					

Efficiency Measures

* Varies by 5% or more from target.

Efficiency/Output Measures with Cover Page and Update Explanation
 83rd Regular Session, Performance Reporting
 Automated Budget and Evaluation System of Texas (ABEST)

10/1/2015 8:17:05AM

Agency code: 458

Agency name: Alcoholic Beverage Commission

Type/Strategy/Measure	2015 Target	2015 Actual	2015 YTD	Percent of Annual Target	Target Range
Efficiency Measures					
<u>1-1-1 ENFORCEMENT</u>					
1 AVERAGE COST ENFORCE INSPECT					
Quarter 1	298.34	236.56	236.56	79.29 % *	283.42 - 313.26
<u>Explanation of Variance:</u> First quarter spending for the strategy was slightly less than expected, and output volume exceeded straight-line target by 20 percent, both factors lowering unit cost.					
Quarter 2	298.34	291.95	262.28	87.91 % *	283.42 - 313.26
<u>Explanation of Variance:</u> Spending for the strategy during the first half of the FY was slightly less than expected, and output volume exceeded straight-line target by 12.5 percent. Both factors converged to lower unit cost.					
Quarter 3	298.34	298.99	274.55	92.03 % *	283.42 - 313.26
<u>Explanation of Variance:</u> The output associated with this measure was higher than anticipated, and agents collectively attributed a higher proportion of their total work hours to activities not associated with the public education and information than was originally expected.					
Quarter 4	298.34	394.00	300.43	100.70 %	283.42 - 313.26
<u>2-1-1 LICENSING AND INVESTIGATION</u>					
1 AVG COST/LICENSE/PERMIT PROCESSED					

* Varies by 5% or more from target.

Efficiency/Output Measures with Cover Page and Update Explanation
 83rd Regular Session, Performance Reporting
 Automated Budget and Evaluation System of Texas (ABEST)

10/1/2015 8:17:05AM

Agency code: 458

Agency name: **Alcoholic Beverage Commission**

Type/Strategy/Measure	2015 Target	2015 Actual	2015 YTD	Percent of Annual Target	Target Range
Efficiency Measures					
1 AVG COST/LICENSE/PERMIT PROCESSED					
Quarter 1	69.40	58.40	58.40	84.15 % *	65.93 72.87
<u>Explanation of Variance:</u> Efficiency target assumed a higher level of spending than was appropriated or actually occurred.					
Quarter 2	69.40	59.79	59.08	85.13 % *	65.93 72.87
<u>Explanation of Variance:</u> Efficiency target assumed a higher level of spending than was appropriated or actually occurred.					
Quarter 3	69.40	45.76	53.77	77.48 % *	65.93 72.87
<u>Explanation of Variance:</u> Efficiency target assumed a higher level of spending than was appropriated or actually occurred.					
Quarter 4	69.40	76.18	59.20	85.30 % *	65.93 72.87
<u>Explanation of Variance:</u> Efficiency target assumed a higher level of spending than was appropriated or actually occurred.					
3-1-1 COMPLIANCE MONITORING					
1 AVG COST PER AUDIT OR ANALYSIS					
Quarter 1	378.94	243.43	243.43	64.24 % *	359.99 397.89
<u>Explanation of Variance:</u> First quarter spending was less than expected, and the percentage of total cost attributable to audits based on hours worked was also less than anticipated. In addition, actual output was approximately 18 percent higher than the straight-line projection for the first quarter. All of these factors combined to lower unit cost.					

* Varies by 5% or more from target.

Efficiency/Output Measures with Cover Page and Update Explanation
 83rd Regular Session, Performance Reporting
 Automated Budget and Evaluation System of Texas (ABEST)

10/1/2015 8:17:05AM

Agency code: 458

Agency name: Alcoholic Beverage Commission

Type/Strategy/Measure	2015 Target	2015 Actual	2015 YTD	Percent of Annual Target	Target Range
Efficiency Measures					
1 AVG COST PER AUDIT OR ANALYSIS					
Quarter 2	378.94	218.33	229.10	60.46 % *	359.99 397.89
<u>Explanation of Variance:</u> Volume of output was higher than expected while total attributable cost fell much closer to the anticipated range. Unit costs were lower as a consequence of the increase in output relative to cost.					
Quarter 3	378.94	404.78	278.88	73.59 % *	359.99 397.89
<u>Explanation of Variance:</u> Actual audit volume was approximately 24% above the straight-line projection for the end of the third quarter, while the work hours and cost attributable to the audit function were slightly lower than expected. Collectively these two factors combined to lower unit cost by approximately 26%.					
Quarter 4	378.94	778.81	324.23	85.56 % *	359.99 397.89
<u>Explanation of Variance:</u> The number of audits conducted was slightly higher than expected while the work hours and cost attributable to the audit function were lower than expected. Collectively these two factors combined to lower unit cost by approximately 15.5%.					

* Varies by 5% or more from target.

ACTUAL PERFORMANCE FOR OUTCOME MEASURES

458 - Alcoholic Beverage Commission

Fiscal Year 2015

10/1/2015

Outcomes with Cover Page and Update Explanation
 83rd Regular Session, Performance Reporting
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 10/1/2015
 TIME: 8:17:41AM
 PAGE: 2 OF 2

Agency code: 458

Agency name: Alcoholic Beverage Commission

Objective/Measure	2015 Target	2015 YTD	Percent of Annual Target	Target Range
<u>1-1 DETECT/PREVENT LAW VIOLATIONS</u>				
1 % LICENSED ESTABS INSPECTED	80.00 %	76.47 %	95.59 %	
Prior YTD:				
<u>2-1 TIMELY PROCESS OF APPLICATIONS</u>				
1 AVG DAYS TO APPROVE ORIG LIC	42.00	36.99	88.07 % *	
<u>Explanation of Variance:</u> The original projection for this measure was based on prior history. However after submission of the LAR for the FY 14 FY 15 biennium, Commissioners challenged the Licensing Division's personnel to "Do even better and beat expectations. Licensing personnel met the challenge.				
Prior YTD:				
<u>3-1 MONITOR COMPLIANCE WITH TABC CODE</u>				
1 % AUDITS FOUND TO BE IN COMPLIANCE	80.00 %	81.31 %	101.64 %	
Prior YTD:				

Varies by 5% or more from target.

Agency Code: 458		Agency Name: Texas Alcoholic Beverage Commission								Strategy Code: 01-01-01	
Agency Goal: Promote the Health, Safety, and Welfare of the Public										Prepared by: R. Hale	
Objective: Detect/Prevent Law Violations										Approved by: E. Pearson	
Strategy: Deter/detect TABC code violations											
Code	Strategy Request	Actual 2013	Actual 2014	Target 2015	1st Qtr. Perf.	2nd Qtr. Perf.	3rd Qtr. Perf.	4th Qtr. Perf.	YTD	% Annual Target	
Outcome Measures											
1K	Percentage of licensed establishments inspected annually The variance is less than +/- 5%. No explanation is required.	86.08%	78.36%	80.00%	37.33%	19.27%	15.17%	10.33%	76.47%	95.59%	
02	Percent of administrative cases filed by enforcement agents resulting in administrative sanctions The variance is less than +/- 5%. No explanation is required.	96.71%	97.91%	95.00%	97.39%	97.74%	97.60%	97.31%	97.53%	102.66%	
03	Percent of agency contacts rating enforcement actions as satisfactory or better The variance is less than +/- 5%. No explanation is required.	97.37%	97.35%	97.00%	97.21%	97.56%	97.70%	97.55%	97.51%	100.53%	
04	Percentage of complaint investigations closed within 60 days The variance is less than +/- 5%. No explanation is required.	80.36%	85.19%	84.00%	83.79%	84.48%	86.90%	84.32%	84.86%	101.03%	
05	Percentage of priority retail locations inspected by enforcement The variance is less than +/- 5%. No explanation is required.	95.25%	91.67%	95.00%	77.49%	20.57%	13.53%	9.74%	90.69%	95.46%	
06	Retailer public safety compliance rate The variance is less than +/- 5%. No explanation is required.	98.10%	97.79%	98.00%	97.71%	96.72%	97.05%	97.43%	97.18%	99.17%	
07	Priority retailer public safety compliance rate The variance is less than +/- 5%. No explanation is required.	93.89%	95.29%	96.00%	94.82%	94.71%	95.93%	95.44%	95.17%	99.14%	
08	PS Recidivism Rate - Licensed Retailers The increased focus on priority locations led to finding more violations at locations that had recently offended.	12.52%	16.02%	15.00%	17.69%	18.29%	12.88%	15.49%	16.25%	108.33%	
Output Measures											
01K	Number of inspections conducted by enforcement agents Fewer vacancies and higher levels of agent motivation have increased output.	74,305	88,033	75,200	22,661	19,674	21,244	17,570	81,149	107.91%	
02	Number of inspections of "at risk" licensed retailers conducted by enforcement An enhanced focus on priority/at risk businesses has led to agents conducting more inspections at those locations. Higher staffing levels have also helped to push volume.	21,824	45,354	22,350	9,671	9,595	10,534	9,526	39,326	175.96%	
03	Number of persons instructed by enforcement agents The variance is less than +/- 5%. No explanation is required.	52,765	44,037	30,000	9,800	5,699	8,227	6,089	29,815	99.38%	
04	Number of licensees attending enforcement education programs Auditors have taken over an unexpectedly high share of the workload associated with the measure.	9,722	9,991	13,500	2,613	2,446	2,576	3,531	11,166	82.71%	

Strategy Code:

01-01-01

Agency Code: 458		Agency Name: Texas Alcoholic Beverage Commission								Strategy Code: 01-01-01	
Agency Goal: Promote the Health, Safety, and Welfare of the Public		Prepared by: R. Hale									
Objective: Detect/Prevent Law Violations		Approved by: E. Pearson									
Strategy: Deter/detect TABC code violations											
Code	Strategy Request	Actual 2013	Actual 2014	Target 2015	1st Qtr. Perf.	2nd Qtr. Perf.	3rd Qtr. Perf.	4th Qtr. Perf.	YTD	% Annual Target	
Efficiency Measures											
01K	Average cost per inspection. The variance is less than +/- 5%. No explanation is required.	\$258.45	\$254.14	\$298.34	\$236.56	\$291.95	\$298.99	\$394.00	\$300.43	100.70%	
02	Average cost per person attending enforcement education programs Agents attributed a much smaller proportion of their total work hours to this task than was anticipated and this greatly reduced attributable costs.	\$11.02	\$10.53	\$29.16	\$8.61	\$14.08	\$11.92	\$18.67	\$12.60	43.21%	
Input or Explanatory Measures											
01	Number of enforcement administrative cases reaching final disposition An increase in operational tempo has increased the number of administrative cases filed and settled.	1,975	2,439	1,900	498	620	666	521	2,305	121.32%	
02	Number of licensed locations subject to inspections. The variance is less than +/- 5%. No explanation is required.	52,959	55,910	53,500	49,408	51,177	53,164	54,990	54,990	102.79%	
03	Number of complaint investigations opened The number of complaint investigations opened is a function of the number of complaints received. Most complaints come from outside of the agency and the volume of complaints received is largely outside of the agency's control.	5,798	5,502	8,000	1,241	1,283	1,228	1,246	4,998	62.48%	
04	Number of criminal cases filed In recent years, most of the agency's criminal cases have resulted from its Spring Break operations. The agency devoted fewer resources to those operations in FY 2015 and as a consequence fewer criminal cases were generated.	3,012	3,238	2,500	505	646	854	343	2,348	93.92%	
05	Number of administrative cases initiated by enforcement agents An increase in operational tempo has increased the number of administrative cases filed.	2,237	2,607	1,975	659	689	630	517	2,495	126.33%	
06	Number of priority retail locations A significant portion of the increase in the number of priority locations is a by-product of the increase in the number of administrative cases filed, which was itself caused by an increase in the number of undercover operations and other inspections activities conducted by agents. Also a factor was the number of complaint investigations handled by Enforcement that involved public safety issues. While the number of complaints received and assigned to Enforcement declined, the number of complaints related to public safety issues actually increased.	4,315	7,010	4,470	4,701	5,536	6,297	6,960	6,960	155.70%	
07	Number of complaint investigations closed The number of complaint investigations closed is a function of the number of complaints received. Most complaints come from outside of the agency and the volume of complaints received is largely outside of the agency's control.	5,790	5,488	8,000	1,351	1,179	1,267	1,237	5,034	62.93%	

Strategy Code:

01-01-01

Agency Code: 458	Agency Name: Texas Alcoholic Beverage Commission									
Agency Goal:	Promote the Health, Safety, and Welfare of the Public					Prepared by:	R. Hale			
Objective:	Detect/Prevent Law Violations					Approved by:	E. Pearson			
Strategy:	Deter/detect TABC code violations									
Code	Strategy Request	Actual 2013	Actual 2014	Target 2015	1st Qtr. Perf.	2nd Qtr. Perf.	3rd Qtr. Perf.	4th Qtr. Perf.	YTD	% Annual Target
	Input or Explanatory Measures (Continued)									
08	Number of OCA/trafficking investigations closed The original estimate was based on the number of complaints related to unlawful activity in prior years that appeared to be consistent with organized criminal behavior or trafficking. It takes a preliminary investigation to determine if general complaints of drugs, prostitution, etc., is in fact related to organized criminal activity. Due to organizational restructure and limited resources we have had to triage complaints and give the highest priority to those complaints posing the highest threat level of organized criminal activity with an immediate impact to public safety. Experience has shown that these types of investigations are long-term in nature and may take longer than 12 months to close.	64	130	900	20	17	26	35	98	10.89%
09	Number of multi-agency joint operations targeting OCA/trafficking in Border Region The original estimate was based on the volume of these activities in prior years and did not consider the possible future impact of the agency's Special Investigations/Financial Crimes Unit which became operational at the start of the first quarter of FY 2014.	84	369	90	34	101	230	170	535	594.44%

Agency Code: 458		Agency Name: Texas Alcoholic Beverage Commission								Strategy Code: 02-01-01	
Agency Goal:		Process/issue TABC beverage license/permit applications						Prepared by: R. Hale			
Objective:		Process applications for permits and licenses in an efficient and timely manner						Approved by: A. Harrison			
Strategy:		Ensure license law compliance									
Code	Strategy Request	Actual 2013	Actual 2014	Target 2015	1st Qtr. Perf.	2nd Qtr. Perf.	3rd Qtr. Perf.	4th Qtr. Perf.	YTD	% Annual Target	
Outcome Measures											
01K	Average number of days for original license/permit approval The original projection for this measure was based on prior history. However after submission of the LAR for the FY 14 - FY 15 biennium, Commissioners challenged the Licensing Division's personnel to "Do even better and beat expectations." Licensing personnel met the challenge.	43.42	35.45	42.00	32.40	35.85	35.92	43.06	36.99	88.07%	
Output Measures											
01	Number of applications processed. The variance is less than +/- 5%. No explanation is required.	76,174	88,649	72,209	17,537	16,579	22,593	18,113	74,822	103.62%	
2K	Number of licenses/permits issued. The variance is less than +/- 5%. No explanation is required.	60,988	74,282	61,396	14,247	13,733	18,703	14,982	61,665	100.44%	
Efficiency Measure											
1K	Average cost per license/permit processed. Efficiency target assumed a higher level of spending than was appropriated or actually occurred.	\$55.36	\$46.95	\$69.40	\$58.40	\$59.79	\$45.76	\$76.18	\$59.20	85.30%	
Input or Explanatory Measures											
There are no input or explanatory measures associated with this strategy.											

Agency Code: 458		Agency Name: Texas Alcoholic Beverage Commission							Strategy Code: 03-01-01	
Agency Goal:		Ensure compliance and requirements							Prepared by: R. Hale	
Objective:		Ensure compliance with Alcoholic Beverage Code							Approved by: D. Jones	
Strategy:		Conduct inspections and monitor compliance							T. Graham	
Code	Strategy Request	Actual 2013	Actual 2014	Target 2015	1st Qtr. Perf.	2nd Qtr. Perf.	3rd Qtr. Perf.	4th Qtr. Perf.	YTD	% Annual Target
Outcome Measures										
01	Percent of Audits & Analyses where licensee/permittee was found to be in full compliance Variance less than +/- 5%. No explanation required.	78.06%	80.29%	80.00%	80.75%	86.69%	78.78%	67.21%	81.31%	101.64%
02	Percent of report analyses resulting in administrative or compliance actions (includes only tax report analyses & actions) Changes in policy and improved training resulted in more report errors being subject to compliance actions and in more errors being found, relative to the number of reports submitted.	15.44%	17.02%	15.50%	24.39%	1.84%	41.79%	20.96%	22.09%	142.52%
03	Percent of agency contacts expressing satisfaction with compliance functions Variance less than +/- 5%. No explanation required.	99.03%	99.76%	98.75%	98.70%	99.53%	99.53%	100.00%	99.39%	100.65%
04	Percent of inspections by auditors where licensee/permittee was in full compliance Variance less than +/- 5%. No explanation required.	95.87%	96.16%	95.50%	95.85%	96.61%	97.24%	96.00%	96.45%	100.99%
Output Measures										
01	Number of persons instructed by auditors Auditors maintained their public education efforts at a higher level than was originally projected. Also, the total number educated at secondary school level and college events depends on the number of sponsored school events each year, which is very hard to project.	79,533	84,845	55,300	35,413	6,455	32,490	2,903	77,261	139.71%
02	Number of wholesale & manufacturing reports analyzed Variance less than +/- 5%. No explanation required.	55,810	56,382	50,350	12,015	11,801	11,524	13,853	49,193	97.70%
03	Number of audits & other analyses conducted by auditors Variance less than +/- 5%. No explanation required.	1,641	1,492	1,450	426	541	377	122	1,466	101.10%
04	Number of Inspections Conducted by Field Auditors Several types of inspections conducted by the Agency are directly related to the Texas economy and cannot be accurately predicted by the agency. New location inspections associated with the issuance of new permits increased from 3,755 to 4,867 (1,112 increase), location re-checks associated with new locations increased from 726 to 1,296 (570 increase), while inspections associated with the increase in cash/credit law violations resulted in an additional 135 inspection over FY2014. This contributed to 1,817 of the 2,452 increase in inspections over FY2014.	25,146	24,175	23,200	6,699	5,903	6,851	5,299	24,752	106.69%
Efficiency Measures										
01	Average cost per audit/analysis The number of audits conducted was slightly higher than expected while the work hours and cost attributable to the audit function were lower than expected. Collectively these two factors combined to lower unit cost by approximately 15.5%.	\$ 298.82	\$ 339.60	\$378.94	\$ 243.43	\$ 218.33	\$ 404.78	\$ 778.81	\$ 324.23	85.56%
02	Average cost per auditor inspection The number of inspections conducted by auditors was approximately 7% higher than expected while the auditor work hours and costs attributable to the auditor inspections were less than expected. Collectively these two factors combined to reduce unit costs by approximately 11.5%.	\$ 136.12	\$ 145.38	\$173.51	\$ 134.54	\$ 149.12	\$ 130.10	\$ 213.93	\$ 153.47	88.45%

Agency Code: 8		Agency Name: Texas Alcoholic Beverage Commission						Strategy Code: 03-01-01			
Agency Goal: Ensure compliance and requirements		Prepared by: R. Hale						Approved by: D. Jones			
Objective: Ensure compliance with Alcoholic Beverage Code								T. Graham			
Strategy: Conduct inspections and monitor compliance											
Code	Strategy Request	Actual 2013	Actual 2014	Target 2015	1st Qtr. Perf.	2nd Qtr. Perf.	3rd Qtr. Perf.	4th Qtr. Perf.	YTD	% Annual Target	
Efficiency Measures (Continued)											
03	Average cost per person instructed by auditors Auditors devoted far more time to the public education function than expected, used the additional time to make presentations to an unexpected number of large student groups, and therefore, taught far more people than originally anticipated. The increased volume off-set the increase in attributable work hours and costs, driving down unit costs.	\$ 6.31	\$ 5.68	\$10.54	\$ 3.45	\$ 14.34	\$ 3.82	\$ 42.15	\$ 5.99	56.86%	
04	Average cost per manufacturing/wholesale report analyzed The value of this measure is calculated takes all spending attributable to the agency's Tax and Education & Prevention Division and dividing that dollar amount by the number of tax reports analyzed by the Tax Division. The number of tax reports analyzed was only 2.3% less than originally projected but attributable costs were higher due to grant funding for PSA and educational film projects undertaken by Education & Prevention.	\$ 28.90	\$ 21.87	\$19.28	\$ 19.42	\$ 20.53	\$ 24.18	\$ 28.32	\$ 23.31	120.88%	
Input or Explanatory Measures											
01	Number of in-state licensees/permittees subject to inspections and other regulatory activities. Variance less than +/- 5%. No explanation required.	52,959	55,910	53,500	49,408	51,177	53,164	54,990	54,990	102.79%	
02	Number of manufacturing/wholesale licenses and permittees required to submit periodic reports. The number of reporting businesses, especially in-state manufacturers/producers, grew at a higher than was originally anticipated rate.	5,763	5,974	5,275	6,052	6,133	6,295	6,417	6,417	121.65%	
03	Number of administrative actions initiated by Compliance personnel A decline in the number of private clubs, whose technical requirements almost always result in minor infractions, and statutory changes that reduced the number of chargeable credit law violations have reduced the number of administrative actions initiated by Auditing personnel.	18,798	14,071	19,300	4,146	3,246	2,908	2,923	13,223	68.51%	
04	Number of cash/credit law notices of default received & processed The reported volume is higher than expected but is not inconsistent with the totals from prior years. Statutory changes and rule changes may have reduced the number of credit law delinquencies reaching first D-List publication and being subject to sanctions, but they didn't stop the delinquencies from occurring in the first place. In fact, the changes in statute may have actually increased the absolute number of permittee credit purchase delinquencies even though those changes did help to shorten the duration of the average delinquency.	44,589	47,665	39,100	9,293	14,178	14,405	12,800	50,676	129.61%	
05	Number of administrative actions from manufacturing/wholesale tier report analyses Changes in policy and improved training resulted in more report errors being subject to compliance actions and in more errors being found, relative to the number of reports submitted.	8,618	9,594	7,697	2,931	217	4,816	2,903	10,867	141.18%	

Agency Code:	Agency Name:	Strategy Code:								
	Texas Alcoholic Beverage Commission	03-02-01								
Agency Goal:	Ensure compliance and requirements	Prepared by:	R. Hale							
Objective:	Ensure max compliance with importation laws-ports	Approved by:	K. Smithwick							
Strategy:	Place ports personnel for maximum revenues									
Code	Strategy Request	Actual 2013	Actual 2014	Target 2015	1st Qtr. Perf.	2nd Qtr. Perf.	3rd Qtr. Perf.	4th Qtr. Perf.	YTD	% Annual Target
Outcome Measures										
01	Revenue as a percent of expenses. Potential revenue from both the Seaports and the Rio Grande border ports of entry was over-estimated at the time of the original projection for this measure.	96.05%	99.14%	121.71%	94.71%	151.92%	106.38%	97.12%	111.94%	91.97%
Output Measures										
01K	Number of alcoholic beverage containers stamped The original projection assumed that the volume of taxable importations passing through POE facilities located along the Texas-Mexico border would stabilize after FY 2013, when, in fact, that volume continued to decline in most ports, with signs of stabilization not beginning to emerge until the current FY (FY 2015). Also, the volume of personal importations actually taxed at the new Galveston Seaport POE, while profitable, has proven to be less than originally expected.	1,103,155	1,180,205	1,541,293	262,349	460,635	328,779	357,405	1,409,168	91.43%
02K	Number of cigarette packages stamped The original projection assumed that the volume of taxable importations passing through POE facilities located along the Texas-Mexico border would stabilize after FY 2013, when, in fact, that volume continued to decline in most ports. Also, the volume of personal importations actually taxed at the new Galveston Seaport POE, while profitable, has proven to be less than originally expected. Another likely factor is that adult cigarette consumption has declined in Texas in the years before and after FY 2013. This decline in in-state consumption also probably played a role in the declining volume of personal cigarette importations and can be expected to continue to have an impact in the future.	421,770	410,764	673,300	93,309	117,129	113,218	89,451	413,107	61.36%
Efficiency Measures										
01	Average cost per alcoholic beverage container stamped/seized Costs were more or less as expected, but the volume of personal importations was significantly less than projected. Unit costs were higher due to the reduced volume of importations.	\$3.14	\$3.07	\$2.55	\$3.24	\$2.11	\$2.89	\$3.29	\$2.81	110.20%
02	Average cost per cigarette package stamped/seized Costs were more or less as expected, but the volume of personal importations was significantly less than projected. Unit costs were higher due to the reduced volume of importations.	\$3.14	\$3.07	\$2.55	\$3.24	\$2.11	\$2.89	\$3.29	\$2.81	110.20%
Input or Explanatory Measures										
01	Number of alcoholic beverage containers technically seized This measure is subject to wide variances and is not predictable with any degree of accuracy.	7,715	4,192	10,000	631	813	961	986	3,391	33.91%
02	Number of cigarette packages technically seized This measure is subject to wide variances and is not predictable with any degree of accuracy.	13,573	21,621	2,500	307	318	239	447	1,311	52.44%

Agency Code: 458		Agency Name: Texas Alcoholic Beverage Commission				Strategy Code: 04-01-03			
Agency Goal: Historically underutilized businesses (Non-budgeted)						Prepared by: R. Hale			
Objective: To include HUBs in contracts and subcontracts						Approved by: V. Mayo			
Strategy: To continue implementation of agency's internal HUB policy for increasing the use of HUBs									
Code	Strategy Request	Actual 2013	Actual 2014	Target 2015	1st & 2nd Qtrs Perf.	3rd & 4th Qtrs Perf.	YTD	% Annual Target	
Outcome Measures									
01	Percent of total dollar value of purchasing contracts and subcontracts awarded to qualified HUBs	22.98%	20.23%	22.10%	11.60%	33.16%	23.53%	106.45%	
Output Measures									
01	Aggregate number of HUB contractors and subcontractors contacted for bids	471	277	240	195	152	347	144.58%	
02	Number of HUB contracts and subcontracts awarded:	473	274	240	193	152	345	143.75%	
03	% Expenditures for HUB contracts and subcontracts:								
	· Commodities	27.62%	22.41%	21.10%	11.29%	39.62%	27.33%	129.51%	
	· Other Services	17.61%	14.48%	26.00%	11.67%	23.38%	18.09%	69.59%	
	· Professional Services	95.92%	100.00%	23.70%	100.00%	100.00%	100.00%	421.94%	
	· Special Trade	29.32%	27.47%	32.90%	0.55%	0.00%	0.54%	1.65%	
	· Building Construction	0.00%	0.00%	21.10%	0.00%	0.00%	0.00%	0.00%	
	· Heavy Construction	0.00%	0.00%	11.20%	0.00%	0.00%	0.00%	0.00%	
	*Reported Semi and Annually only. No agency spending in Building Construction or Heavy Construction categories.								
04	Number of HUB related economic opportunity forums, trade shows, and seminars attended for increasing the agency's outreach and utilization of HUB vendors. Goal is based on minimal requirements.	4	3	4	0	3	3	75.00%	
Efficiency Measures									
None									
Input or Explanatory Measures									
None									