



New Hampshire Liquor Commission

FY2026/2027 Budget

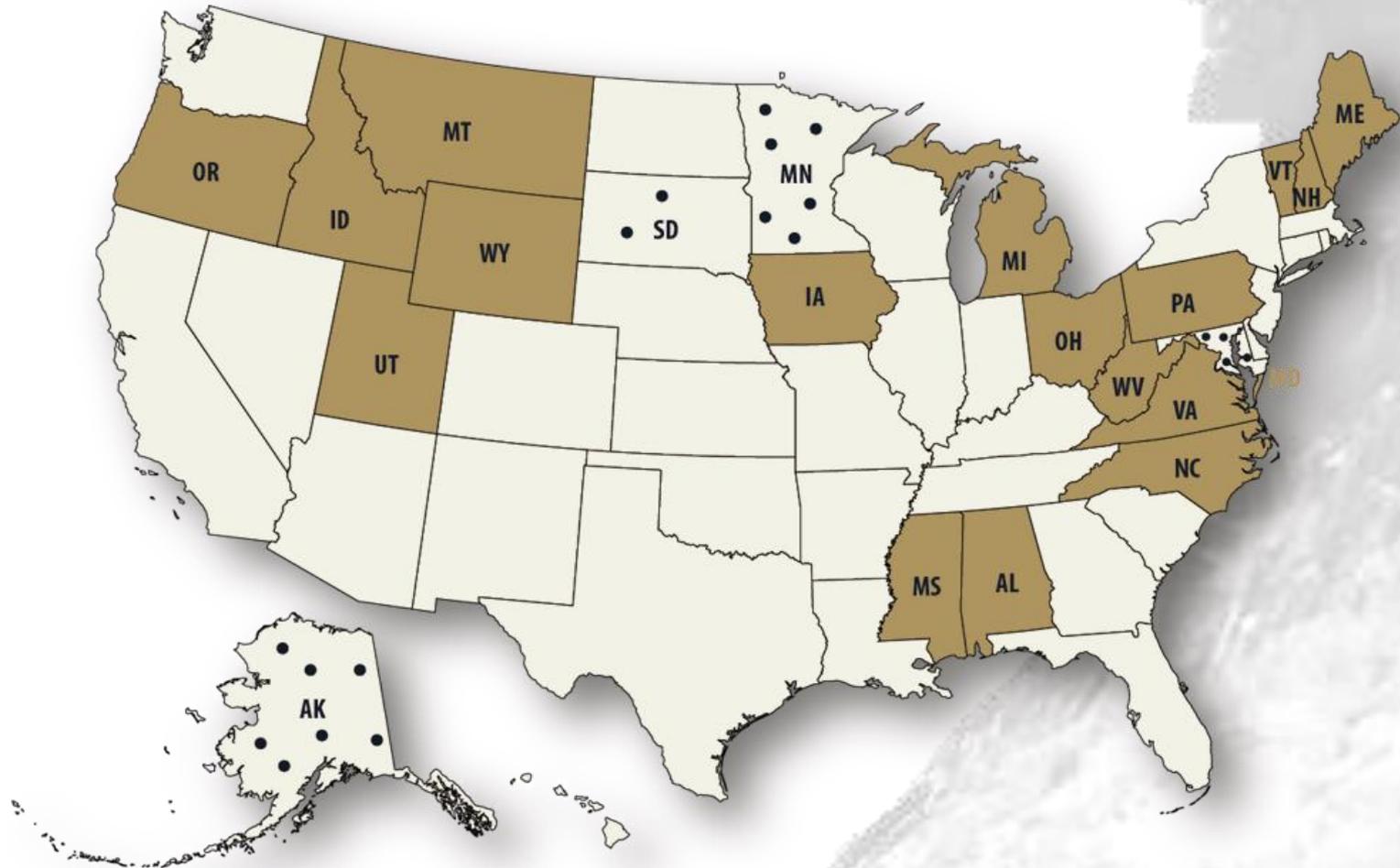
**Senate Finance
Budget Hearing**

April 21, 2025



Control Jurisdictions

17 Control States



• = Local jurisdictions in Alaska, Maryland, Minnesota and South Dakota control the sale of distilled spirits



Value of the Three-Tier System

Tier 1

MANUFACTURER

(Wine, Spirits, Beer)



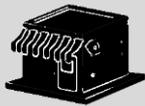
Tier 2

WHOLESALE/BROKER



Tier 3

RETAILER



- Financial Independence prevents business practices which promote increased and high-volume consumption through price reductions. (Ownership prohibited between sectors)
- Functional Independence protects the integrity of the alcohol beverage distribution system by prohibiting ways to circumvent it.
- Revenue Collection provides for an efficient revenue collection system.
- Product Tracking prevents sale of tainted and counterfeit product.
- Prohibitions against exclusivity allow many new products into the market and have fostered a flourishing craft and boutique alcohol business. Most other developed countries allow exclusive contracts between retailer and manufacturer and store selection is extremely limited and craft manufacturers can't get their product to market.

Source: NABCA "The three-tier system of alcohol control"



Competition

- 2011 – Governor Patrick signs bill increasing the number of liquor licenses a single owner can hold
- 2012 – Cap lifted on liquor license ownership from 3 to 5
- 2016 – Cap raised from 5 to 7 licenses
- 2020 – Cap raised from 7 to 9 licenses
- Nation's largest independent wine and spirits retailer  **Total Wine**
& MORE
- \$6 billion in revenue, surpassing Costco as the top wine retailer
- 277 stores in 29 states with 11,000 employees
- 12 stores in New England; 4 in Connecticut & 8 in Massachusetts
- Braintree, Burlington, Danvers, Everett, Natick, Shrewsbury, Dorchester & Dedham



The Impact of Cannabis

The sales and use of recreational cannabis continue to grow, reflecting national trends which are impacting liquor and wine sales. New Hampshire is surrounded by states that have legalized sale of recreational cannabis:

- Massachusetts' 355 licensed retailers have raised over \$7 billion in gross revenues since 2018, with four consecutive \$1 billion years through CY24 (\$1.64B in 2024). Over the four years the state realized \$1.2 billion in tax revenues.
- Maine's 218 licensed retailers made \$243.9 million in sales in CY24 and generated \$24 million in tax revenue.
- Vermont has 79 licensed retailers with more than \$140.7 million in taxable sales in 2024 and generated \$19.7 million in tax revenue.



National and global factors impacting beverage alcohol sales



- According to IWSR (which is the leading global drinks data and insight provider), the global beverage alcohol market is set for moderate recovery in 2025 after two challenging years. For the first time in nearly 30 years, IWSR recorded a decline (-2% in 2023) in the volume of spirits sold in the US market.
- While some positive signs are beginning to emerge in 2024, the global market remains subdued after several years of above-trend growth, with challenges expected to continue until 2025 as household spending rebalances after strong inflationary pressures of the past 2 years.
- Premiumization (the trend of customers purchasing more premium products) has slowed in spirits and wine. IWSR also reports continued volume declines in wine that are expected to last to 2028, with some bright spots in the rosé category.
- IWSR reports that RTDs (ready-to-drink cocktails) have grown by 2% over the previous year with expected growth of 3% between 2023 and 2028. Offerings are becoming more sophisticated and premium. Agave spirits (tequila and mezcal) are continuing to grow (4%).



National and global factors impacting beverage alcohol sales

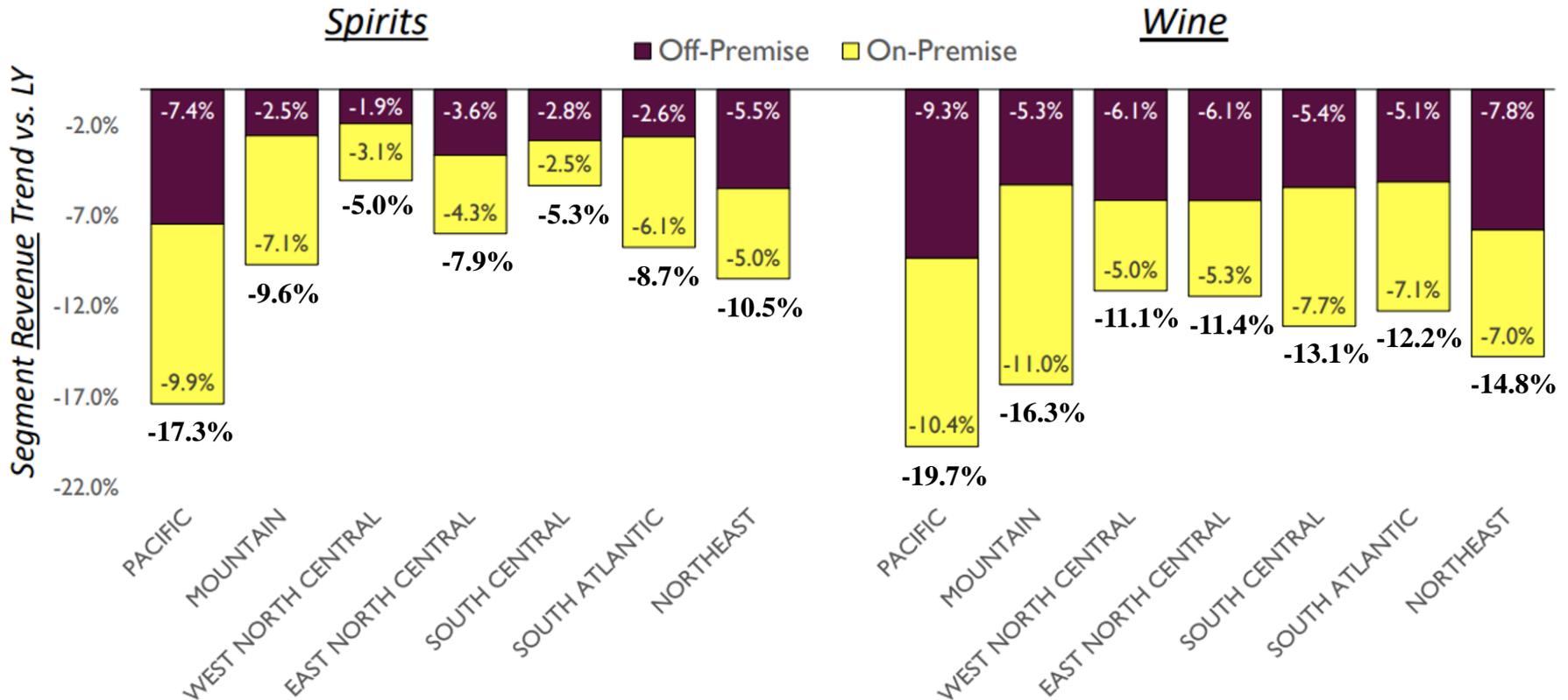


- Moderation trends are continuing in popularity with no-alcohol growth in beer (+6%), still/sparkling wine (+7%) and alcohol-free spirits (+15%). Added to this, there are now two months of the year dedicated to non-drinking – “Dry January” and “Sober October”.
- For the first time, more Americans are using marijuana on a daily or near-daily basis than alcohol. This is especially true for younger legal-drinking age consumers who are using cannabis more frequently and turning to alcohol less often. Recreational marijuana is available for sale throughout New England.
- Anti-alcohol organizations and neo-prohibitionists have emerged and are influencing public policy, evident in a January 2023 World Health Organization statement that “no level of alcohol consumption is safe” for human health.



Industry Trends

Consumer Preferences Shifting in Beverage Consumption



Source: SipSource February 2025 12M Revenue % Change vs LY

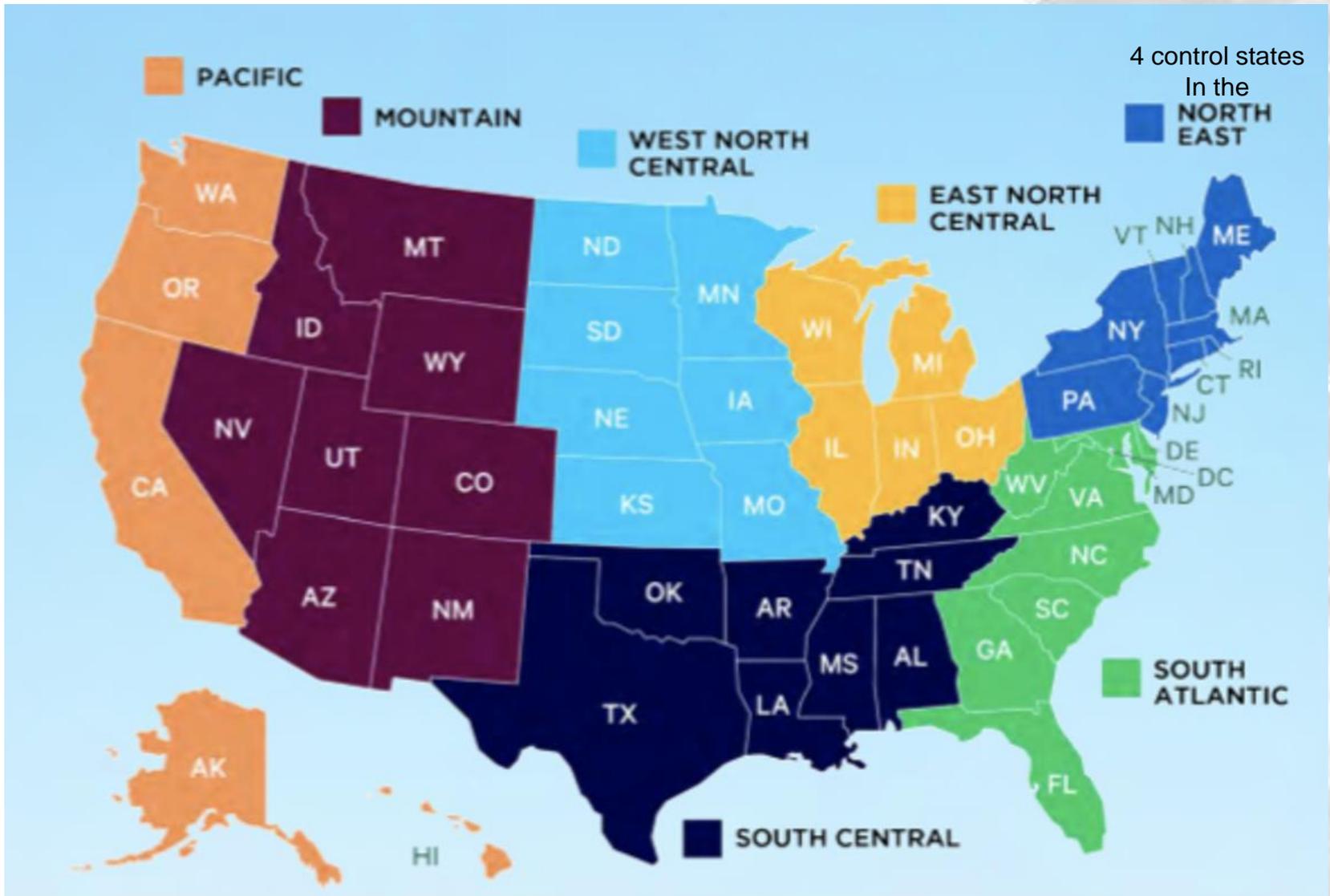
NHLC Trends FY25 July thru March:

Spirits
 Off Prem -5.4%
 On-Prem **-4.0%**
 Total **-9.4%**

Wine
 Off-Prem -3.1%
 On-Prem **-5.1%**
 Total **-8.2%**



Industry Trends





Introduction

- The Liquor Commission is self funded.**
- In a separate liquor fund outside of the general fund.**
- No General Fund appropriations are used to maintain operations.**

The Commission generated over \$744.4 million in net sales in FY24 through the operation of 65 retail outlets (9 state-owned and 56 leased), with product shipped through two warehouses; one is state-owned and the other contracted with DHL.

Liquor revenue is transferred to the New Hampshire General Fund and Other Funds in support of state programs. The amount transferred to the General Fund is net of administration costs and transfers to the Alcohol Abuse, Prevention and Treatment Fund (AAP&T) and the Granite Advantage Health Care Program (GAHCP).

Beer tax & permits revenue is transferred in a separate line item to the General Fund.

The budget presented is the level of funding necessary to accomplish the Commission's legislative duties, under RSA 176:3, which is to:

- I. Optimize the profitability of the commission.
- II. Maintain proper controls.
- III. Assume responsibility for the effective and efficient operation of the commission. And
- IV. Provide service to the customers of the commission.



Divisions and Responsibilities

- Office of the Commission: The primary goals are to increase sales and maximize profits while operating in a cost effective and efficient manner.
- Division of Enforcement: Responsible for enforcing alcohol and tobacco laws, youth access to alcohol and tobacco, and providing licensing, education and support for over 6,200 licensees.
- Division of Administration: Provides support to all departments of the Commission through financial services, DoIT, human resources, audit, plant maintenance, inventory control and legal services.
- Division of Marketing and Merchandising: Includes marketing & merchandising, advertising, 65 retail outlets and warehousing (Bow and Concord). Maximizing profits from the sale of liquor and wine through well-presented NHLC outlets and licensees (on/off premise) using aggressive and targeted marketing and merchandising techniques. Offering 14,000 products to 12 million annual customers from across North America

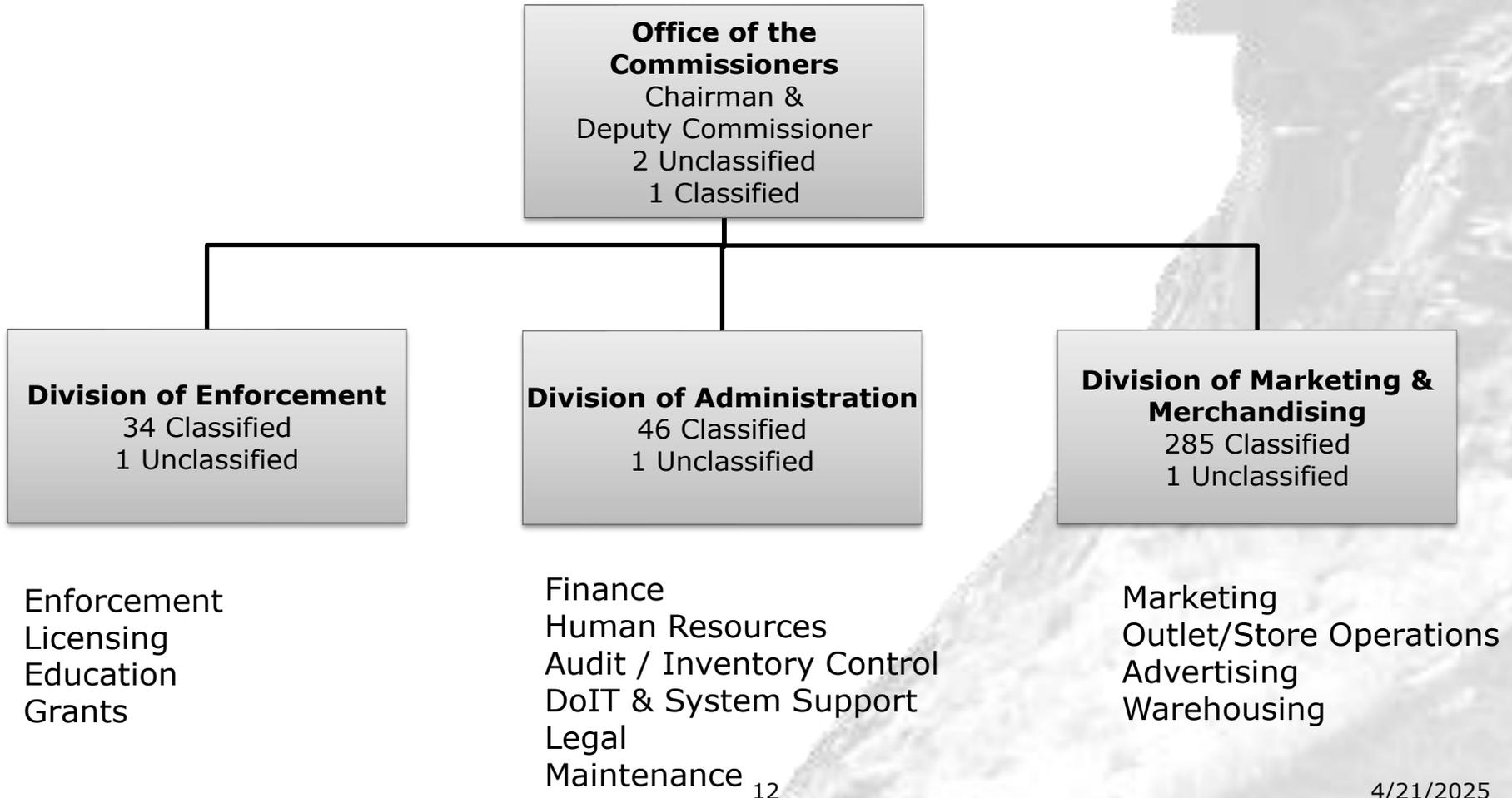


Organizational Structure

The Commission is made up of 3 Division that report to the Chairman and Deputy Commissioner

The Commission operates with on average **1,010** full and part-time employees.

371 Full-time (In outlets currently 237 filled full-time and averaging around 640 part-time employees)





HB538 Proposed Organizational Chart



Request to create a fourth division and add a new director position.

Office of the Commissioners
 Chairman & Deputy Commissioner
 2 Unclassified
 1 Classified

Structure is Chairman and Deputy Commission looking to remove the title of "Commission" to clean up the section.

Division of Enforcement
 34 Classified
 1 Unclassified

Enforcement
 Licensing
 Education
 Grants
 20 Sworn positions
 14 Civilian positions

Division of Administration
 25 Classified
 1 Unclassified

Human Resources - 7
 Real Estate & Facilities - 6
 Legal & Internal Control - 4
 System Operations - 8
 DoIT

Division of Finance & Audit
 21 Classified
 1 Unclassified
 (New Position)

Finance - 14
 Outlet Auditors - 4
 Inventory Control - 3

Create new Division with Director positions and move 21 existing Positions

Division of Marketing & Merchandising
 285 Classified
 1 Unclassified

Marketing - 14
 Outlet locations - 258
 Store Operations - 10
 Warehousing - 3
 Advertising



NextGen Project Summary; Live April 2024

- ✓ Electronic shelf tags rolled out in select retail locations in 2018
- ✓ NextGen B2C website went live with online sales in September of 2020 with curbside and in-store pickup
- ✓ New hardware was rolled out in all retail locations by end of 2023
- ✓ NHLC HQ and all retail locations went live with Microsoft D365 ERP on March 29, 2024
- ✓ D365 Outlet Commerce app (new POS) was rolled out to all retail locations by June 12th, 2024.
- ✓ NextGen B2B website and Enforcement Portal went live on April 2, 2024
- ✓ New system impacted all processes for the NHLC, as well as all employees and licensees.
- ✓ NHLC Departments continue to move forward with process transformation in the new system
- ✓ Over 4,500 licensee users of NextGen B2B site to date

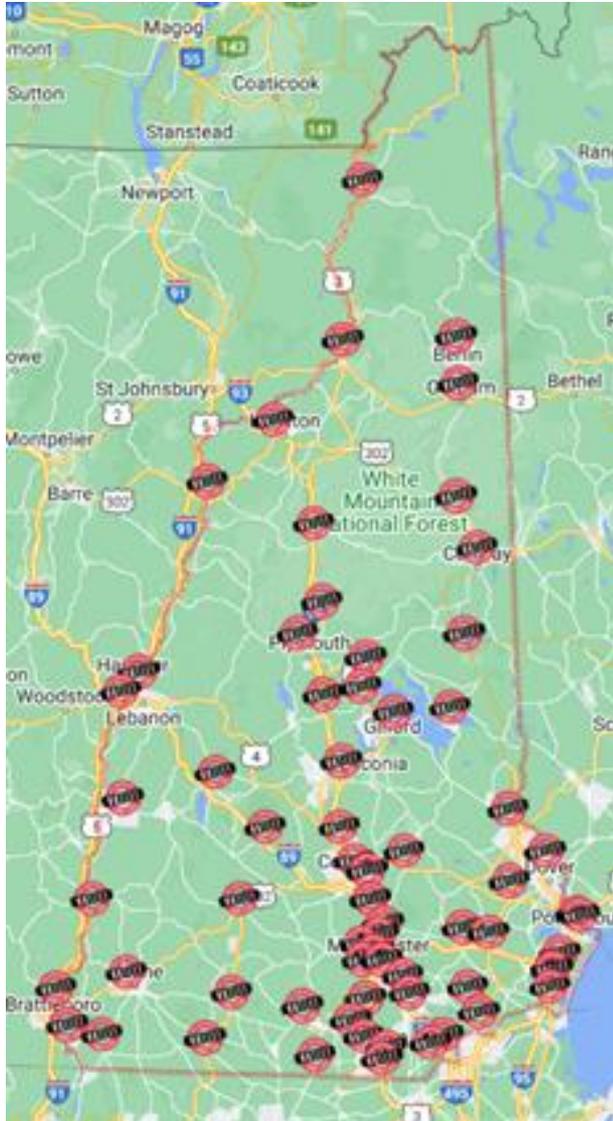


Outlet Changes

- Since 2012, NHLC has renovated, relocated or constructed 44 new Outlet locations in more than 35 communities.
- Recently the NHLC opened a new location in Derry and relocated the Outlets in Nashua and Keene.
- The NHLC continues the redevelopment of two state owned properties located alongside Interstate 95 north and southbound in Hampton, NH. Finalizing the Purchase and Sales and Master Development Agreement to bring selected bidder to Governor and Executive Council for approval.



Retail Outlet Locations



- 9 state-owned outlet locations*
 - approximately 141,800 sq. ft.
-
- 59 leased outlets
 - approximately 573,000 sq. ft.
-
- 37 outlets with curbside pickup
-

*State Owned Outlet Locations:

Hampton 95 North	Hooksett 93 North
Hampton 95 South	Hooksett 93 South
Keene	West Chesterfield
Raymond	Nashua
Portsmouth Traffic Circle	



Marketing Goals

Marketing: Product, Merchandising, Promotion

- Bring the best products and values to our customers through a positive shopping experience
- Engage with customers online and in-outlet
- Support our New Hampshire businesses
- Position NHLC as Best-in-Class through:
 - World-class events that attract top industry professionals
 - Celebrity engagement for in-outlet events to drive sales
 - Execute cutting-edge marketing tactics
 - Provide excellent customer service
 - Innovate in all areas



Web & E-Commerce



Website

- Easy navigation to find spirit and wine deals
- Prominent web banners – latest promos & campaigns
- Product info and pricing with inventory available at each outlet location
- New arrivals
- Tasting and events
- “Tasting Room” blog for consumers as well as on and off premise customers
- Curbside and in-store pickup

Over 125K
visitors a
month!

Curbside/In-Store Pickup

- Currently 37 locations across the state
- Customers can place orders for 2-36 bottles
- \$3.2M in sales FY24 a 2.1% increase over FY23.
- \$12.2M year-to-date since implementation in September 2020

Top Outlets	Amount
• Salem	\$1.9M
• West Lebanon	\$1.5M
• Hampton North	\$1.1M





Social Media & Email Marketing



Instagram

- Followers: 10,728
- Follower gain: 2,878
- Impressions: 5,673,933



Facebook

- Followers: 162,178
- Follower gain: 10,165
- Impressions: 22,380,000



X

- Followers: 7,327
- Follower gain: 29
- Impressions: 141,301



Email Marketing

- Reaching B2C subscribers with targeted messages based on beverage and event preferences, featuring coupons, sales, special events and consumer trends.
- Targeting B2B Licensees with relevant and timely exclusive sales and pricing by license type.
- 180k recipients, decrease from last year due to unengaged subscriber removal and natural attrition
- Over 10k new email signups across all sources



Seven targeted emails sent out monthly





Google Reviews

- Reviews are monitored and responded to daily.
- **1-star reviews: Comments surrounding expired IDs during the pandemic and some customer service issues**
- **Most reviewers were pleased with the wide selection, shop-ability and great prices in our outlets.**

92% of reviews are 4 and 5 star ratings

Google Review

January - December 2024

★★★★★	1,267
★★★★	248
★★★	59
★★	17
★	64
Total	1,655



Enforcement - Three Prong Approach



Enforcement

Licensing

Education

Enforcement: Inspect & regulate the manufacture, distribution, and retail sales of alcohol and tobacco products

License: Provide guidance to businesses through the application and licensure process

Education: Partner with stakeholders on awareness and education of alcohol control laws, administrative rules and responsible business practices





of Liquor Licenses & Revenue Collected



2024 Fiscal Year

License Type	# of Licenses	Sales
On-Premises (restaurants, Clubs, Hotels, etc.)	2,183	\$95.2M
Off-Premises (Grocery, Convenience Store, Retail Wine, etc.)	2,147	\$119.7M
Direct Shippers (Out-of-State Wineries, Brewers, and Retailers)	1,369	\$1.2M
Manufacturers (In-State & Out-of-State Beverage, Wine, Liquor, Rectifiers)	182	
Tobacco Only	223	
Special One Day	177	
Total	6,281	

FY2024 Revenue

in millions

FY2024 Revenue	Amount
Beer & Wine Tax	\$ 12.8
Fees & Permits	\$ 4.9
Fines	\$ 0.1
Misc.	\$ 0.2
Total	\$ 18.0

Education & Awareness

2024 Trainings

Licensee Training and
Liquor Store Employee Training (L.O.T.S)
Total persons trained = 11,155

2024 Public Awareness Events

59 events statewide
Est. total attendance/outreach = 135,500



Public Awareness & Education

- **Fatal Choices - Impaired Driving Simulator**
 - Underage Drinking & Driving presentation that educates participants on the dangers of underage drinking & driving; allows participants to operate a golf cart in a controlled environment **wearing Fatal Vision goggles** to simulate impaired vision
- **Mobile Community Outreach Unit (MCU)**
 - Mobile unit deployed for public awareness events; a NABCA-funded grant allowed for the installation of a **computerized Drunk Driving simulator** in the MCU
- **Buyers Beware**
 - Public awareness campaign to help educate adults about the danger & consequences of providing alcohol to minors
- **Alcohol Awareness Poster Contest**
 - Annual contest held at participating schools to provide the opportunity for students to turn around peer pressure and send their friends a positive message that alcohol doesn't have to be part of their lives
- **Presentations at schools/public forums, media contracts & press releases**
- **Good Morning New Hampshire with Jack Heath radio show**



Licensee Educational Programs

- **Managers Training Seminar (MTS)**
 - Mandatory (RSA 178:2) in-person course also offered online; completed within 45 days of acquiring new license
 - Highlights the applicable Liquor Laws that business/licensee must follow during operation
 - Material designed for those in management-level positions at on- and off-premise licensees
- **Grocers Education Training Seminar (GETS)**
 - Training for employees of Off-Premise licensees provided both in-person & online
 - Assists Off-Sale licensees and their employees to better understand and perform their job duties relevant to the sale of age restricted products
- **Total Education in Alcohol Management (TEAM)**
 - Training for employees of On-Premise licensees provided by in-person & online
 - Assists on-premise liquor licensees and their employees to better understand NH Alcohol, Beverage and Tobacco Laws and apply concepts of responsible sales and service of age restricted products
- **Liquor & Wine Outlet Training Seminar (LOTS)**
 - Commission Policy for all outlet employees to complete upon obtaining employment; offer in-person & on-line
 - Provides the most accurate information regarding NH Alcohol, Beverage Tobacco Laws, Administrative Rules and Commission Policies
 - Employees will review outlet security policies, trends with false identification, ways to identify questionable age, and signs of intoxication in customers
- **Liquor Establishment Security Training (LEST)**
 - Offered to management and security staff to help them better understand the conduct and roles that build relationships with businesses, local police and the community through policies that benefit public safety
- **Fictitious ID Training**
 - Designed to equip officers with skills and knowledge needed to identify Fake IDs



HB 2 Sections Related to NHLC

- Section 267-279: Eliminates the Enforcement Division of the Liquor Commission
 - Eliminating 19 full-time sworn positions and 15 part-time sworn positions
 - Calculated saving FY26 \$3,058,960 and FY27 \$3,148,516
 - Does **not** take into consideration the payout for employees in FY26; currently \$388k
 - Important to note that six of the positions identified are filled by employees with bumping rights.

Impact: The Enforcement Division plays a key roll in promoting public safety and preserving the health and well-being of all our communities while supporting over 6,000 licensees.

This action would de-regulate the alcohol and tobacco industry, while presenting a substantial safety risk to our residents and the welfare of youth across the State. Not to mention putting over \$214 million of on-premise and off-premise sales at risk.

- Section 389: Repeal the distribution from the Liquor Commission to the Alcohol Abuse Prevention and Treatment fund.
 - Removes the transfer of \$10.7M annually
- Section 411: Repeal the prohibition of the use of General Funds for the Granite Advantage program and removes the provision requiring the Liquor Commission to make up for any short in the program.
 - Removes the transfer of \$12.6M annually



Budget Comparison



	FY 2024				FY 2025				FY 2026				FY 2027					
	Expenses	Adj Auth.	\$	%	Agency	Adjusted	Gov Budget	FY26 House	Difference to Governor	FY26 vs FY25 \$	%	Agency	Adjusted	Gov Budget	FY27 House	Difference to Governor	FY27 vs FY26 \$	%
Salary & Benefit Expenses:																		
Personnel Services - Full time	20,576,854	23,350,747	2,773,893	13.5%	24,205,225	(459,314)	23,745,911	22,255,380	(1,490,531)	(1,095,367)	-4.7%	24,756,407	(468,414)	24,287,993	22,761,390	(1,526,604)	506,010	2.3%
Other Personnel - Part time	12,097,652	12,381,219	283,567	2.3%	12,341,000	(100,000)	12,241,000	11,701,000	(540,000)	(680,219)	-5.5%	12,341,001	(100,000)	12,241,001	11,701,000	(540,000)	-	0.0%
Benefits	11,419,382	13,939,863	2,520,481	22.1%	14,950,890	(343,611)	14,607,279	13,578,850	(1,028,429)	(361,013)	-2.6%	15,705,941	(365,678)	15,340,263	14,258,349	(1,081,914)	679,499	5.0%
Retiree Pension Benefit Health Ins.	1,203,761	1,476,400	272,639	22.6%	1,367,400	-	1,367,400	1,367,400	-	(109,000)	-7.4%	1,601,100	-	1,601,100	1,601,100	-	233,700	17.1%
1 Total Salary & Benefits	45,297,649	51,148,229	5,850,580	12.9%	52,864,515	(902,925)	51,961,590	48,902,630	(3,058,960)	(2,245,599)	-4.4%	54,404,449	(934,092)	53,470,357	50,321,839	(3,148,518)	1,419,209	2.9%
% of Total Budget	55.0%	62.1%			64.2%		56.0%	54.5%				66.0%		56.8%	55.3%			
Current Expenses:																		
2 Current Expenses	5,474,399	5,047,717	(426,682)	-7.8%	4,776,306	(100,000)	4,676,306	4,676,306	-	(371,411)	-7.4%	4,778,261	(100,000)	4,678,261	4,678,261	-	1,955	0.0%
3 Rents & Leases	11,125,447	10,961,250	(164,197)	-1.5%	12,326,500	(200,000)	12,126,500	12,126,500	-	1,165,250	10.6%	12,386,700	(200,000)	12,186,700	12,186,700	-	60,200	0.5%
4 Utilities - Heat, Elec, Water & Telecor	2,634,194	3,087,725	453,531	17.2%	2,602,317	(26,500)	2,575,817	2,575,817	-	(511,908)	-16.6%	2,670,154	(26,500)	2,643,654	2,643,654	-	67,837	2.6%
5 Contracts for Operational Services	3,254,652	5,422,000	2,167,348	66.6%	6,081,700	(350,000)	5,731,700	5,731,700	-	309,700	5.7%	5,981,700	(350,000)	5,631,700	5,631,700	-	(100,000)	-1.7%
6 Technology - Hardware & Software	831,877	2,634,254	1,802,377	216.7%	1,010,600	-	1,010,600	1,010,600	-	(1,623,654)	-61.6%	1,010,600	-	1,010,600	1,010,600	-	-	0.0%
% of Total Budget	23.320,569	27,152,946	3,832,377		26,797,423	(676,500)	26,120,923	26,120,923	-	(1,032,023)	-3.8%	26,827,415	(676,500)	26,150,915	26,150,915	-	29,992	0.1%
	28.3%	33.0%			32.5%		28.1%	29.1%				32.6%		27.8%	28.8%			
7 DoIT - Information Technology	4,652,236	5,905,043	1,252,807	26.9%	5,520,957	(862,006)	4,658,951	4,658,951	-	(1,246,092)	-21.1%	5,612,573	(880,130)	4,732,443	4,732,443	-	73,492	1.6%
% of Total Budget	5.6%	7.2%			6.7%		5.0%	5.2%				6.8%		5.0%	5.2%			
8 Equipment:	540,673	1,237,700	697,027	128.9%	1,264,000	(400,000)	864,000	864,000	-	(373,700)	-30.2%	1,264,000	(400,000)	864,000	864,000	-	-	0.0%
% of Total Budget	0.7%	1.5%			1.5%		0.9%	1.0%				1.5%		0.9%	1.0%			
9 Travel Expenses:	345,566	251,210	(94,356)	-27.3%	395,500	-	395,500	395,500	-	144,290	57.4%	395,500	-	395,500	395,500	-	-	0.0%
% of Total Budget	0.4%	0.3%			0.5%		0.4%	0.4%				0.5%		0.4%	0.4%			
10 Other Expenses																		
Audit Funds	123,020	131,000	7,980	6.5%	135,000	-	135,000	135,000	-	4,000	3.1%	135,000	-	135,000	135,000	-	-	0.0%
Debt Services	4,688,931	5,700,000	1,011,069	21.6%	4,997,842	-	4,997,842	4,997,842	-	(702,158)	-12.3%	4,621,366	-	4,621,366	4,621,366	-	(376,476)	-7.5%
Indirect Costs to Admin Svcs	2,426,470	2,048,060	(378,410)	-15.6%	2,496,726	-	2,496,726	2,496,726	-	448,666	21.9%	2,508,906	-	2,508,906	2,508,906	-	12,180	0.5%
Workers & Unempl Comp.	512,786	1,246,191	733,405	143.0%	348,416	-	348,416	348,416	-	-	-	370,944	-	370,944	370,944	-	22,528	6.5%
% of Total Budget	7,751,207	9,125,251	1,374,044	17.7%	7,977,984	-	7,977,984	7,977,984	-	(1,147,267)	-12.6%	7,636,216	-	7,636,216	7,636,216	-	(341,768)	-4.3%
	9.4%	11.1%			9.7%		8.6%	8.9%		(0)	-19.8%	9.3%		8.1%	8.4%			
11 Total Liquor Fund:	81,907,900	94,820,379	12,912,479	15.8%	94,820,379	(2,841,431)	91,978,948	88,919,988	(3,058,960)	(5,900,391)	-6.2%	96,140,153	(2,890,721)	93,249,432	90,100,914	(3,148,518)	1,180,925	1.3%
12 Grants & Other Funds	460,878	648,840	187,962	40.8%	817,862	-	817,862	817,862	-	169,022	26.0%	825,223	-	825,223	825,226	3	7,364	0.9%
13 Total Funds:	82,368,778	95,469,219	13,100,441	15.9%	95,638,241	(2,841,431)	92,796,810	89,737,850	(3,058,960)	(5,731,369)	-6.0%	96,965,376	(2,890,721)	94,074,655	90,926,140	(3,148,515)	1,188,289	1.3%
14 Transfer for AATPF & GAHCP	17,894,136	22,879,302	4,985,166	27.9%	23,300,000	-	-	-	-	(22,879,302)	-100.0%	23,800,000	-	23,800,000	-	(23,800,000)	-	-100.0%
15 TOTAL:	100,262,914	118,348,521	18,085,607	18.0%	118,938,241	(2,841,431)	116,096,810	89,737,850	(3,058,960)	(28,610,671)	-24.2%	120,765,376	(2,890,721)	117,874,655	90,926,140	(26,948,515)	1,188,289	1.3%



Major Budget Categories as Requested

(Agency cuts during Governor's phase in red)



1. Salary & Benefits 55% of total budget. Increase in FY26 \$830k or 1.6% and \$1.5M or 2.9% in FY27. **Cut \$900k each year, unfunded 7 positions, reduce overtime, part-time and associated benefits.**
2. Current Expense: FY26 is decreasing 7.4% or \$371k and FY27 is level funded. **Cut \$100k each year.**
3. Rents & Leases: Funding for current rent obligations and potential relocations. **Cut \$200k each year.**
4. Utilities: FY26 down \$512k or 16.6% and level funded for FY27. **Cut \$26k each year.**
5. Contracts for operational Services: Includes contracts for store maintenance such as electrical, HVAC, security systems, etc. along with maintenance and support contracts for the new NextGen system. Funding is based on current contracts and projected needs. **Cut \$350k each year.**
6. Technology Hardware & Software: FY26 decrease \$1.6M or 61% from changes in needs, moved some funds to contracts for support of new system and remaining funding is for subscriptions and cloud services based on current agreements.
7. DoIT: Funding for annual software requirements, replacement equipment such as laptops, printers and handheld devices. **Cut \$1.4M each year in collaboration with DoIT**
8. Equipment: Includes items such as shelving, checkouts and security cameras for new & updated outlets and a rotation plan for replacing existing equipment such as vehicles, floor cleaners and forklifts. **Cut \$400k each year.**
9. Travel: FY26 increase is to support current trends to maintain state vehicles, support shifting staff in retail outlets and outlet moves.
10. Other Expenses: FY26 decreases in Debt Services based on the current bond schedule and estimates for new debt and Workers' Compensation based on historical trends; and increase in Indirect Cost based on estimate provided by DAS. FY27 is level funded.
11. Grants: Increase based on available funds from FDA for Tobacco compliance.
12. Transfers to other Funds: For transparency purposes the transfers to HHS for the AAP&T fund and GAHCP have been added as budget line items.



HB 1 Requested Budget Changes



Add back funding for Enforcement

Department:	Liquor Commission						
Compare Page #	396	FY 2026			FY 2027		
Positions:	19 FT & 15 PT	House Budget	Change	Revised Budget	House Budget	Change	Revised Budget
Accounting Unit:	02-77-077-770012-7878						
Class	10	\$ 1,082,975	\$ 1,463,281	\$ 2,546,256	\$ 1,107,627	\$ 1,499,354	\$ 2,606,981
Class	18	\$ 8,750	\$ 26,250	\$ 35,000	\$ 8,750	\$ 26,250	\$ 35,000
Class	19	\$ -	\$ 1,000	\$ 1,000	\$ -	\$ 1,000	\$ 1,000
Class	50	\$ -	\$ 540,000	\$ 540,000	\$ -	\$ 540,000	\$ 540,000
Class	60	\$ 628,229	\$ 1,028,429	\$ 1,656,658	\$ 656,415	\$ 1,081,914	\$ 1,738,329
	Total	\$ 1,719,954	\$ 3,058,960	\$ 4,778,914	\$ 1,772,792	\$ 3,148,518	\$ 4,921,310
Funding Source:		Liquor	Liquor	Liquor	Liquor	Liquor	Liquor

Totals

Department:	Liquor Commission						
Compare Page #	415	FY 2026			FY 2027		
Funds		House Budget	Change	Revised Budget	House Budget	Change	Revised Budget
Federal		\$ 447,950		\$ 447,950	\$ 451,150		\$ 451,150
Liquor		\$ 88,919,988	\$ 3,058,960	\$ 91,978,948	\$ 90,100,913	\$ 3,148,518	\$ 93,249,431
Other		\$ 369,912		\$ 369,912	\$ 374,077		\$ 374,077
Total	Total	\$ 89,737,850	\$ 3,058,960	\$ 92,796,810	\$ 90,926,140	\$ 3,148,518	\$ 94,074,658



FY2026 Budget Breakdown

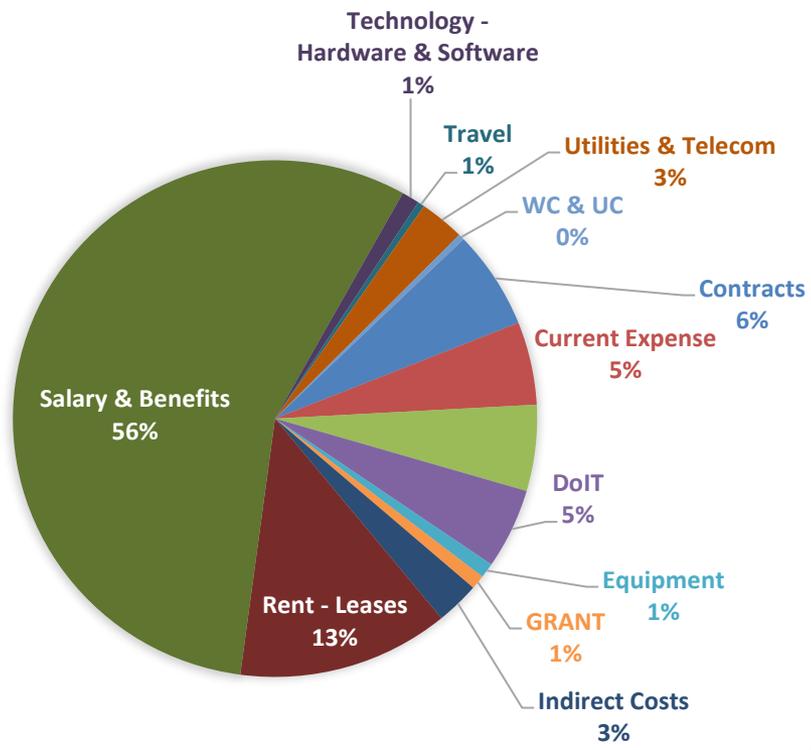
FY26 Budget as requested is \$2.7M or 2.8% less than FY25

Funding source is primarily Liquor Funds with less than \$1M from Federal and Other Funds

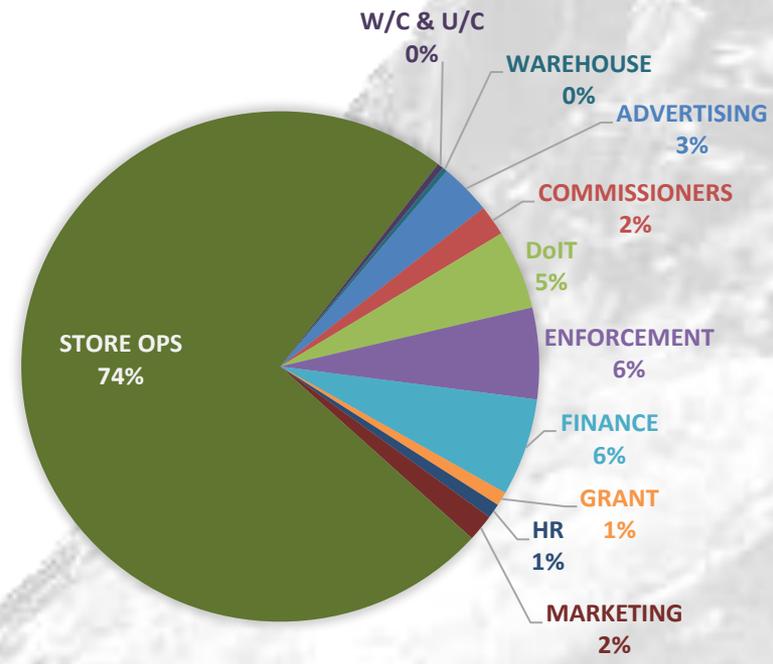
By class, the largest categories are Salary & Benefits 56%, and Rents-Leases 13%

By accounting unit Store Operations makes up 74% of the total budget.

By Class



By Accounting Unit



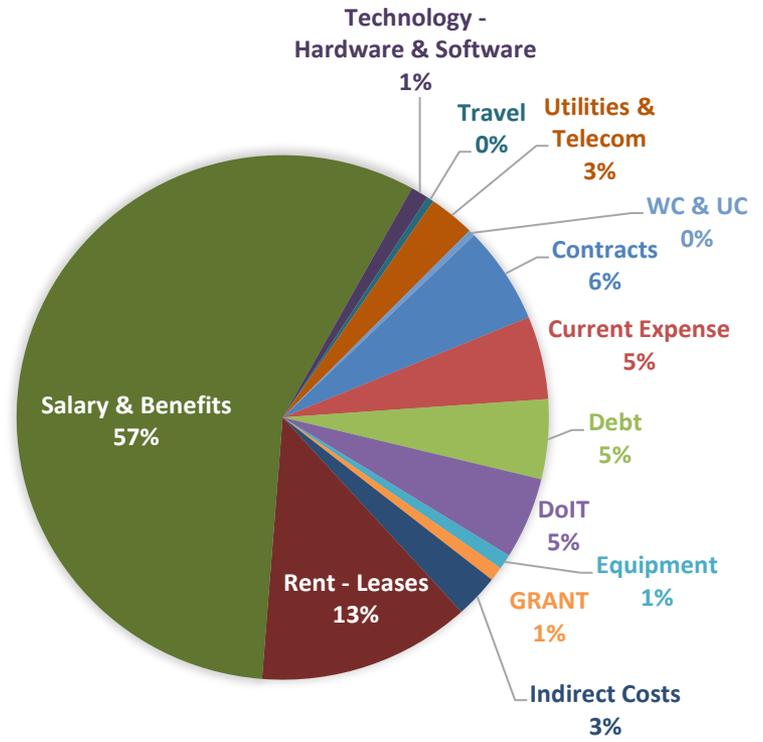


FY2027 Budget Breakdown

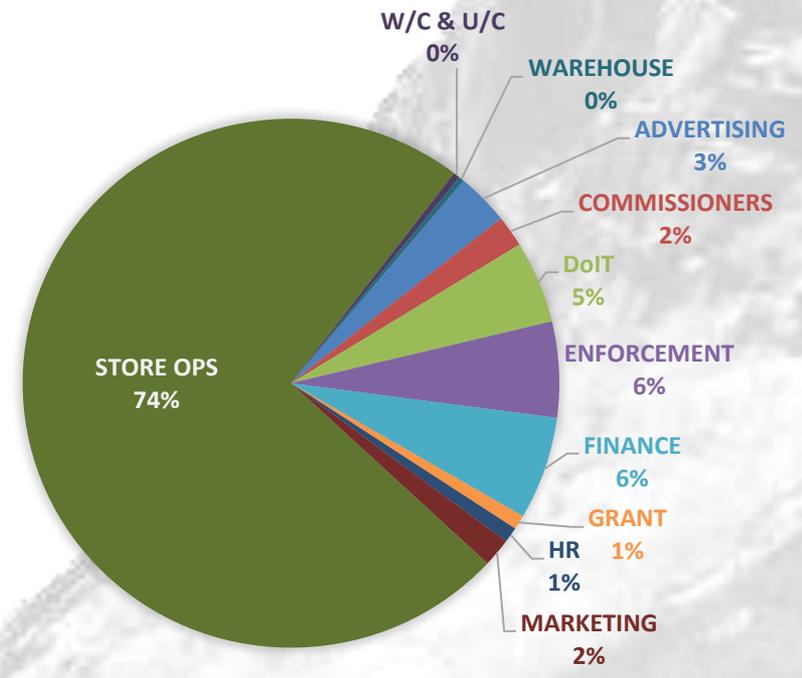
FY27 Budget as proposed is \$1.3M or 1.4% more than FY26 budget as proposed
 Increase is for salary step increases and benefits for positions and retiree health benefits.
 Funding source is primarily Liquor Funds with less than \$1M from Federal and Other Funds

By class, the largest categories are Salary & Benefits 57%, and Rents-Leases 13%
 By accounting unit Store Operations makes up 74% of the total budget.

By Class



By Accounting Unit





Office of the Commissioners



FY2026 & 2027 Budget

Office of the Commissioners
(Compare Pages 394-395)

FY26 decrease -2.8% or -\$51k
FY27 increase 1% or \$12k

Summary of Changes:

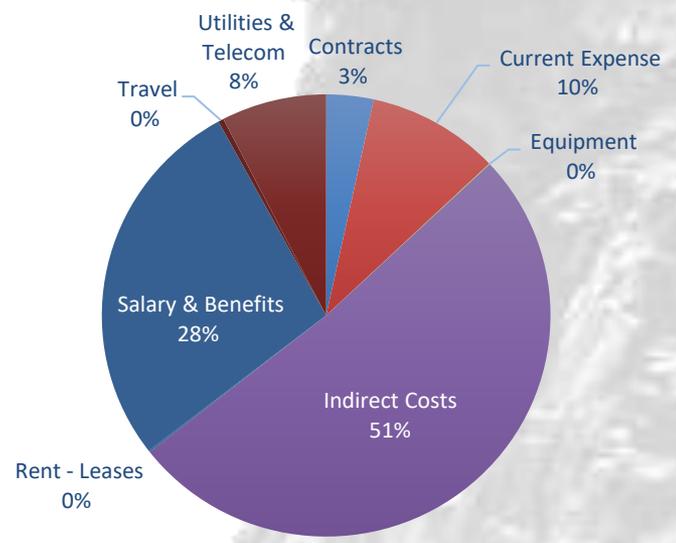
Salaries & Benefits:

FY26 -\$164k decrease; one position moved Admin Div.
FY27 \$8k increase; salary step and benefits

Operations:

FY26 \$114k net increase; Indirect costs increase for change in Division allocation and decrease in contracts and current expense
FY27 \$4k increase for indirect cost

Budget Breakdown from Liquor Funds



Authorized Full-Time Positions:

2 Unclassified
1 Classified



Division of Enforcement

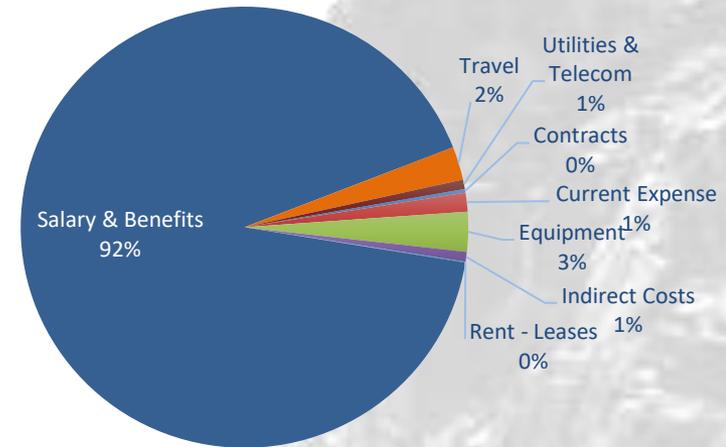


FY2026 & 2027 Budget

Enforcement, Licensing, & Education
(Compare Pages 396-402)

FY26 increase 12.1% or \$579k
FY27 increase 2.7% or \$143k

Budget Breakdown from Liquor Funds



Summary of Changes:

Salaries & Benefits:

FY26 \$542k increase; moved 1 FT and 5 PT positions for loss prevention program
FY27 \$143k increase for salary steps and benefits

Operations:

FY26 \$37k increase for fuel and repairs to state vehicles
FY27 level funded

Grants:

FY26 \$169k increase and FY27 \$7k increase

Authorized Full-Time Positions:

1 Unclassified
20 Sworn
14 Civilian



Division of Administration

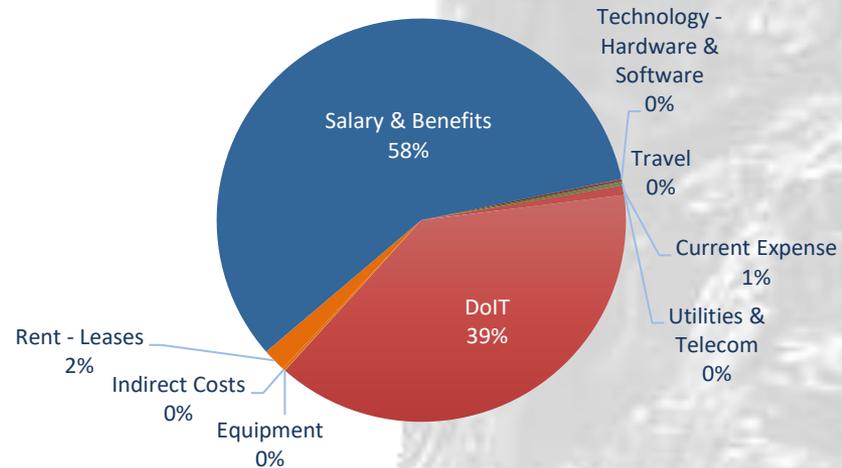


FY2026 & 2027 Budget

Financial Management Div., DoIT, and Human Resources
(Compare Pages 403-407)

FY26 increase 4.0% or \$429k
FY27 increase 2.5% or \$286k

Budget Breakdown from Liquor Funds



Salaries & Benefits:

FY26 \$1.9M increase; 12 positions from other division for new system support group, real estate and maintenance department.

FY27 \$212k increase for salary steps and benefits

Operations:

FY26 \$261k net decrease; Indirect costs decrease reallocate to Divisions, rent increase moving expense with maintenance move
FY27 level funded

DoIT:

FY26 \$1.3M decrease unfunded positions and non-labor cuts
FY27 \$74k increase

Authorized Full-Time Positions:

- 1 Unclassified
- 14 Finance
- 7 Human Resources
- 4 Outlet Auditors
- 3 Inventory Control
- 4 Legal & Internal controls
- 8 System support
- 1 Real Estate & 5 Maintenance
- DoIT – Class 27



Division of Marketing & Merchandising

FY2026 & 2027 Budget

Marketing & Merchandising, Store Ops, Advertising and Warehouse
(Compare Pages 408-413)

FY26 decrease -3.8% or -\$2.9M
FY27 increase 1.1% or \$807k

Summary of Changes:

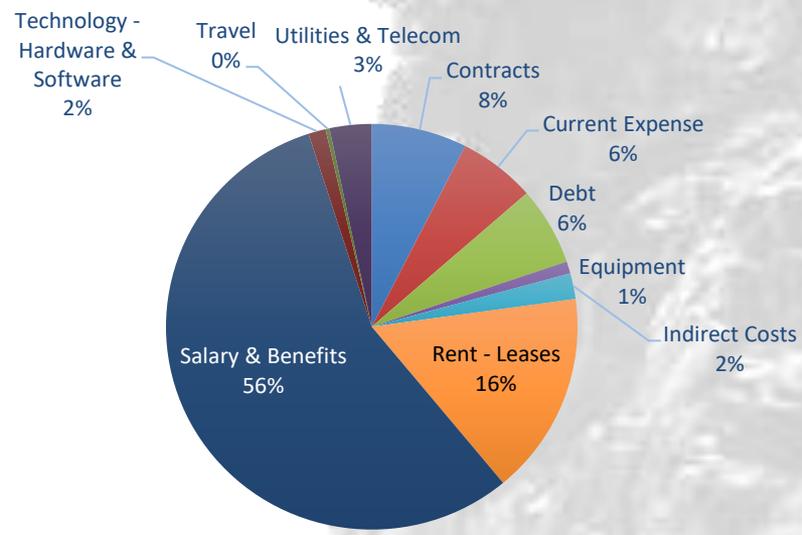
Salaries & Benefits:

FY26 -\$1.5M decrease from moving positions and unfunding seven positions
FY27 \$1.2M increase for salary steps, benefits & Retiree health benefits

Operations:

FY26 \$1.4M net decrease; decrease in debt, technology and utilities and increase in contracts, rent and indirect cost
FY27 \$340k net decrease; decrease in debt and contracts and increase in utilities, rents and current expense

Budget Breakdown from Liquor Funds



Authorized Full-Time Positions:

- 1 Unclassified
- 14 Marketing & Merchandising
- 268 Outlet/Store Operations
- 3 Warehouse



Workers & Unemployment Comp.

FY2026 & 2027 Budget

Workers Compensation
(Compare Pages 414)

FY26 decrease 71% or 817k provided by Risk Management and based on historical trends
FY27 increase 7% or \$23k

FY2026 & 2027 Budget

Unemployment Compensation
(Compare Pages 415)

FY26 & FY27 Budgets are level funded



Revenue Trends & Transfer Language



		A	B	C	D	E	F	G	H	I	J
		FY 2024	FY 2025	FY25 vs FY24		FY 2026	FY26 vs FY25		FY 2027	FY27 vs FY26	
Cash Basis (in Millions)		Actual	Estimates	\$	%	Estimates	\$	%	Estimates	\$	%
1	Gross Profit	207.4	206.1	(1.3)	-0.6%	209.3	3.2	1.5%	211.8	2.5	1.2%
2	Other Revenue	6.9	6.6	(0.3)	-4.7%	6.6	0.0	0.5%	6.7	0.1	1.0%
3	Expenses	(86.9)	(87.1)	0.2	0.2%	(89.8)	2.6	3.0%	(92.3)	2.6	2.9%
4	Net Revenue	\$ 127.4	\$ 125.6	\$ (1.8)	-1.4%	\$ 126.2	\$ 0.6	0.5%	\$ 126.2	\$ (0.0)	0.0%
5	Transfer for AAP&T fund	(10.7)	(10.7)	(0.1)	-0.6%	(10.7)	0.0	0.2%	(10.9)	0.2	1.9%
6	Transfer for GAHCP*	(7.2)	(13.3)	6.1	85.8%	(12.6)	(0.7)	-5.2%	(13.0)	0.4	3.0%
7	Total Transfer to Other Funds	(17.9)	(24.0)	6.1	33.9%	(23.3)	(0.7)	-2.8%	(23.9)	0.6	2.5%
8	Liquor Revenue Transfer to General Fund	109.5	101.7	(7.9)	-7.2%	102.9	1.2	1.2%	102.3	0.6	0.6%
9	Beer Tax	12.5	12.5	0.0	0.0%	13.0	0.5	3.8%	13.0	-	0.0%
10	Total Transfer to General Fund	\$ 122.0	\$ 114.2	(7.8)	-6.4%	\$ 115.9	1.7	1.5%	\$ 115.3	(0.6)	-0.5%

Current Transfer language removed in HB2:

Section 176:16 Funds. (Governor’s Comm.; Alcohol Abuse Prevention & Treatment (AAP&T) fund:

III. Five percent of the previous fiscal year gross profits derived by the commission from the sale of liquor shall be deposited into the alcohol abuse prevention and treatment fund established by RSA 176-A:1. For the purpose of this section, gross profit shall be defined as total operating revenue minus the cost of sales and services as presented in the state of New Hampshire comprehensive annual financial report, statement of revenues, expenses, and changes in net position for proprietary funds.

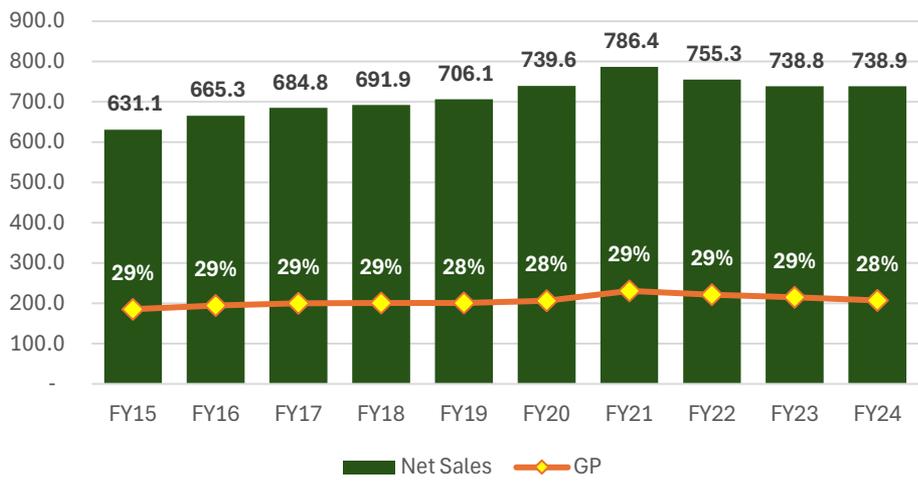
RSA 126-AA:3, Granite Advantage Health Care Program (GAHCP):

The Commissioner of the Department of Health and Human Services, is responsible for determining quarterly whether there is sufficient non-federal funding in the Fund to cover projected program costs for the following 6-month period. If at any time the Commissioner determines that a projected shortfall exists, then the sum necessary to cover such shortfall shall be transferred to the fund from the Liquor Commission Fund established in RSA 176:16.



Net Liquor & Wine Sales to Profit %

Gross Profit Percentage

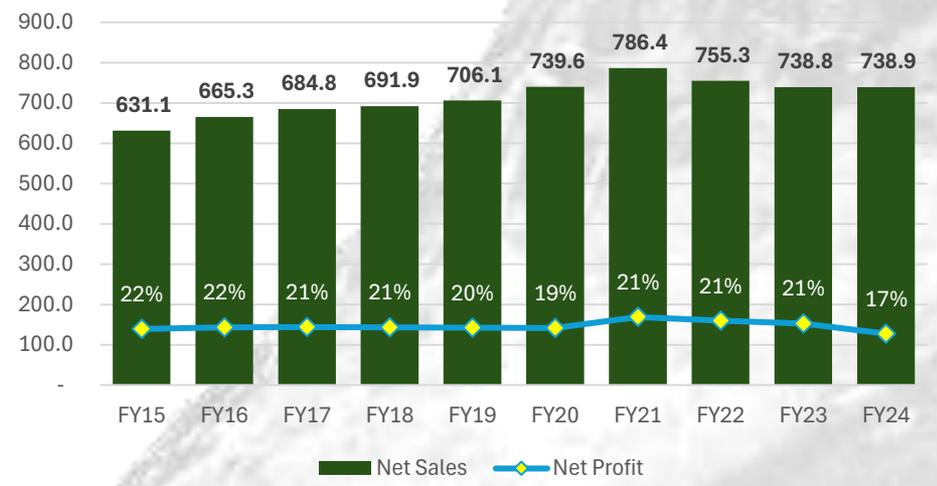


Gross Profit consistent over the last 10 years 28% to 29%

- Net Profit from FY15 to FY23 between 19% and 21%
- FY24 decreased to 17% reasons:
 - 10% pay raise & rate changes (\$9.5M)
 - Expenses associated with new software system (\$5M)

Total Net Profit 1935 to 2024 \$4,667,465,665

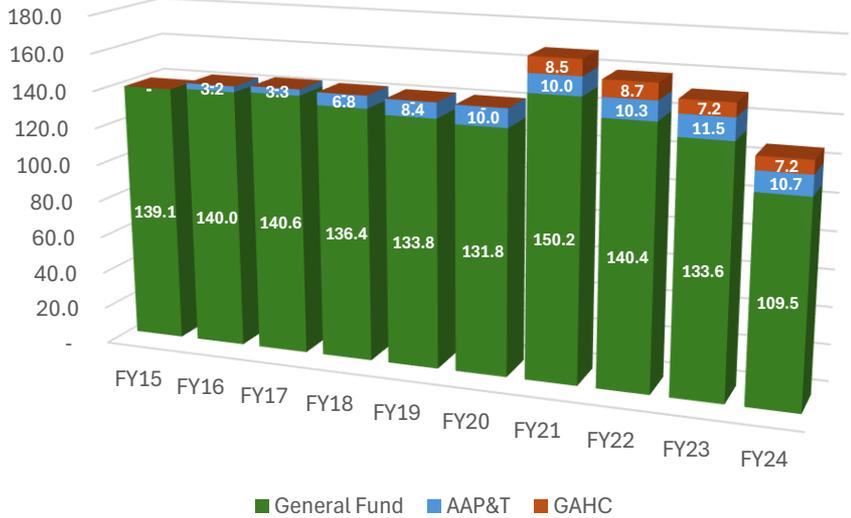
Net Profit Percentage





History of Revenue Transfers

Net Liquor Revenue Transfers



Transfer language:

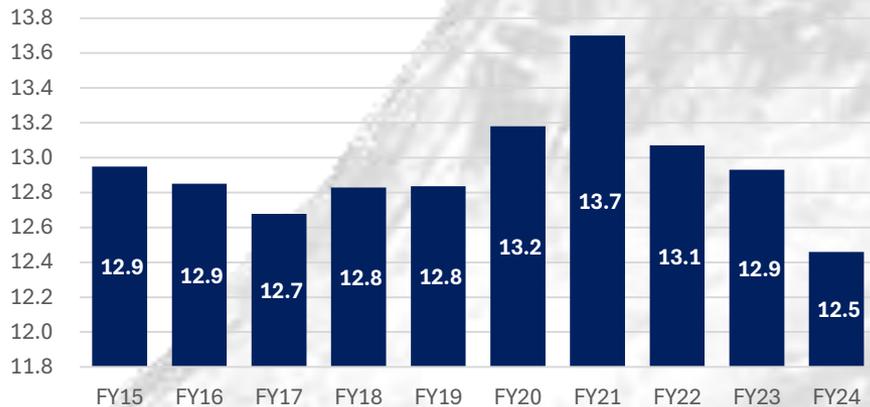
RSA 176:16 III: Alcohol Abuse Prevention & Treatment (AAP&T) fund: 5% of prior year gross profit. Transfers started in FY16 at 1.7% of prior year gross profit of sales

RSA 126-AA:3, Granite Advantage Health Care Program (GAHCP): Determined by HHS for projected sufficient non-federal funding with the ability to request additional fund to cover any shortfall. Transfers started in FY21

Net sales flat; CoGS up \$7M and Expenses up \$16.5M = \$23.5M (Pay raises and rate changes & Cost for New system (\$5M depreciation))

Beer tax has been consistent around \$13M, declined slightly in FY24

Beer Tax to General Fund

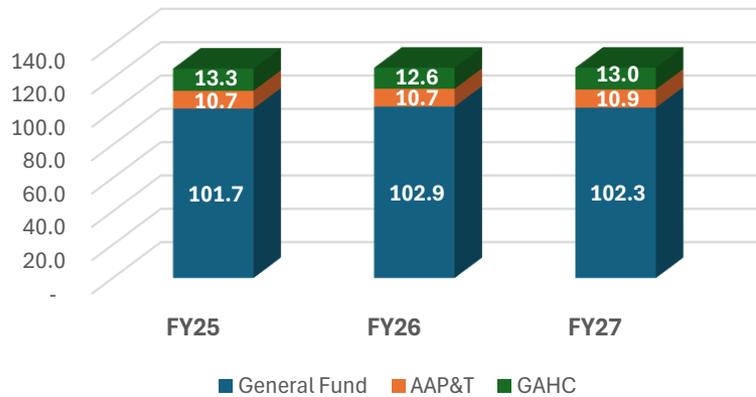




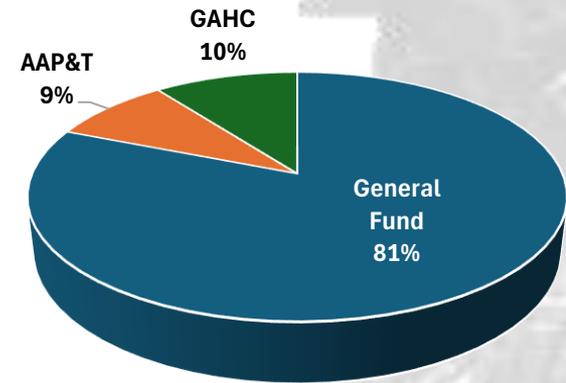
Revenue Projections

**Below Based on Current Laws
HB2 Removes Transfers other than to the General Fund**

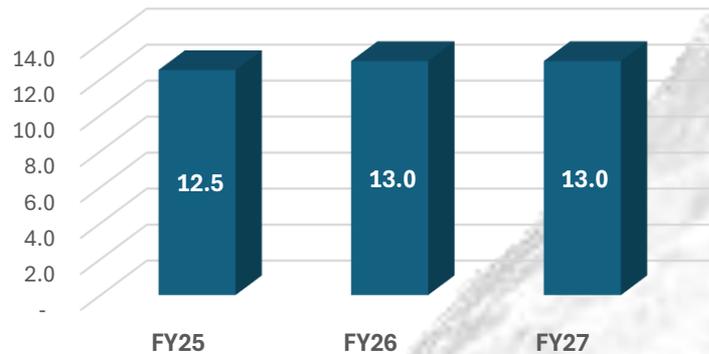
Transfer from Liquor



Annual break out of Liquor Revenue Transfers



Beer Tax





Charitable Contributions

NHLC supports dozens of nonprofits making an impact on New Hampshire and beyond. Since 2015, NHLC has worked with suppliers and brokers to raise nearly \$4.3 million for nonprofit organizations



CROTCHED MOUNTAIN





Awards

The Eagle-Tribune

**Massachusetts Readers Name NH
Liquor & Wine Outlets Best
Liquor Store Two Years Running**

StateWays

- **Best On-Premise Partnership: NH Mocktail Month/Live Free & Host Responsibly**
- **Best Technology Innovation: Customer Service Enhancements**



**Finalist: Wine
Enthusiast Retailer
of the Year**

StateWays

TWICE AS NICE!

**NHLC named Nation's Top
Control State for the
second time**

BeverageDynamics

**NH Liquor & Wine Outlets Named
Top 10 Retailer 3 Years Running**

Beating out large, private and national competitors, the New Hampshire Liquor Commission has been named one of the country's top 10 retailers



Accolades

MARKET WATCH

MARKET INTELLIGENCE ON WINE, SPIRITS AND BEER

Modern MINDSET

AS CHAIRMAN OF THE NEW HAMPSHIRE LIQUOR COMMISSION, JOSEPH MOLLIKA HAS TRANSFORMED THE CONTROL STATE MODEL

NH BUSINESS REVIEW

Nicole Brassard Jordan,
Outstanding Woman in Business

The New York Times

A Popular Vacation Stop? This New Hampshire Liquor Store Beckons



Why a Control State Liquor Store Might Be Your Best Bet for Finding Rare and Interesting Spirits

Forbes

Valuing The Work Of Women In Wine: Lessons From New Hampshire

MEN'S JOURNAL

Featured in "Where to Buy Rare Whiskey" article



#3 – Best overall state to buy Bourbon

The Washington Post

New Hampshire is the best state in America for wine drinkers