

New Hanover 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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Alcoholic Beverage Control

March 5, 2026

CHAIRMAN:
Hank Bauer

New Hanover County ABC
Board
Angie Barr, Chair
6009 Market St.
Wilmington, NC 28405

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

DEPUTY COMMISSIONER:
Mike DeSilva

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/>

Chairperson Barr,

On the following pages, you will find the performance audit report conducted by the staff of the ABC Commission reviewing the operations of the New Hanover 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.

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, Reports, and Administrative Policies
- 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

New Hanover County is in southeastern North Carolina, with Wilmington serving as the county seat and largest community. The county is known for its history, tourism, film industry, and houses the fastest growing public university in the state. The estimated population for the county is 249,891 residents, an increase of almost 11% from 2020. The New Hanover County ABC Board operates eleven (11) retail or mixed beverage only stores and is the only board in the county.

S.L. 1935-418 authorized New Hanover County to have an ABC store within the county. The referendum was held on July 2, 1935, and passed 5,403 to 758. The first retail sale occurred on August 3, 1935. A subsequent mixed beverage election occurred on January 12, 1979 and passed 11,849 to 6,941. The first mixed beverage sale occurred on February 9, 1979.

Upon vote passage, the county commissioners were authorized to create an ABC board consisting of a chairman and two members to serve for three staggered year terms. G.S. 18B-700 allowed the appointing authority to increase the New Hanover County board membership from three to five, which was passed by resolution in 2010. Current board members are Angie Barr, chair, Bruce Shell, Dr. George "Van" Huffman, Louis Burney Jr., and Bill Rivenbark.

The last performance audit for the New Hanover County ABC Board concluded in 2017. The Commission audit serves as a continuous way to provide local boards with information and best practices that target areas for improvement.



6009 Market St. Wilmington



5410 Market St. Wilmington



3544 S. College Rd. Wilmington

OPERATIONAL OBSERVATIONS, FINDINGS, REQUIRED ACTIONS, & RECOMMENDATIONS

On January 8, 2026, ABC Commission Program Analyst Edwin Strickland visited the New Hanover County ABC Board and interviewed the General Manager, Charles Hill, Finance Officer, Kathy Clark, and Assistant General Manager, James Casteen. Below is a financial analysis followed by operation observations, findings, and recommendations related to the performance audit.



4840 Carolina Beach Rd. Wilmington



2378 Carolina Beach Rd. Wilmington



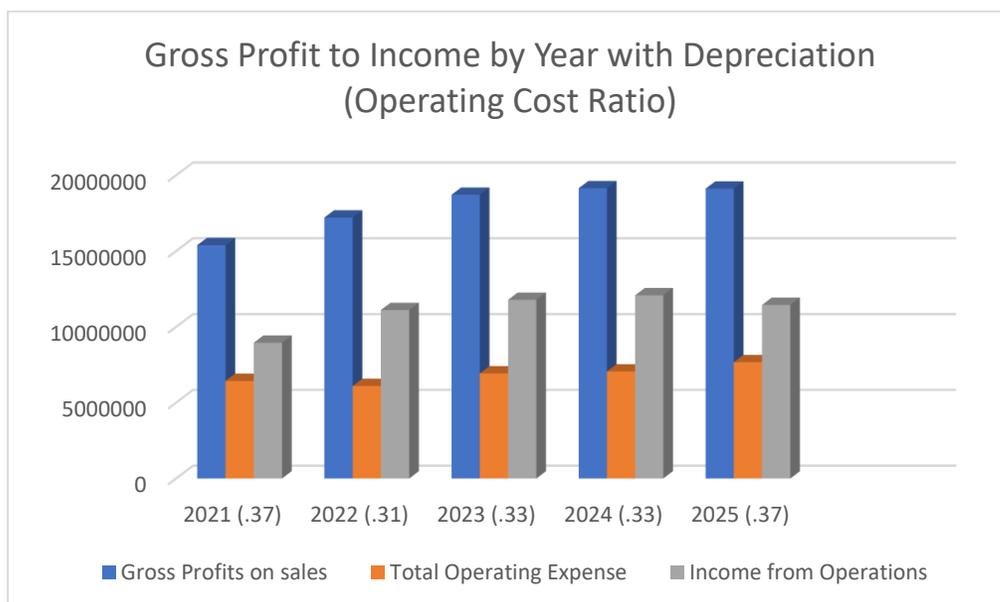
6015 Castle Hayne Rd. Castle Hayne

FINANCIAL ANALYSIS

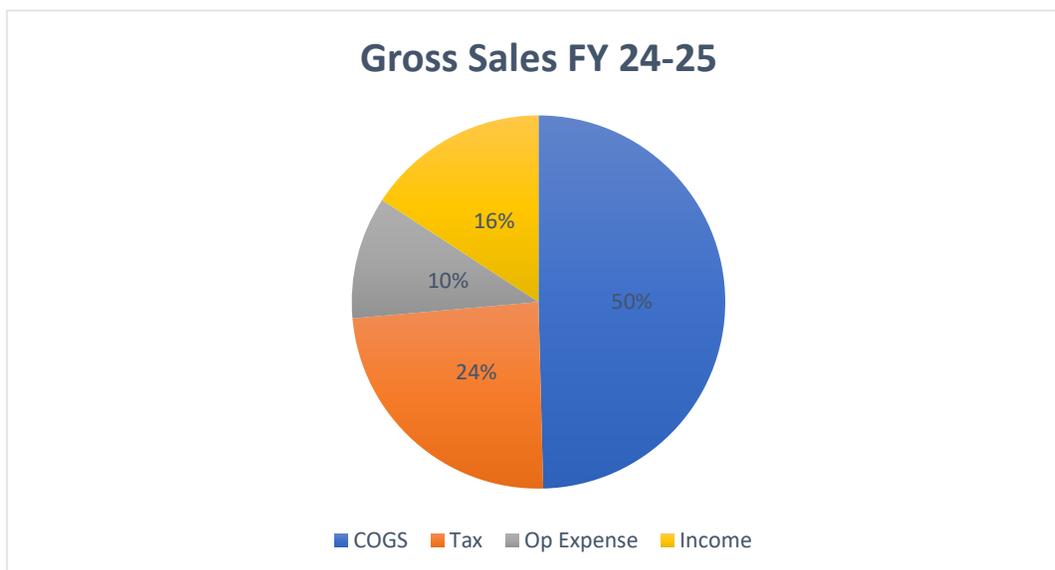
PROFIT PERCENTAGE TO SALES & OPERATING COST RATIO

- In fiscal year FY 2024-2025, the New Hanover County ABC Board had a profit percentage to sales ratio of 15.77%. The NC ABC Commission profit to sales standards for ABC Boards with gross sales greater than \$10M is 9%.
 - *The profit percentage to sales ratio over the previous four completed fiscal years were 16.68%, 16.59%, 17.06%, and 15.13%, respectively.*
 - The New Hanover County ABC Board's gross sales totaled \$72,611,286 which was an approximate .25% increase from the previous fiscal year.
 - The board's sales have grown by almost 23% since FY 2020-2021.
- New Hanover County ABC Board operates nine retail stores, and additional mixed beverage only outlets. The operating cost ratio for the board was .37 in FY 2024-2025. The NC ABC Commission standard for ABC Boards with three or more stores is .63 or less. *The four previous fiscal years operating cost ratios are in the chart below.*
 - Operating cost ratio is calculated by dividing total operating expense less depreciation by the gross profit on sales (Total operating expenses less depreciation/Gross Profit).
- Thus, the New Hanover County ABC Board meets both the profitability standard and the operating cost standard set by the NC ABC Commission for FY 2024-2025 and the other most recent four fiscal years.
- Below are charts showing gross profit on sales, total operating expenses including depreciation, income from operations for recent years, and operating cost ratios.

	FY 2024-2025	FY 2023-2024
Gross Profit on Sales	\$19,119,832	\$19,143,304
Total Operating Expense	(\$7,669,409)	(\$7,058,345)
Income from Operations	\$11,450,423	\$12,084,959



- The chart below shows where portions of gross sales are expended or retained as income. COGS and primary distributions (Taxes) usually account for approximately seventy-six percent (76%) of any board’s gross receipts, with the remainder used to operate the system and as income. In turn, the income is then used to satisfy other statutory distributions and as working capital, capital improvements, debt service. or as additional distributions beyond the minimum requirement.



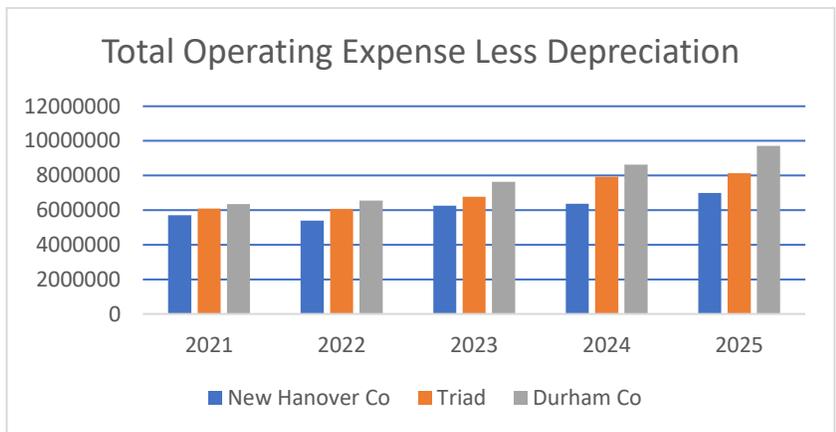
- *Factors affecting sales:*
 - Surrounding counties have several ABC stores in proximity to the board’s stores.
 - A 3.7% unemployment rate in New Hanover County in June of 2025 with a .2% increase from the previous year. *The North Carolina Average in June 2025 was 3.7%.*
 - New Hanover County ranks eleventh in the state by permanent residential population and experiences significant additional population increases from students and tourists.
 - The county has the third or fourth most active mixed beverage permittees in the state. *In FY 2024/2025 mixed beverage accounted for almost 34% of gross sales.*

INVENTORY TURNOVER

- The inventory turnover rate is calculated by dividing the cost of liquor by the average inventory in the system (Cost of Liquor/Average Inventory). The Commission has set these goals for determining an effective rate based on the frequency of deliveries.
 - Once a week deliveries target at 6 times or more per year
 - Twice a month deliveries target at 5 times or more per year
 - Monthly deliveries target at 4.5 times or more per year
- The New Hanover County ABC Board receives shipments weekly with a target inventory turnover rate of 6. The inventory turnover rate in (FY) 2024-2025 was 4.7, which is somewhat below the goal.
 - The Board has a high inventory due to its robust buy-ins program, which inflates inventory and results in a lower turnover rate.

FINANCIAL ANALYSIS (cont.)

- *Factors affecting expenses:*
 - Total operating expenses increased by a little more than 8% from the last fiscal year and were roughly 10.5% of total annual sales.
 - The board’s pay and related were 6.7% of total annual sales and increased around 10.4% from the last fiscal year.
 - The board has enterprising asset development project(s) during the fiscal year to include opening a new store.
 - Cost of Goods Sold (COGS) was 49.6% for the fiscal year, much lower than the typical range for ABC Boards at 52% to 54%.
- An operating expense chart shows the New Hanover County ABC Board has lower total operating expense comparable to other ABC Boards with relatable gross sales and other variables.



BUDGET ANALYSIS

	FY 2024-2025 <i>Budget Projections</i>	FY2024-2025 <i>Actual</i>	Variance	Variance %
Total Revenues	\$72,880,000	\$72,996,352	\$876,047	.16%
Total Expenditures	\$62,618,472	\$64,008,409	(\$1,389,937)	(2.2%)
Distributions	\$9,068,073	\$9,019,210		
Revenue over/under Expenditures & Finance		(\$31,267)		
After Reconciling Items		\$2,816,279		

- In reviewing the budget to actual analysis of the FY 2024-2025 financial audit, actual total revenues were .16% above budget and expenditures were 2.2% above the final budget amendment.
 - The change in net position during the fiscal year was \$2,816,279. *The board’s collective net position on June 30, 2025, was \$29,778,893; the net position has increased by almost 20% since the end of FY 2020-2021.*
- Based on sales trajectory for the current fiscal year with six months (50%) of the budget year completed, the board is tracking at nearly 52% of annual budgeted sales.

DISTRIBUTIONS

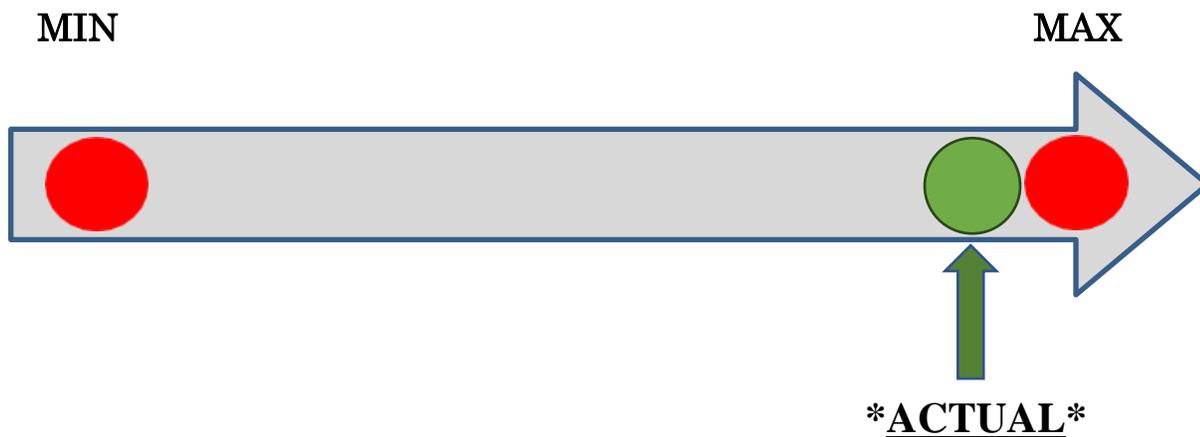
G.S. 18B-805 (b) requires the board to pay from gross receipts, all expenses, mixed beverage and bottle taxes. G.S. 18B-805 (c) requires the board to make a minimum quarterly distribution of the 3½% markup and .01/.05 cent bottle tax to the county.

- In FY 2024-2025, the New Hanover County ABC Board made the required minimum distribution of \$1,942,539 proportionately to the municipalities with ABC stores and the county.
- The amount of \$17,456,062 in primary distributions and other taxes were paid to the NC Department of Revenue (NCDOR), DHHS, and the county commissioners of New Hanover County.
- S.L 1935-418 requires the New Hanover County ABC Board to distribute quarterly the remaining profits:
 - *Seventy-five percent (75%) of store profits located in Wrightsville Beach to the Town of Wrightsville Beach General Fund*
 - *Twenty-five percent (25%) of store profits located in Wrightsville Beach to the New Hanover County General Fund*
 - *Seventy-five percent (75%) of store profits located in Carolina Beach to the Town of Carolina Beach General Fund*
 - *Twenty-five percent (25%) of store profits located in Carolina Beach to the New Hanover County General Fund*
 - *One-hundred percent (100%) of store profits located in the unincorporated cities to the New Hanover County General Fund*
- S.L 1953-554 requires the New Hanover County ABC Board to distribute quarterly store profits located in the City of Wilmington; fifty percent (50%) to the City of Wilmington General Fund and fifty percent (50%) to the New Hanover County General Fund.
- In FY 2024-2025, the New Hanover County ABC Board made an additional distribution of \$4,200,000 proportionately to the municipalities and the county.
- S.L. 1981-388 requires the mixed beverage distribution for permit holders located within a municipality to be distributed as follows:
 - *Seventy-five percent (75%) to the General Fund of the municipality*
 - *Twenty-five percent (25%) to the New Hanover County General Fund*
 - *Except for the City of Wilmington whereas profits are fifty percent (50%) to the City of Wilmington General Fund*
- In FY 2024-2025, the New Hanover County ABC Board made a mixed beverage distribution totaling \$1,596,441.

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 maximum working capital standard for boards with annual gross sales greater than \$50M as an amount equal to two (2) 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 New Hanover County ABC Board is required to maintain a minimum working capital of \$2,121,355 with a maximum working capital amount of \$9,192,537.
 - The New Hanover County ABC Board had a working capital balance of \$9,063,958, which is more than the minimum and less than the maximum Commission requirement for this section (*).

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



- Under G.S. 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.
 - In 2025 the New Hanover County Board of Commissioners approved the New Hanover County ABC Board's request to reserve an additional \$4 million in excess revenue for a future store location.

PERSONNEL, OPERATIONAL & ADMINISTRATIVE COMPLIANCE

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

Board Members

- The board consists of four members and a chairperson whose per meeting compensation for their services has been approved by their appointing authority in compliance with G.S. 18B-700(g).
 - Current board members' terms are staggered to comply with G.S. 18B-700(a), and all have completed their ethics training requirement.
 - Members have taken an oath of office per G.S. 11-7 and copies of the oaths are available at the board's administrative office.
 - Members bring a diverse range of professional experience, including education, medical, finance, and local government administration and elected service.
- Meetings are generally held on the third Thursday of each month, and meeting dates are provided to local media, and are posted at the board's administrative office and website.
- Meeting minutes are organized, available, and follow all the order of proceedings including the no conflict of interest statement.
 - Meeting minutes are posted on the board's website after approval.
 - Financial data is reported to include comparisons of sales, operating expenses, and income from operations to the previous year's month, an actual to budget comparison, and balance sheets.
 - 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.
 - *Closed session minutes are kept by the board's attorney.*

Law Enforcement

- The board has an active law enforcement contract and additional service agreements with the New Hanover County Sheriff's Department in Commission records retention. In addition, the board has interlocal agreements with three county municipalities: City of Wilmington, Town of Carolina Beach, and the Town of Wrightsville Beach. Substantial documentation on activities for accountability is submitted monthly to both the Commission and to the board as required by G.S. 18B-501.
 - The agencies submit individual reports which are combined and uploaded by the finance officer.
 - In addition to standard law enforcement duties, the agencies conduct a high volume of compliance checks at permitted establishments, carry out underage drinking prevention campaigns, provide alcohol education and awareness initiatives, train other law enforcement officers, and transport bank deposits.
 - Law enforcement reports and related activities are often presented in person at board meetings.
 - In FY 2024-2025, the board distributed \$538,113 for law enforcement, 5.44% of their net profits after their first other statutory distribution.

Board Personnel

- The board currently staffs sixty full-time employees and twenty-two part-time team members.
- An organizational chart is maintained that clearly defines lines of authority for all positions.
- The General Manager has been with the board for approximately thirty years and has held several different positions within the board's structure. His salary has been approved by the board's appointing authority for compliance with G.S. 18B-700(g1).
- The Assistant General Manager works to compliment the general manager's responsibilities focusing on store managers and personnel. He has been with the board for approximately six years and was previously an Assistant Director of Audit with the NC ABC Commission.
- The Finance Officer has served in her current position for approximately eight years and previously held both administrative and front-line store roles. She oversees a finance team that includes a Deputy Finance Officer and an Accounts Payable Associate.
- The board has a Purchasing and Logistics Director responsible for ordering and inventory management. They oversee the warehouse team, including managers and associates.
- An Outreach and Communications Specialist is responsible for administering the board's grant system and for the maintenance of the board's website and social media platforms.
- Each store has a designated manager and an assistant manager(s).
- All other store employees are sales associates and primarily responsible for providing friendly customer service, general store cleaning and upkeep, and stock maintenance.
- Onboarding for new employees begins at the administrative office where a lengthy list of new hire information and associated expectations and benefits is completed and reviewed.
 - All employees sign the personnel manual's acknowledgment form.
 - All employees receive on-line RASP training.
 - Cross training opportunities have been extended for the administrative team and store personnel.
 - Product knowledge materials are provided to new employees who are required to pass a test before finishing their probationary period.
 - For store personnel, training is mentorship styled and begins with a new team member shadowing store managers or other seasoned personnel.
- Employee files are maintained in the administrative office and include tax and other associated employment documents, performance reviews, and any relevant disciplinary reports.
- Full-time employees are enrolled in LGERS.
- No conflicts pertaining to nepotism found and per discussion with the administrative team.

Policies

- The board has a thorough personnel manual which covers all requirements of Rule 15A .1006, other statutory or administrative rules and laws, and additional behavioral expectations.
 - Job descriptions for all positions are clearly defined in writing.
 - The board maintains a wide range of additional supplemental and process-specific policies that have been approved by the Commission and are retained in accordance with records retention requirements.
 - An updated code of ethics resolution was reviewed and approved by current board members in 2025.
 - *The board may wish to consider adopting an allocated product sales policy to support team members who are responsible for handling these, occasionally, challenging customer interactions.*
- For travel reimbursements, the board follows state travel plan per G.S. 18B-702(g2).

Alcohol Education

- The board has an innovative alcohol education grant program. Perspective grantees apply through the board's web-based Foundant system, and multiple recipients are awarded funds.
 - For compliance with G.S. 18B-805(h), recipients report to the board how funds were expended.
- In the FY 2024-2025, the board granted funding to at least nine (9) different entities or scholarship recipients totaling \$742,117.

Operations

- Board personnel conduct full inventory at each store monthly and weekly at the central warehouse.
 - Both managers and team members participate in store counts using scanners.
 - The administrative team reviews discrepancy reports to eliminate any possible coding or transfer errors, with store personnel performing recounts on listed items.
 - All adjustments are made from the administrative office.
 - Pending recounts, the board's finance officer reviews security camera footage to identify possible theft.
 - Multiple strategies are used with law enforcement involvement when theft is suspected to be recurring. *Updates to the camera system now include facial recognition and the ability to capture license plates.*
 - Strategies for slower moving products include transferring between stores and price reduction requests.
 - *At Commission visit, small samples of inventory were conducted at all stores visited with no significant variances noted.*
- The board regularly receives three deliveries weekly from LB&B with all shipments to the central warehouse.
 - Pallets are dropped and down stacked using the manifest.
 - Any variances are recounted and balanced against stock before discrepancy reports are sent to LB&B.
 - Self-distribution and store transfers are handled from Monday through Thursday.
- Liquor orders are made by the purchasing and logistics manager in coordination with other administrative team members.
 - A fourteen-day suggested sales order is reviewed and edited.
 - Specially priced monthly and quarterly items are routinely reviewed, to include significant associated buy-in investments.
 - Special order requests are considered and sometimes require the purchase of a portion of a case after receipt.
- 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 the reports to the Commission quarterly. *Damaged merchandise is generally transferred to the board's administrative building.*
- The board usually has approximately 470 mixed beverage customer accounts.
 - There are two LBD only stores, and one retail store has an additional LBD sales area.
 - Online ordering is available and utilized by most permittees.
 - Pulled and stamped orders are rechecked during the transaction with the permittee.
 - Invoices are provided to permittees and signed copies are retained for each account.
 - The board stamps bottles as required by NCAC 15A .1901.
 - Mixed beverage delivery is provided by a third-party service provider.
- Allocated products are available to mixed beverage customers on a percentage basis that mirrors their proportion of mixed beverage sales.
- The board routinely hosts tastings at all stores with scheduling available on the board's website.
- The board has a comprehensive website that provides transparency and awareness and general information regarding its mission and operational activities.

Financial, Administrative, and Internal Controls

- Invoices for liquor are processed twice monthly by the finance officer's team.
 - Most liquor suppliers and other vendors are paid via ACH transfers.
 - The board's checks are stamped with the required disbursement certificate in compliance with G.S. 18B-702(q) and signed by the finance officer with either the general manager or a board member countersigning.
 - *A list of ACH transfers is maintained and reviewed routinely. The administrative team should implement a method to ensure ACH transfers are stamped with the required disbursement certificate also.*
- Liquor orders and other bills and recurring payments are preaudit stamped in the manner required by G.S. 18B-702(m).
- Board credit cards are issued to several members of the administrative team. Itemized receipts are retained until the accounts are reconciled by the finance officer's team.
- Cash-handling procedures are in place at all stores.
 - Managers count all funds in the stores daily.
 - Clerks are responsible for their tills and overages and shortages procedures are documented daily with procedures included in the personnel manual.
 - Managers compile deposits using excess funds from each associate's till, with law enforcement officers transporting the deposits during bank operating hours.
 - Deposits are routinely verified by the administrative team, and the finance officer completes all month end reconciliations.
- The board utilizes positive pay through their bank to help combat potential fraud.
- Payroll is processed biweekly by the finance officer's team through Traverse.
 - All employees clock in through an application.
 - Store managers review associates' time records, and reports are generated for all time modifications.
- The annual CPA audit was received by the Commission on September 18, 2025.
- All board members, general manager, finance officer, and store managers, are bonded for at least \$50,000 per G.S. 18B-700(i) and G.S. 18B-803(b).
- Funds are kept in a pooling bank(s) approved by the North Carolina Treasury Office in compliance with G.S. 18B-702(t).

STORE INSIGHT & OVERVIEW

- Commission staff visited the board's central office, warehouse, adjacent LBD outlet, and five retail stores to include a hybrid mixed beverage outlet.
 - All stores visited are located in high-traffic commercial areas on major roads.
 - All have adequate parking spaces and easily viewable signage.
 - The exterior of the buildings are professional and presentable, and landscaping and other applicable exterior areas are well maintained and free of trash and debris.
- The interior of all stores visited are well lit, organized, and aesthetically pleasant and modern.
 - Floors are shiny and shelves are clean. Counters are not overly cluttered.
 - The Fetal Alcohol Syndrome poster required by G.S. 18B-808 is prominently displayed in all stores.
 - Quarterly price books are available with an SPA pricing list either posted or available. *Additionally, special shelf tags prompt customers to visit the board's website via QR Codes with links to categorized special pricing lists.*
 - Category signs are prominently displayed and arranged according to market share.
 - Colored shelf tags promote specially priced items.
 - Some stores have a North Carolina product section with most local products found in their corresponding category. Shelf tags indicate NC products, and they are often found at the beginning of shelves to promote recognition.
- Shelf management practices are generally implemented.
 - Products are fronted, dusted, and in their designated category.
 - Premium products are generally found at eye-level or top shelf.
 - Bottles are usually arranged so they increase in size from left to right of the same item with a few instances of inconsistent arrangements noted.
 - Shelf space for products is set to follow the factors identified in Rule 15A .1708(5).
- A sample of over 100 items were selected at all stores visited to determine if uniform pricing is displayed with only one discrepancy in one store noted.
 - Price discrepancies will be handled in the customers favor if the shelf tag were to be lower than the current price mandate and the customer objects.
- Sales associate interactions with customers are attentive, courteous, and the staff are eager to meet the needs of the customers.
- All stores are open Monday through Saturday. Hours for stores vary per season and location with all retail stores opening by 11:00 am and most closing at 8:00 pm.
- The board is currently evaluating their holiday schedule with some limited stores opening on some previously required holidays in 2025.
- Security systems are in place and functional in all designated areas to include alarms, cameras, and panic buttons.
 - Stores have ID scanners at sales counters to help prevent underage sales.

REQUIRED ACTIONS

- Item #1: 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.

RECOMMENDATIONS

- While generally understood by all staff, the board may wish to consider establishing the following written policy. *Written policies can serve to strengthen internal controls and as good guidelines if updates are made or are being considered to the procedures already in place.* Copies of all adopted policies should be forwarded to the Commission for approval and records retention.
 - Allocated product sales; *In addition to establishing guidelines, this policy can be informative to patrons who question your current distribution of these high demand products and provide support to front line employees tasked with managing these, sometimes, challenging interactions.*
- Although quality oversight procedures are already established in practice, the finance officer or properly designated deputy finance officer should develop a means for administering the required disbursement certificate on ACH transfers or, for practicality, a list of ACH transfers to reaffirm full compliance with 18B-702(q).

Please network with the ABC Commission whenever needed for guidance and assistance to support local ABC board mission and success.

ADDITIONAL CONSIDERATIONS & GUIDANCE

- 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.
- ABC boards can explore additional training opportunities periodically available through the ABC Commission Education Outreach as well as partnering with other ABC boards or the Association of ABC Boards on specific areas such as best retail and marketing practices.

PREVIOUS PERFORMANCE AUDIT ACTIONS (2017)

- To ensure correct pricing on the store shelves and in the computer system, audit shelf tags on a regular basis by incorporating this practice during or in between the regularly scheduled inventory counts.
- Adopt a travel policy that conforms to either the appointing authority or the state. If adopting the appointing authority's policy, submit a copy of their approval allowing the board's use, a copy of the appointing authority's travel policy, and a copy of the ABC board's travel policy to the Commission annually.
- Update the Commission's website to reflect current board member appointment dates, compensation amounts, and other information as they come available.

While having addressed considerations from the previous Commission review (2017), board should still monitor and strive to satisfy previously recommended actions.



New Hanover County
Alcoholic Beverage Control Board

Angela Barr
BOARD CHAIR
Bruce Shell
BOARD MEMBER
George Huffmon
BOARD MEMBER

6009 Market St.
Wilmington, NC 28405
(910) 762-7611
newhanovercountyabc.com

Louis Burney
VICE CHAIR
William Rivenbark
BOARD MEMBER
Charles Hill
GENERAL MANAGER

Mr. Edwin Strickland, ABC Board Auditor
North Carolina ABC Commission
4307 Mail Service Center
Raleigh, North Carolina 27699-4307

Mr. Strickland,

On behalf of the New Hanover County ABC board, I would like to thank you for attending our February Board meeting to review your performance audit of our operations, staff, and facilities. We appreciate your professionalism during this entire audit process. Your audit was well organized and you interacted great with office and store staff. We have complied and emailed the Certificate of Accountability attestation form that was a required action to you on 1/21/2026.

The primary function of this board and every other board across the state is to control the sale of spirituous liquor in our communities. New Hanover County ABC continues to uphold this standard since 1935. Not only do we control the sales of spirituous liquor but we also educate our youth thru our scholarship grant and give back to local nonprofits who support our cause with community outreach grants yearly.

We greatly appreciate your time and work involved with this audit and others across the state; it is our goal to continue providing excellent customer service while controlling the sale spirituous liquor in New Hanover County.

Sincerely,

Angela Barr
Chair

New Hanover County ABC Board has proudly managed the sale of distilled spirits and provided impactful community investments throughout New Hanover County for over 90 years.

January 15 2026
Month Day Year

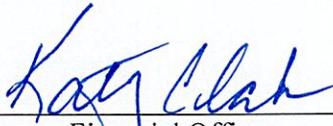
New Hanover County ABC Board
ABC Board

Certificate of Accountability

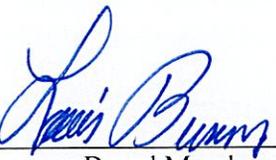
This document assures this Board and the State of North Carolina that the following statutory duties required of local ABC Boards have been properly performed.

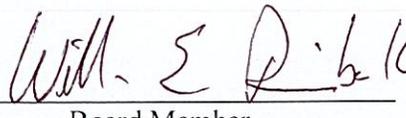
1. The system has complied with all State uniform pricing requirements pursuant to NCGS §18B-804.
2. That all alcoholic beverages sold have been approved by the Commission for sale in this State pursuant to NCGS §18B-800.
3. That all “gross receipts” pursuant to NCGS §18B-805(a) have been properly accounted 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).

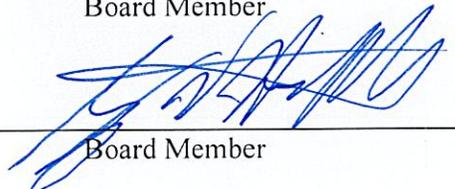

General Manager


Financial Officer


Chairman


Board Member


Board Member


Board Member


Board Member