

# Ramseur ABC Board

## Performance Audit Report



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## Alcoholic Beverage Control

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August 21, 2025

Ramseur ABC Board

John Allen, Chair

105 S. Brady St.

Ramseur, NC 27316

Chairperson Allen,

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

Ramseur is a town in central North Carolina and is the fourth largest populated community in Randolph County. The city's population per the 2020 Census was 1,774 residents which was approximately a five (5%) percent increase since 2010. Randolph County's population per the 2020 census was 144,171 residents up approximately two (2%) percent from 2010.

G.S. 18B-601(c) authorized the Town of Ramseur to hold an election for an ABC stored upon a petition signed by at least thirty-five (35%) percent of registered voters. The referendum was held on June 7, 2016, and passed 72 to 50. The first sale occurred on May 15, 2017. A mixed beverage election was held on November 3, 2015, and passed 190 to 111. Upon election of an ABC store, the town was authorized to create an ABC board consisting of a chairman and two board members to serve for three-year terms. Current board members are John Allen (Chair), James Riddle, and Anne Cox.

The Ramseur ABC Board operates one (1) retail store and is one of four (4) boards with stores in Randolph County. The board currently staffs eight (8) total employees, with one (1) full time and seven (7) part time employees. The general manager is full time and responsible for the oversight of all daily operations pertaining to the store, inventory management, human resources, and customer relations. Additionally, the general manager oversees many of the finance officer's duties and is in the process of training a team member to assume this role. The board utilizes a third-party accounting service for accounting support. All other store employees are part time and are primarily responsible for providing friendly customer service, general store upkeep, and stock maintenance.

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

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

On Tuesday, October 15, 2024, ABC Board Program Analyst Edwin Strickland visited the Ramseur ABC Board and interviewed the General Manager, John York, and other personnel. Below is a financial analysis followed by operation observations, findings, and recommendations related to the performance audit.



**105 S. Brady St. Ramseur, N.C.**

## FINANCIAL ANALYSIS

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### INVENTORY TURNOVER

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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 goals for determining an effective rate based on the frequency of deliveries. Below are the turnover rates based upon the delivery schedule:

- 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 Ramseur ABC Board received shipments 2 times a month with a target inventory turnover rate of approximately 5. The inventory rate in (FY) 2023-2024 was 3.7, which is below the goal.

### PROFIT PERCENTAGE TO SALES & OPERATING COST RATIO

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In fiscal year (FY) 2023-2024, the Ramseur ABC Board had a profit percentage to sales of 7%. The NC ABC Commission profit to sales standards for ABC Boards with gross sales less than \$2M is 5%. The Ramseur ABC Board's gross sales totaled \$1,223,321, which was an approximate 6% increase from the previous fiscal year. The board's sales have grown an impressive 39% over the last five completed fiscal years.

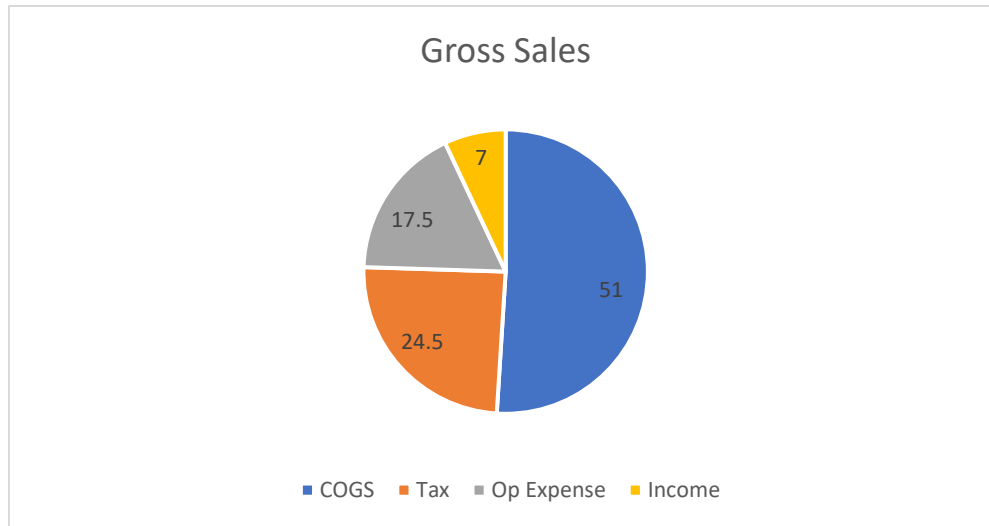
Ramseur ABC Board operates one retail store without mixed beverage sales. The operating cost ratio for the board was .47 in FY 2023-2024. The NC ABC Commission standard for ABC Boards with one or two stores and no mixed beverage sales is .85 or less.

Thus, the Ramseur ABC Board exceeds both the profitability standard and the operating cost standard set by the NC ABC Commission. Below is a chart showing gross profit on sales and income from operations for the previous two years.

	FY 2023-2024	FY 2022-2023
Gross Profit on Sales	\$300,924	\$307,582
Income from Operations	\$85,731	\$103,874

➤ *Factors affecting profitability and cost include:*

- Surrounding areas with other ABC Boards operating stores within an approximate thirty (30) mile range of Ramseur ABC: Greensboro, Liberty, Randleman, Asheboro, High Point, Pittsboro, Sanford, and Siler City.
- A 4.3% unemployment rate in Randolph County in June of 2024 with a .6% increase from the previous year.
- Although mixed beverage sales are approved for the town, the board does not currently have any permitted customers.



## BUDGET ANALYSIS

	FY 2032-2024 Budget Projections	FY2023-2024 Actual	Variance	Variance %
<b>Sales</b>	\$1,596,000	\$1,223,321	(\$372,679)	(30.5%)
<b>Revenue over or (under)</b>				
<b>Expenditures</b>		\$48,496		

In reviewing the budget to actual analysis of the FY 2023-2024 financial audit, actual sales revenues were 30.5% below budgeted sales. The net income change during the fiscal year was \$79,675. *The board's collective net position on June 30, 2024, was \$414,315; the net position has increased approximately 781% in the last five (5) fiscal years.*



## 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).*

In FY 2023-2024, Ramseur ABC is scheduled to make other statutory distributions totaling \$6,056 (Net profit distribution recipients received \$0 of this). The amount of \$303,188 in primary distributions and other taxes were paid to the NC Department of Revenue (NCDOR), and the county commissioners of Randolph County.

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

- 100% to Ramseur General Fund

### ➤ STATUTORY DISTRIBUTIONS:

- Net Profit Distributions – The Ramseur ABC board has not made net profit distributions over the last five (5) fiscal years at the minimum mandatory distribution in reference to NCGS 18B-805(c)(1). **The table below references distributions calculated on the left and total distributions made by the ABC Board for the last five (5) years on the right.**
- Law Enforcement Distributions: Have not been properly disbursed at or above the standard 5% statute amount for four (4) of the last five (5) FYs.
- Alcohol Education Distributions: Have not been disbursed at or above the standard 7% statute amount for the last five (5) FYs.

NC GENERAL STATUTE: 18B-805 (c)(1)			
Calculation of Minimum Mandatory Distribution for Net Profit to Designated Recipients		Ramseur ABC Board Net profit distribution made annually by fiscal year	
<i>Note: Referencing CPA Audit Reports</i>			
Calculated Amount		Total paid to recipient(s)	
FY-2024	\$35,266	FY-2024	\$0
FY-2023	\$34,216	FY-2023	\$0
FY-2022	\$34,018	FY-2022	\$0
FY-2021	\$34,213	FY-2021	\$0
FY-2020	\$25,756	FY-2020	\$0

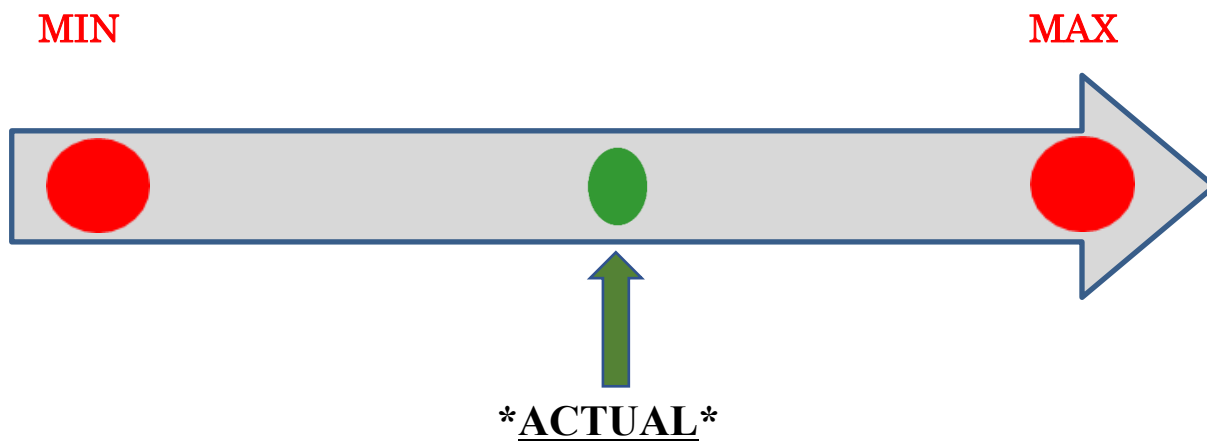
## WORKING CAPITAL

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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. The NC ABC Commission has set a working capital maximum standard for boards with annual gross sales less than \$1.5M as an amount equal to four (4) months of sales revenue.

Based upon the existing rules, as of June 30, 2024, the Ramseur ABC Board is required to maintain a minimum working capital of \$35,390 with a maximum working capital amount of \$306,711. The Ramseur ABC Board had a working capital balance of \$173,346 which is greater than the minimum and less than the maximum Commission requirements for this section (\*).

### **\* FY 2023-2024: *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.

## PERSONNEL, OPERATIONAL & ADMINISTRATIVE COMPLIANCE

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

- Board Meetings: The board generally holds meetings the last Monday of each month. They record regular meeting minutes and provide public notification and awareness of these meetings. The meeting minutes are organized by session and kept in a book. Board meeting minutes were viewed and followed the order of proceedings, providing sufficient detail that a reasonable person would be able to follow what transpired. *Meeting minutes should include the time the meeting is called to order and be signed by the Chairperson.*
- Oaths of Office: All board members have not taken an oath per the general manager's recollection. All board members should take an oath before taking office or before the execution of the office per G.S. 11-7. *Written template is available in the operations manual on Commission website.*
- Training records review: Board members and board personnel are compliant on ethics training referencing NCGS 18B-706(b), with one recently reappointed member needing to complete training in the coming months.
- Board member compensation & General Manager (GM) salary: Board members receive compensation for their services at the maximum \$150.00 per meeting. The General Manager has updated their salary for Commission records. *Any future salary changes should be relayed to the ABC Commission for record retention. Board members terms are appropriately staggered with one term ending date annually.*
- Board website review: The board's login website was updated by the Commission in 2022 for board member term tenure information (*begin dates & end dates*). **Special note**: As part of a revalidation effort, the Commission has worked to revalidate term tenure information for all ABC boards across the state, working directly with the appointing authorities. As a value-added measure for all ABC boards and Commission records tracking in summer 2022, the term begin dates as well as term end dates were entered on all individual ABC board websites.
  - *The expectation going forward is that ABC boards will routinely manage this information online, and work to communicate with the Commission particularly when new members are added, or whenever any current serving members resign before a term has ended.*
- Board Personnel & Board Members: Board personnel provide each board member financial reports for review at meetings including stock value, P & L, sales history, and balance sheets. Board members are heavily encouraged by the Commission to use checks and balances to ensure that cash management practices are upheld especially on payroll. Boards should also, routinely review any notes and recommendations provided by the CPA firm on annual audits.
- POLICIES: The general manager states the board has a personnel manual but no copies of this or any policy are on file in the Commission's records retention. *Board currently does not have any policies on file with the Commission.*
  - For travel policy, Commission records indicate the board chooses to adhere to the state travel policy.
- BUDGETS: In FY 23/24, the board's actual sales were 30.5% less than the final amended budgeted sales. *The board submitted a final budget amendment but did not adjust for sales variances.*

## **PERSONNEL, OPERATIONAL & ADMINISTRATIVE COMPLIANCE (cont.)**

- **FINANCIAL INSIGHT:** Invoices for liquor are processed by board personnel monthly for two trucks but has plans to reestablish previous method of per delivery payment. Copies of the invoices are retained at the board's administrative office. Invoice records for recent liquor purchases reflect them as being paid just outside of the required 30 days. Additionally, the Commission has received correspondence from suppliers indicating some instances of invoices delinquent on payment. Other payments, taxes and distributions are paid monthly by the general manager.
  - All checks have the required disbursement approval and are signed by the general manager and chairperson.
  - Pre-audit stamp verification is not being properly documented. *For efficiency, the board could consider allowing the finance officer to stamp/sign the full liquor order rather than individual liquor invoices.*
  - Board is investigating using only ACH payments for liquor billing.
  - Bank deposits are made each day, except Saturday, by the general manager or key employee. Multiple personnel review deposits and general manager compares deposit slips with funds at the bank.
  - General manager, another team member, and third-party accounting service all assist with full monthly reconciliation.
  - The store has two tills daily starting with \$250.00. Each clerk counts drawers and remainder in put into a separate bank bag. Clerks are responsible for overages/shortages.
  - Payroll is bi-weekly and processed by the general manager through QuickBooks and disbursed via direct deposit. Time sheets record hours for employees and general manager reviews hours and rates.
  - Employee files are kept in a locked portion of their administrative office and include application, Social Security, bank, and tax information.
  - All board members, General Manager - Finance Officer are each bonded for \$50,000 per G.S. 18B-700(i), and all employees with access to funds are bonded per G.S. 18B-803(b)(c).
  - Board keeps records for unsaleable merchandise reports but does not send copies of the reports to the Commission. *Commission requests reports be sent quarterly and by email.*
  - The annual CPA audit was received and logged by the Commission on October 3, 2024.
- **LAW ENFORCEMENT (LE) REPORTS and CONTRACT:** Reports were being submitted routinely by the Ramseur Police, but the department has ceased operating. *Board is working to establish a new Law Enforcement contract with the Sheriff's Department or other possibilities.*
- **INVENTORY:** Full inventory is conducted annually, with spot checks for ordering using scanners. Additional checks are conducted when time allows, and all staff members participate. General manager has strategies for slow moving stock to include moving around in store and moving to endcap displays.

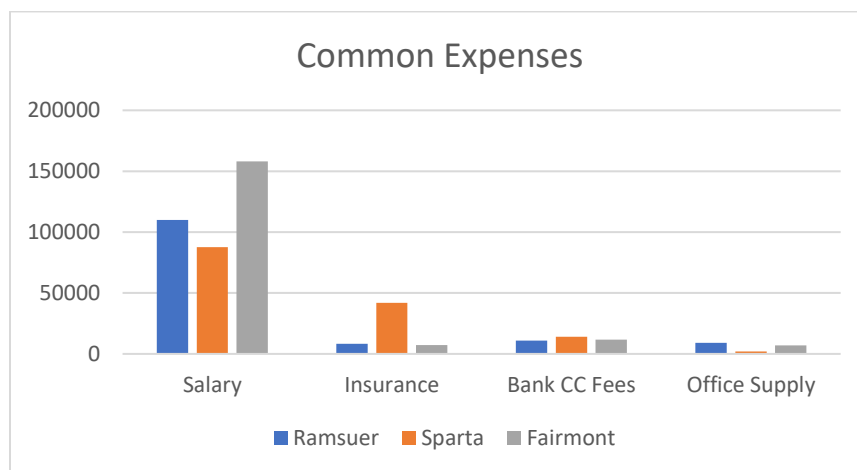
## PERSONNEL, OPERATIONAL & ADMINISTRATIVE COMPLIANCE (cont.)

### ➤ INTERNAL CONTROLS:

- The general manager has worked for the board since the board was established in 2016. He is currently responsible for many tasks usually conducted by a finance officer and is in the process of training a team member to possibly assume that position.
- Other team members are cross trained in store operations such as ordering and inventory.
- The board utilizes a third-party accounting service for accounting assistance and support.
- The Board members and Chairperson have extensive professional experience in business and education and have a good mixture of longer tenures and some more recent appointees.
- The board does not receive reports describing expenditure of funds from their alcohol education and rehabilitation recipient. Distributions are made to the town without determining their specific intention.
- All employees are subject to training and various behavioral standards and all staff members have received RASP training.
- Full time employees are not enrolled in LGERS.
- General manager and other team members make liquor order by analyzing warehouse stock, suggested report, and current inventory. Staff flips tags on items that are out of stock, and these are added and verified to liquor order.
- Board receives two deliveries monthly. Counts are made using off load sheets and any variances are recounted, and actual discrepancies are reported to LB&B.
- Board has a credit card in possession of the general manager.
- No conflicts pertaining to nepotism found and per discussion with general manager.
- The board does not have a code of ethics policy on file with the Commission.

### ➤ EXPENSES:

- Total operating expenses increased by less than one (1%) percent from the last fiscal year and are roughly seventeen- and one-half (17.5%) percent of total annual sales in FY-23/24.
- Board salaries were approximately nine (9%) percent of total annual sales. Salaries and benefits increased by around seven (7%) percent from the previous fiscal year.
- Cost of Goods Sold (COGS) was an impressive 50.6% for the fiscal year with a normal range being 52% to 54%.
- A common expense report shows Ramseur ABC Board is comparable to other ABC boards in similar sales ranges.



## STORE INSIGHT & OVERVIEW

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- Board's store is a free-standing building owned by the board. The store is located on a corner intersection of the town's major thoroughfare and business district. It has good exterior signs, ample parking, and well-maintained landscaping. The store is well lit, and shelving is spacious and aesthetically pleasant. The warehouse area is large and provides easy access for deliveries. Warehouse was completely empty at Commission visit a day before truck delivery. The administrative and employee areas are clean, spacious, and well suited for the business activities.
- Deliveries from LB&B are usually the first and third Wednesdays of each month.
- Outside area surrounding the store is well-maintained and free of debris or trash.
- The store displays the required Fetal Alcohol Syndrome poster required by G.S. 18B-808, and the quarterly price book is available.
- Boxes are used to fill shelf space that would otherwise be empty.
- Sales associate interactions with customers are attentive, courteous, welcoming, and all are eager to meet the needs of the customers.
- Customers scan items at register with bags available per customer's prerogative.
- Product knowledge growth is accomplished through web exploration. *The board has an ALEXA which can answer customer questions about products and recipes.*
- General manager indicates the board tries to order most customer requests if logical.
- General manager has different methods for selling limited or allocated products to include bundling with other products and staggered shelving.
- The board does not have a web page.
- The Town of Ramseur is approved for mixed beverage sales but does not currently have any active permittees or accounts. Therefore, the board does not have a mixed beverage policy or delivery service. *With recent statute changes regarding mixed beverage sales within the county, and the likelihood of a future permit, the board should consider proactively crafting mixed beverage sales and delivery policies.*
- A random sample of approximately 100 items were selected to determine if uniform pricing is displayed. Of those selected all items reflected the current quarterly or monthly SPA price.
- A random sample of approximately 20 items was selected to verify accurate current inventory. Around three-quarters (75%) items actual quantities matched with system data correctly. *Some variances were likely due to daily sales update delay.*
- Products are placed within the designated categories; premium products are generally found at eye-level or top shelf. Bottles were fronted and dusted, and shelf space is maximized. *Shelf management guidelines were generally followed at time of Commission visit.*
- General manager indicates price discrepancies are not handled in the customers favor if the shelf price is lower than the cash register and the customer objects. *Board should craft a price discrepancy policy that adheres to NCAC 15A .1705(b) and file with the Commission.*
- The board's store is generally open from 9:00 am until 9:00 pm Monday through Saturday. They are currently closed every Sunday, and the five (5) previously required annual holidays.
- Board does not have a website.
- Board does not conduct tasting.
- Security systems are in place and functional in all designated areas.
  - *Currently twenty cameras operating in office, with screens at registers and office, and panic buttons behind the registers.*

## **RECOMMENDED ACTIONS (PER STATUTES OR COMMISSION RULES)**

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- Board members should take an oath before taking office or before the execution of the office per G.S. 11-7. *A written account of the oaths should be available at board administration.*
- To comply with G.S. 18B-706(a) the board should adopt a policy containing a code of ethics to guide actions of the board members and personnel in the performance of their official duties.
- In accordance with G.S. 18B-805(1)(2)(3), board should ensure fiscal planning to establish means of satisfying other statutory distributions. *Board could also consider corresponding with their appointing authority to establish a distribution schedule that allows for fiscal stability as the board pays off building loan.*
- 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 GS 18B-702(h), to include a final reconciliation budget amendment for the fiscal year end.
- The board should craft a price discrepancy policy that adheres to NCAC 15A .1705(b). *Management should work to make sure staff is fully aware and attends to this policy.*
- In accordance with NCAC Rules 15A .1006 and 15A .1102 the board should craft and approve or send currently approved copies of the following policies to the Commission for approval and records retention: Personnel Manual, Credit/Bank Card, Mixed Beverage, and Overage/Shortage. Additional policies for consideration could be considered to include tastings or employee tastings, social media, overtime, or any others. Board could consider referencing the *personnel manual template on Commission website that covers many of the afore mentioned suggested policies.*
- To comply with GS 18B-702(m) place the pre-audit certificate with the finance officer's signature on the order to LB&B. When ordering supplies, have a purchase order or order confirmation that will have authorization from the finance officer before the transaction takes place.
- To comply with 18B-501(f1), board should establish a law enforcement contract to ensure reports with accurate data are being submitted to the Commission monthly. *Board is already investigating options for a new law enforcement contract.*
- When applicable, ensure unsaleable merchandise (breakage) reports are submitted to the Commission quarterly. NCAC Rule 15A .1701(c) requires quarterly reports be submitted for any unsaleable merchandise and retain original copies for three (3) years.
- In compliance with 18B-702(j) the board should consider designating an employee as their finance officer, request approval to utilize their appointing authorities finance officer, or request a waiver from the Commission to have the general manager continue the dual role of finance officer.
- 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.



## ADDITIONAL CONSIDERATIONS & GUIDANCE ....

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- 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 Oct 1<sup>st</sup>.
  - 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.*
- Board could consider conducting more frequent inventory to better ensure actual inventories are reflected in system. *Adjustment sheets should be retained and could be discussed at board meetings.*
- 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. *Board could also consider ACH payments as a means of reducing expenses and eliminating fraud.*
- Continue with the following to ensure inventory turnover is reaching the goal of 5 times (2 monthly deliveries) per year. Analyzing sales and history reports to determine the bestselling products needed and to avoid overstock, watching customer shopping patterns and using the information to optimize product placement, and price reductions. *Board could contact other boards or the association's efficiency (internal controls) committee for additional ideas and options.*
- 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.
- 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.

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



# Appendix A

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## **Program Analyst's Summary**

The performance audit recommendations and findings were presented to the Ramseur ABC Board on October 28, 2024. The board agrees to the recommendations as presented and attests to their implementation. The board will continue to be vigilant with profitability enhancement and expense reduction while operating modern stores with a robust customer service focus.

7 23 2025  
Month Day Year

RAMSEUR 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).

John T. York  
General Manager

Vicki E. Hyatt  
Financial Officer

J. R. Allen  
Chairman

Anne Vatal ap  
Board Member

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Board Member

James P. F. Dobb  
Board Member

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Board Member