

Lenoir County ABC Board

Performance Audit Report



Alcoholic Beverage Control Commission
400 East Tryon Road, Raleigh, NC 27610
p: 919-779-0700 | f: 919-661-5927 | <http://abc.nc.gov>



ABC
COMMISSION
NORTH CAROLINA

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ABC

COMMISSION
NORTH CAROLINA

Alcoholic Beverage Control

March 25, 2026

CHAIRMAN:
Hank Bauer

Lenoir County ABC Board
Wiley Dawson, Chair
110 S. Herritage St
Kinston, NC 28501

COMMISSIONERS:
La'Tanta (L.T.) McCrimmon
Raleigh

David Sherlin
Raleigh

Chairperson Dawson,

DEPUTY COMMISSIONER:
Mike DeSilva

On the following pages, you will find the performance audit report conducted by the staff of the ABC Commission reviewing the operations of the Lenoir County ABC Board. The report consists of an overview of the objectives & background summary, financial analysis and findings, and a summary of actions recommended based upon your board's performance and related findings. Additional considerations are listed as well to provide further guidance and enhance awareness to promote ABC board success.

LOCATION:
400 East Tryon Road
Raleigh NC 27610

MAILING:
4307 Mail Service Center
Raleigh NC 27699-4307

PHONE: (919) 779-0700
<http://abc.nc.gov/>

Please reach out if you have any questions or require assistance in implementing any of the statute requirements, Commission rules, or other recommendations included in the report. On behalf of the North Carolina ABC Commission, I thank you and your staff for your assistance and cooperation in conducting this periodic review. We appreciate the continued efforts by your board to comply with the performance standards, as well as the board's commitment to increase profitability and reduce expenses.

If we can be of assistance in the future, please do not hesitate to reach out to the Commission staff.

Respectfully,

Michael DeSilva
Deputy Commissioner

OBJECTIVE, PURPOSE & BACKGROUND INFORMATION

In addition to regular and special financial audits, G.S. 18B-705(a) authorizes the NC ABC Commission to conduct performance audits of all local ABC boards in the state. Performance audits are examinations of existing operating policies, practices, controls, and activities to determine those areas in which there may be a need for improvement.

The audits are designed to ensure that all local ABC Boards comply with established performance standards pursuant to G.S. 18B-203(a)(20). The audit's scope addresses compliance with ABC laws and rules, store appearance, operating efficiency, solvency, and customer service.

To achieve the objectives of the audit, auditors:

- Review applicable General Statutes, ABC Commission Rules, and Administrative Policies
- Review applicable reports and studies of ABC Boards with similar size and geography.
- Verify compliance with Commission and Board policies.
- Verify results of previous performance audit recommendations
- Review ABC Board annual independent financial audits.
- Review ABC Board reporting and documentation reports.
- Visit the store(s)
- Interview key ABC Board personnel.

Kinston, North Carolina, is a small city in the eastern part of the state that serves as the county seat of Lenoir County. It sits along the Neuse River, historically at the head of navigation, and was first settled in the 1740s as a trading post before being incorporated later in the 18th century. The town originally carried the name *Kingston* in honor of King George III, but after the American Revolution the “g” was dropped, reflecting the patriotic shift of its citizens. The area saw action during the Civil War, most notably with the sinking of the Confederate ironclad *Neuse* to prevent its capture; the salvaged remains of that vessel today help anchor the city’s Civil War heritage and museum exhibits.

Across its long history, Kinston became an important regional market for tobacco and other agricultural products. Like many towns in eastern North Carolina, its economy was built on farming and later diversified into textiles and manufacturing. Over the latter part of the 20th and early 21st centuries, shifts in industry and agriculture brought economic challenges, leading to population declines and persistent levels of poverty.

Today the city has a population of roughly nineteen to twenty thousand people. Its residents represent a diverse community with a majority identifying as African American and a significant portion of households experiencing economic hardship. The population has gradually declined from its peak in the early 2000s, reflecting broader regional trends rather than local growth. Culturally, Kinston carries a distinct identity. It has produced notable musical talent, especially in rhythm and funk music, and celebrates that heritage in murals, events, and local arts initiatives. Over recent years there has also been a growing emphasis on arts, culinary experiences, and historic preservation as part of efforts to revitalize the downtown area and attract visitors.

In daily life, the city combines small-town Southern character with the realities of economic transition. Historic buildings and community institutions reflect its long past, while local schools, parks, and community groups serve the present generation. The climate is typical of eastern North Carolina’s humid subtropical zone, with hot summers and mild winters shaping life along the Neuse River. Overall, Kinston is a place where history and present-day community efforts intersect, embodying both the challenges and resilience of many smaller American cities in the modern era.

The general manager is responsible for the oversight of all daily operations, inventory management, human resource organization and other administrative decisions for the board. The board hired an external accountant who assists with the annual audit and provides additional support with quarterly compilations. All store employees’ primary responsibility is to provide friendly customer service to all customers, store upkeep and stock maintenance.

A referendum occurred on July 6, 1935, and it passed. *Currently, the Lenoir County ABC Board has a chairperson, two board members and a general manager on the ABC board.* The Lenoir County ABC Board currently operates three (3) retail stores. The board staff (19) in total personnel. These include (6) full-time employees and (13) part-time personnel. The general manager is responsible for daily store operations including supervising personnel, inventory management, and various retail functions. The GM provides the board with fiscal management, administrative support, and oversees routine operations of the ABC store. Sales associate responsibilities include selling products, daily stocking, and floor upkeep & maintenance.

The last performance audit for the Lenoir County ABC Board occurred in 2022. The Commission audit serves as a continuous way to provide local boards with information and best practices that target areas for improvement.



110 S. Herritage St, Kinston NC

**OPERATIONAL OBSERVATIONS, FINDINGS,
REQUIRED ACTIONS, & RECOMMENDATIONS**

On Wednesday, February 25, 2026, ABC Board Program Analyst II Eric McClary visited the Lenoir County ABC Board and interviewed Brantley Uzzell (General Manager). Below is a financial analysis followed by operation observations, findings, and recommendations related to the performance audit.

FINANCIAL ANALYSIS

PROFIT PERCENTAGE TO SALES & OPERATING COST RATIO

- In fiscal year (FY) 2024-2025, the Lenoir County ABC Board had a profit percentage to sales ratio of 9.2%.
 - The Lenoir County ABC Board’s gross sales totaled \$6,993,339, which was an approximate 1.6% increase from the previous fiscal year.
 - Lenoir County ABC Board operates three retail stores with mixed beverage sales. The operating cost ratio for the board was .60 in FY 2024-2025. NOTE: financial metrics (profit percent, operating cost ratio) are subject to being reviewed by Chairman Bauer and his team at some point.
- Below are charts showing gross profit on sales, total operating expenses, and income from operations for recent years.

	FY 2024-2025	FY 2023-2024
Gross Profit on Sales	\$1,680,145	\$1,687,330
Income from Operations	\$644,057	\$ 674,978

Factors affecting profitability and cost include:

- Surrounding areas with other ABC systems which are within a 25-mile radius include Greene County ABC, Jones County ABC, and Pitt County ABC.
- The board currently has approximately 29 active mixed beverage customers.

➤ **FINANCIAL ANALYSIS (cont.)**

➤ *Factors affecting expenses:*

- Total operating expenses increased around (1.7%) from the last fiscal year.
- Cost of Goods Sold (COGS) was roughly 53.1% for the fiscal year with a normal range being 52% to 54%.

BUDGET ANALYSIS

	FY 2024-2025 Budget Projection	FY 2024-2025 Actual	Variance	Variance %
Sales	\$6,838,120	\$6,993,704	\$4,716	6.8
Revenue over or (under)				
Expenditures		\$132,993		

In reviewing the budget to actual analysis of the FY 2024-2025 financial audit, actual sales revenues were more than forecasted projections of 6.8%. The Board has submitted a budget amendment. After reconciliation, the change in the Board’s end net position was \$1,474,281.

DISTRIBUTIONS

G.S. 18B-805 (b) requires the board to pay from gross receipts, all expenses, excise, and rehabilitation taxes. G.S. 18B-805(c)(2) requires the board to *typically* distribute at least five percent (5%) of applicable gross receipts to law enforcement and *typically* at least seven percent (7%) for alcohol education. *Before assigning these percentage distributions, G.S. 18B-805(c)(1) requires the board to first make a minimum quarterly distribution of the 3.5% markup & relevant bottle charges to certain county/municipal recipients. Some of these distribution percentages are designated by an official local enabling act (and thus distribution requirements and recipients are subject to vary).* Lenoir County ABC made a total of \$483,046 in primary distributions and other taxes were paid to the Cities and Towns of Lenoir County.

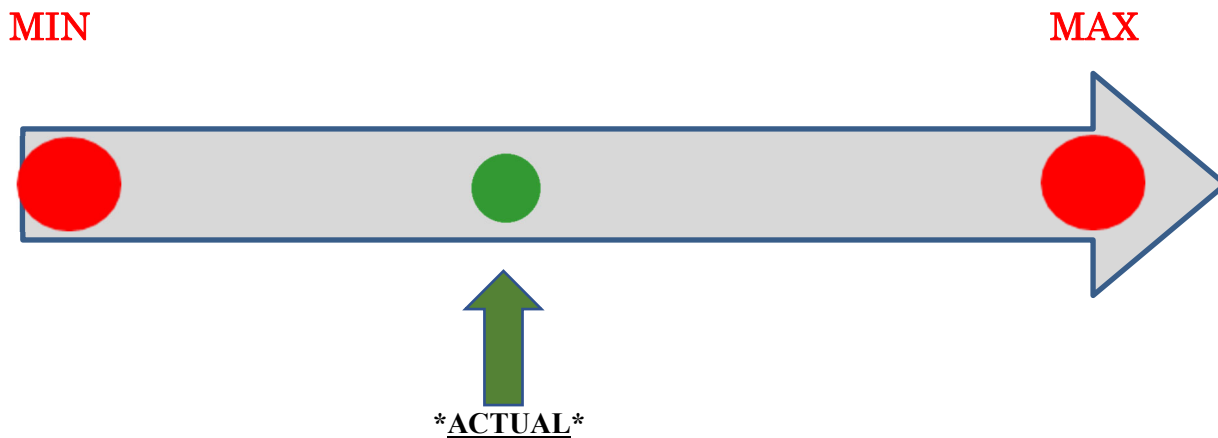
Per the local enabling act, the distribution formula for recipients of net profits is as follows:

- *25% of profits from stores in towns to general fund*
- *Remainder to Lenoir County general fund*
- *Profits distributed annually by specific legislation*

WORKING CAPITAL

- G.S. 18B-805(d) allows the board to set aside a portion of the remaining gross receipts, within the limits set by the rules of the Commission, as cash to operate the ABC system.
 - NCAC 15A .0902 sets a working capital maximum standard for boards with annual gross sales more than \$1.5M as an amount equal to three (3) months of gross sales.
 - G.S. 18B-702(g)(3) defines "Working Capital" as the total of cash, investments, and inventory less all unsecured liabilities. As it pertains to working capital computation, gross sales mean gross receipts from the sale of alcoholic beverages less distributions as defined in G.S. 18B-805(b)(2), (3), and (4).
- Based upon the existing rules, as of June 30, 2025, the Lenoir County ABC Board is required to maintain a minimum working capital of \$207,466 with a maximum working capital amount of \$1,348,528.
 - The Lenoir County ABC Board had a working capital balance of \$530,689 which is more than the minimum and less than the maximum Commission requirements for this section (*).

*** FY 2024-2025: Working Capital (WC) graphic**



Under 18B-805(d), with approval of the appointing authority for the board, the local board may set aside a portion of the remaining gross receipts as a fund for specific capital improvements whenever working capital is exceeded.

➤ **STATUTORY DISTRIBUTIONS:**

- Net Profit Distributions - The Lenoir County ABC Board has routinely made mandatory distributions to the designated recipients over the last three years referencing NCGS 18B-805(c)(1). **The table below references distributions calculated by CPA on the left and total net profit distributions made by the ABC Board for the last three (3) years on the right. An explanation is documented in the Recommended Actions Section.**
- Law Enforcement Distributions: Have been properly disbursed at or above the regular 5% statute amount over the last three (3) fiscal years.
- Alcohol Education Distributions: Have been disbursed at or above the standard 7% statute amount of the last three (3).

NC GENERAL STATUTE: 18B-805 (c)(1)			
Calculation of Minimum Mandatory Distribution for Net Profit to Designated Recipients		Lenoir County ABC Board Net profit distribution made annually by fiscal year	
<i>Note: Referencing CPA Audit Reports</i>			
CPA Calculated Amount		Total paid to recipient(s)	
FY-2025	\$199,704	FY-2025	\$133,262
FY-2024	\$196,220	FY-2024	\$135,605
FY-2023	\$193,882	FY-2023	173,521

PERSONNEL, OPERATIONAL & ADMINISTRATIVE COMPLIANCE

The findings on personnel, operational & administrative compliance are as follows:

Board Members

- ➤ The board consists of General Manager, 2 members and a chairperson, each receiving compensation for their services at a maximum of \$150.00 per meeting and in compliance with G.S. 18B-700(g).
 - Current board members’ terms are staggered to comply with G.S. 18B-700(a).
 - All other board members are currently compliant with the ethics training.
 - Members have professional experience in the fields of business, government, and education.
- All members have taken an oath of office per G.S. 11-7 and there are copies on site.
- Meetings are generally held on the third Tuesday of every month. The board announces the meetings on the board web page, at the store and social media.
- Meeting minutes are organized, available, and follow all the order of proceedings.
 - Comprehensive financial data is provided and discussed at meetings to include quarterly computations from the board’s FO, sales comparisons and other expense reports
 - Board members are heavily encouraged by the Commission to use checks and balances to ensure that cash management practices are upheld. Boards should also routinely review any notes and recommendations provided by the CPA firm on annual audits.

- The board's login website had been updated at and prior to Commission visit and contains accurate information pertaining to board members, personnel, and store locations.

Law Enforcement

- The board has its own in-house Law Enforcement Division "Lenoir County ABC Law Enforcement" and a copy is on file in Commission records.
- Law enforcement reports are submitted regularly by Chief D.T. Williams.

Board Personnel

- The board currently staffs (19) total employees, with (6) full-time, and (13) part-time.
- General Manager has served in this role with the board for approximately 22 years.
 - General Manager is full-time; his salary is within the allowable compensation per G.S. 18B-700(g1). All members are compliant with ethics training.
 - The GM responsibilities include full oversight of all daily store operations, human resources, ordering, inventory, and other operational tasks.
- The FO provides the board with accounting-related duties and financial reporting, and the GM delivers this data to the board..
- All other store employees are part-time sales associates and primarily responsible for providing friendly customer service, general store cleaning and upkeep, and stock maintenance.
- Training is provided for new employees from management and other personnel and consists of on the job, and mentorship styled.
 - Product knowledge training is handled informally between the GM and team members. RASP training is provided.
- Employee files are kept in the administrative office and include tax and other applicable information.
- No conflicts pertaining to nepotism found and per discussion with general manager.

Policies

- The board has a thorough personnel manual with additional policies that details various work requirements, behavioral standards, leave and other benefits, scheduling and holidays, and the requirements of Rule 15A .1006.
 - The manual includes additional policies for customer relations, employee relations, workplace violence prevention, drug and alcohol use and conduct, intoxication and customer code of conduct.
 - Additional policies on file with the commission include a personnel manual.
- For travel, the board follows the State travel reimbursement schedule for state employees in G.S. 138-6.

Operations

- ➤ Board personnel conduct full inventory every other month at the board. Spot checks are conducted at other times.
 - Counts are made using scanners and count sheets. Variances are re-checked before being submitted to the administrative office.
 - The General Manager reviews and investigates discrepancies before adjustments are made. The GM and other staff conduct the inventory.
 - Strategies for slow-moving products are conducted by asking the Commission to mark down the price, sell products to other boards, and different color tags.
- The board receives deliveries of liquor every week of the month except the fourth week.
 - Pallets are removed from the truck to the dock area. Products are then brought to the storage area by pallet jack by board employees.
 - Variances are recounted and balanced against store and warehouse stock before reports are sent to LB&B.
 - MXB ordering and pickup All LBD is ordered online 7 days a week. Once the order is placed and verified that product is available the LBD customer is billed through Fintech. Customers can pick you from Monday through Saturday from 9:00 a.m. to 7:00 p.m. The board delivers to one LBD customer and follows the delivery policy and at present we waive all delivery fees.
 - Liquor orders are made by the warehouse manager. Liquor schedules and ordering procedures Lenoir County receives a truck every week of the month except the fourth week. WH Manager does all orders. Store employees inform WH of certain products that are out. GM processes trucks into the system and FO pays invoices.
- Special order procedures NCAC 2R .1404 or .1706 (c). Employees inform GM or WH manager of product request and product is ordered customer is notified when product arrives.
- The board retains breakage reports and regularly includes the reports for credit with their suppliers. *For compliance with Rule 15A 1701(c), the board regularly emails copies of reports to the Commission as applicable.* Employees write up bottles, the GM checks bottles and destroys them, the GM enters the system for Rep to sign off, and the FO deducts from invoice once signed off.
- The board currently has 29 mixed beverage customer accounts active in the county.
 - Invoices are provided to permittees, and signed copies are retained in a file for each account.
 - The board stamps bottles in the manner required by NCAC 15A .1901.

Financial, Administrative, and Internal Controls

- Invoices for liquor are processed for all deliveries and payments are processed via ACH within 30 days.
- Board's checks have the required disbursement certificate in compliance with G.S. 18B- 702(q). and are signed by the Chairman and FO. Finance Officer/Bookkeeper Austin Deaver is the FO. The GM signs in absence of one or the other.
 - The store manager conducts regularly review liquor orders. The pre-audit stamp required by G.S. 18B-702(m) is properly affixed to purchase orders.
 - The general manager has a credit card, and it's kept in a secure location at the administrative office.
 - Deposits are conducted daily. Deposit slips and other banking information are retained at the board's office.
 - *A review of one month's deposit information was conducted, and no discrepancies were found between deposits and register receipts.*
- Cash management details: All money is counted and deposited daily. Except for the Pink Hill store. The ABC Commission has issued an exemption on daily deposits. FO and GM periodically count money in safes.
 - The board has 2 registers in their showroom; two employees ran and one self-checkout. Tills start at \$100.00.
 - Drawers are counted at the beginning, middle and end of each shift. Change fund/Petty Cash Counted three times daily by store clerks. Store Mangers make change orders and execute if FO or LE is not available.
 - Funds are kept in a pooling bank approved by the North Carolina Treasury Office.
 - Payroll is monthly and processed by the FO and verified by the GM.
- Employees use a time sheet procedure to document time. The hours are reviewed by the FO and compared hours to the schedule. The GM does all scheduling and assigns time off. Clerks fill out time sheets Daily. Employees are paid monthly. FO reconciles all hours compared to schedule. Employees who do not receive direct deposit checks are signed by FO/Chairman. GM does payroll duties in FO absence.
 - Board keeps thorough records for unsaleable merchandise reports and emails copies of the claims to the Commission regularly in compliance with NCAC 15A .1701(c).
 - The annual CPA audit was received by the Commission on September 24, 2025.
 - All board members and the general manager are properly bonded for \$50,000 per G.S. 18B-700(i).

STORE INSIGHT & OVERVIEW

- The board's administrative office is located off a small commercial thoroughfare.
 - Outside area surrounding the board is well-maintained and free of debris or trash.
 - There is ample parking, and deliveries are conducted at the board primary location.
 - The floors are of a LPV.
 - The Fetal Alcohol Syndrome poster required by G.S. 18B-808 is displayed, and the quarterly price book is available should customers request.
 - Listings for specially priced items are printed and available for customers to review.
- The warehouse and administrative areas are located at the back of the main store.
 - The area is well lit and organized and can accommodate many cases.
- □ Shelf management practices are implemented.
 - Products are fronted and dusted, and most are placed in categorized areas around the store.
 - Premium products are generally found at eye level or top shelves at all retail locations.
 - Bottles are arranged so they increase in size from left to right.
- Sales associate interactions with customers are attentive, courteous, and the staff are very familiar with many of their patrons.
- A sample of approximately 100 items were selected to determine if uniform pricing is displayed. Of those selected there were no prices that were inaccurately posted.
 - Price discrepancies are handled in the customers favor if the shelf tag were to be lower than the current price mandate.
- Store is generally open from 10:00 am until 9:00 pm daily, Monday through Saturday. The N. Herritage store is 10:00 a.m. to 9:00 p.m. and the Pinkhill store is 12:00 p.m. 7:00 p.m. Monday through Thursday and 11:00 a.m. to 7:00 p.m. on Saturdays. The board is closed every Sunday. Besides closing on the two (2) required annual holidays and every Sunday, the board may opt to continue closing on New Year's Day, July 4th, and Labor Day annually.
- Security systems are in place and functional in all designated areas.
 - *The board has (15) security cameras.*

(RECOMMENDED ACTIONS (STATUTES OR COMMISSION RULES))

- In connection with the periodic audit, a Certificate of Accountability attestation form should be reviewed and signed by board members and applicable personnel. A signed copy would then only need to be emailed to Commission personnel for recordkeeping.

(GENERAL STATUTE REMINDERS)

- ABC Boards are required to operate within a balanced budget each fiscal year. Budget amendments must be approved by the board before any funds are transferred between accounts and utilized, occurring at the actual point of time an adjustment of funds is necessary. This would include the point in time during the fiscal year when the board will exceed its annual forecasted sales budget. *Ensure budget amendment copies are submitted to the ABC Commission as required per NCGS 18B-702(h), to include a final reconciliation budget amendment for the fiscal year end.*
- Please ensure all newly adopted policies or any updated policies are submitted electronically to the Commission for recordkeeping and review per NCAC 15A .1102 Rule. Electronic copies of the personnel manual should be emailed to Commission personnel for recordkeeping. A credit card policy is recommended to established authorized use (sample copy forwarded for consideration).
- ABC Boards are required to work within general minimum and maximum limits for working capital, as established per Commission Rule NCAC 15A .0902(a)(2). When ABC Boards exceed maximum working capital in any given FY due to planned capital improvements, please secure written approval from the applicable County or Municipal authorities per N.C.G.S. 18B-805(d) and forward to the Commission. As best measure, securing documentation prior to exceeding maximum working capital would be the most ideal approach.

ADDITIONAL CONSIDERATIONS & GUIDANCE

- The Commission's primary focus for ABC board members:
- ABC board members are highly encouraged to meet monthly for the best formal oversight and review of board operations, routinely recording meeting minutes (*adhering to closed meeting requirements where applicable*) and ensuring either no conflicts of interest are present or that they are addressed appropriately when presented. Monthly sales should be reported to the Commission at beginning of next month, providing annual budgets, budget amendments, miscellaneous financial reporting to Commission following timelines, and ensuring Commission has annual CPA audits by Sept 30th.
- ABC boards are highly encouraged to keep term begin dates & term end dates updated on the Commission's board login website for all ABC board members and other information such as store hour changes, pictures, email updates, etc. *Moreover, liaising with the Commission when new members are appointed or when member resign early before term has ended is very important for recordkeeping efforts of the Commission.*
- ABC boards are highly encouraged to find straightforward ways to lower any recurring expenses. *A very tangible way to lower operating costs is to fully maximize monthly special purchase allowance (SPA) liquor products that routinely sell well in the store to lower cost of goods sold (COGS).* ABC Boards can limit the number of personnel travelling to conference and convention events across the state. Other ways to try to improve expenses include requesting bids annually from various vendors to get the best rates possible on financial audits, various utilities, maintenance contracts, and *credit card processing companies.*
- ABC boards are encouraged to closely review financial statements monthly, comparing with the annual budget forecast, approving budget amendments when necessary and submitting copies to the Commission for anticipated sales increases as well as other adjustments for budgeted accounts.
- Cross training opportunities for personnel should be maximized to ensure solid continuity of operations occurs for ABC boards. Also, training opportunities can work well to develop store employees for increased responsibility roles and serving to make both the routine operations and employee morale stronger.
- NCAC Rule 15A .1701 requires quarterly reports be submitted for any unsaleable merchandise (breakage) and retain original copies for three (3) years. *All breakage reports should only be transmitted via email submission to Commission staff; copies should not be mailed.*
- As a reminder, remove all faded posters and replace with new ones when applicable. Reach out to the Commission to provide fetal alcohol syndrome posters, NC Dept of Labor can provide wage & hour posters, and OSHA can provide some applicable federal posters if any are needed.
- ABC boards can explore additional training opportunities periodically available through the ABC Commission as well as partnering with other ABC boards on specific areas such as best retail and marketing practices.

LENOIR COUNTY ALCOHOLIC BEVERAGE CONTROL BOARD



Wiley Dawson, Chairman
E. Clyde Sutton, Member
Edward Mills, Member
Brantley Uzzell, General Manager

110 S. Heritage St.
PO Box 3188
Kinston, NC 28501
Phone: (252) 523-0775
Email: lenoircoabc@suddenlinkmail.com

To: The North Carolina ABC Commission
From: The Lenoir County ABC Board
Re: Performance Audit Response
Date: 3/24/2026

The Lenoir County ABC Board would like to thank Eric McClary for his time in performing the Lenoir County ABC Board's performance audit for 2026. The Board has read, reviewed and discussed the report. The Board will take all recommendations into consideration now and in the future for the growth and development of our program here at the Lenoir County ABC Board.

Sincerely,

Brantley Uzzell, General Manager
Lenoir County ABC Board

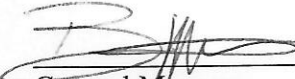
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Lenoir County
ABC Board

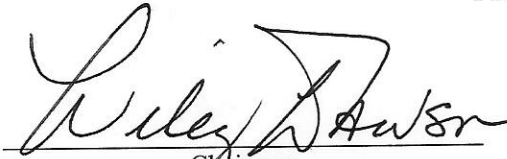
Certificate of Accountability

This document assures this Board and the State of North Carolina that the following statutory duties required of local ABC Boards have been properly performed.

1. The system has complied with all State uniform pricing requirements pursuant to NCGS §18B-804.
2. That all alcoholic beverages sold have been approved by the Commission for sale in this State pursuant to NCGS §18B-800.
3. That all "gross receipts" pursuant to NCGS §18B-805(a) have been properly accounted for and are lawful.
4. That all taxes due and board expenses have been properly and timely paid pursuant to NCGS §18B-805(b).
5. That all distributions pursuant to NCGS §18B-805 have been properly and timely paid.
6. That the finance officer for the board has properly performed all duties as required pursuant to NCGS §18B-702(k).


General Manager


Financial Officer


Chairman


Board Member


Board Member

Board Member

Board Member