

Rowan Kannapolis ABC Board

Performance Audit Report



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Alcoholic Beverage Control

June 24, 2026

CHAIRMAN:
Hank Bauer

COMMISSIONERS:
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Raleigh

David Sherlin
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Mike DeSilva

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Rowan/Kannapolis ABC Board
Maurice Hendrick, Chair
510 N. Lee St
Salisbury, NC 28144

Chairperson Hendrick,

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

Rowan Kannapolis ABC is in Salisbury NC. Salisbury, North Carolina, is one of the oldest and most historic communities in the state, serving as the county seat of Rowan County. Located along the Interstate 85 corridor between Charlotte and Greensboro, Salisbury combines small-town character with the amenities of a regional center. Founded in the mid-1700s, the city played an important role in North Carolina's colonial, Revolutionary War, railroad, and industrial history.

Today, Salisbury is known for its beautifully preserved historic districts, tree-lined streets, and vibrant downtown. The city has invested heavily in preserving its architectural heritage, resulting in one of North Carolina's most attractive downtown areas, where restored buildings house locally owned shops, restaurants, galleries, and entertainment venues. The community takes pride in its history while continuing to encourage new development and revitalization. Salisbury is also recognized as the birthplace of Cheerwine and the headquarters of Food Lion, both of which contribute to the city's identity and economy. Healthcare, education, manufacturing, retail, and logistics are major employment sectors, helping the city maintain its role as a commercial and service hub for the surrounding region.

Education and culture are important parts of community life. Salisbury is home to Catawba College and Livingstone College, which contribute to the city's educational and cultural atmosphere. Residents enjoy museums, theaters, public art, festivals, and community events throughout the year. The most attractive and distinctive towns in the southern Charlotte area because of its historic charm, active downtown, and high quality of life. Outdoor recreation is readily available through nearby parks, trails, and lakes. The city is close to High Rock Lake, one of North Carolina's largest lakes, offering boating, fishing, and other recreational opportunities. Its location also provides convenient access to larger metropolitan areas while maintaining a slower pace of life.

Overall, Salisbury offers a blend of historic charm, cultural heritage, and modern convenience. Its walkable downtown, strong sense of community, and central location make it an appealing place for families, retirees, professionals, and anyone who appreciates a city with deep roots and a distinctive North Carolina character.

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

A referendum was held on July 30, 1949, and it passed. *Currently, the Rowan Kannapolis ABC Board has a chairperson, currently two board members, a Finance Officer and a general manager on the ABC board.* The Rowan Kannapolis ABC Board currently operates six retail stores. The board staff (79) total personnel. These include (27) full-time employees and (52) 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 Rowan Kannapolis ABC Board occurred in 2023. The Commission audit serves as a continuous way to provide local boards with information and best practices that target areas for improvement.



510 North Lee St, Salisbury NC

OPERATIONAL OBSERVATIONS, FINDINGS, REQUIRED ACTIONS, & RECOMMENDATIONS

On Wednesday, June 3, 2026, ABC Board Program Analyst II Eric McClary visited the Rowan Kannapolis ABC Board and interviewed Terry Osborne (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 Rowan Kannapolis ABC Board had a profit percentage to sales ratio of 3.55%. The NC ABC Commission profit to sales standards for ABC Boards with gross sales greater than \$10M is 5%.
 - The Rowan Kannapolis ABC Board's gross sales totaled \$23,303,754, which was an approximate 1.6% increase from the previous fiscal year.

- Rowan Kannapolis ABC Board operates six retail stores with mixed beverage sales. The operating cost ratio for the board was .82 in FY 2024-2025. The NC ABC Commission standard for ABC Boards with three or more stores and mixed beverage is .63 or less.
 - Operating cost ratio is calculated by dividing total operating expenses less depreciation by the gross profit on sales (Total operating expenses less depreciation/Gross Profit).
- 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	\$5,718,656	\$5,614,348
Income from Operations	\$827,230	\$939,596

Factors affecting profitability and cost include:

- Surrounding areas with other ABC systems which are within a 25-mile radius include Mocksville Cooleemee ABC, Lexington ABC, Concord ABC, and Mount Pleasant ABC.
- The board currently has approximately 75 active mixed beverage customers.

FINANCIAL ANALYSIS (cont.)

- *Factors affecting expenses:*
 - Total operating expenses increased around 4.6% from the last fiscal year.
 - Cost of Goods Sold (COGS) was roughly 52.5% 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	\$23,293,000	\$23,303,754	\$10,754	0.04%
Revenue over or (under) Expenditures		(\$82,273)		

In reviewing the budget to actual analysis of the FY 2024-2025 financial audit, actual sales revenues were more than forecasted projections of 0.04%. After reconciliation, the change in the Board's end net position was \$5,988,013.

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).* Rowan Kannapolis ABC made a total of \$5,353,783 in primary distributions and other taxes were paid to the NC Department of Revenue (NCDOR), NC Department of Health & Human Services (NCDHHS), and the county commissioners of Rowan County.

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

- 40% to Rowan County General Fund
- 22 1/2 % to Salisbury General Fund
- 22 ½% to Kannapolis General Fund
- 15% to other municipalities in Rowan County
-

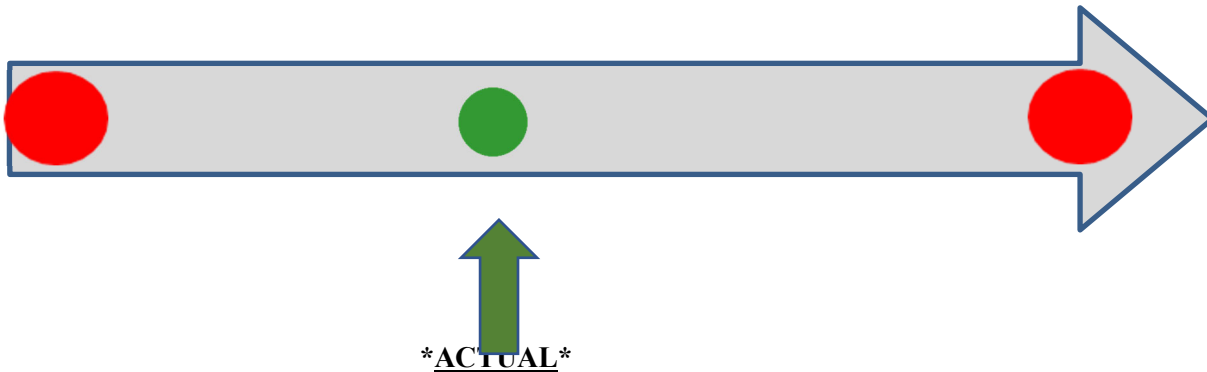
WORKING CAPITAL

- 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 Rowan Kannapolis ABC Board is required to maintain a minimum working capital of \$689,647 with a maximum working capital amount of \$4,482,704.
 - The Rowan Kannapolis ABC Board had a working capital balance of \$1,536,178 which is more than the minimum and less than the maximum Commission requirements for this section (*).

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

MIN

MAX



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 Rowan Kannapolis ABC Board has routinely made minimum 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		Rowan Kannapolis ABC Board Net profit distribution made annually by fiscal year	
<i><u>Note:</u> Referencing CPA Audit Reports</i>			
CPA Calculated Amount		Total paid to recipient(s)	
FY-2025	\$650,480	FY-2025	\$651,000
FY-2024	\$640,892	FY-2024	\$640,892
FY-2023	\$631,728	FY-2023	\$632,000

PERSONNEL, OPERATIONAL & ADMINISTRATIVE COMPLIANCE

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

Board Members

- ➤ The board consists of General Manager, 2 active 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). The board will have one member that will be up for reappointment in June of 2026. The GM will keep the Commission abreast of the reappointment.
 - All Board members are currently compliant with the ethics training requirements.
 - Members have professional experience in the fields of Accounting, Writing and Sales and Local Government.
- All members have taken an oath of office per G.S. 11-7, however they are not onsite. The management will ensure that the Oaths are kept on site.
- Meetings are generally held on the third Thursday of the month at 9:30 a.m. The board announces the meetings by posting them on the board website.
- Meeting minutes are organized, available, and follow all the order of proceedings.
 - Comprehensive financial data is provided and discussed at meetings to include annual computations from the board's auditor, 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 a law enforcement contract with the NC ALE dated 2026, and a copy is on file in Commission records.
- ☐ Law enforcement reports are submitted regularly by Jerry Dean of the NC ALE.

Board Personnel

- The board currently staffs (79) total employees, with (27) full-time workers, and (52) part-time.
- General Manager has served in this role with the board for over 23 years.
 - General Manager is full time; his salary is within the allowable compensation per G.S. 18B-700(g1).

- The GM and members' responsibilities include full oversight of all daily store operations, human resources, ordering, inventory, and other operational tasks.
- The FO Tracy Walser.
- The FO provides the board with accounting-related duties and financial reporting.
 - These responsibilities include processing much of the information provided by personnel, providing financial reports for member review and providing general financial oversight and guidance.
- Store managers are all full-time while all other store employees are full and part-time sales associates. They're 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 style.
 - Product knowledge training is conducted informally between management and team members.
- 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, equal employment opportunities, business ethics and conduct, intoxicated patrons, and pricing discrepancies, and a job description for full and part time employees.
 - Additional policies on file with the commission include a code of ethics, allocated products, and mixed beverage sales.
- For travel, the board follows the States' reimbursement schedule, G.S. 138-6.

Operations

- Board personnel conduct full inventory at the retail stores annually; the inventories are conducted into four different sections throughout each month. Full Inventories are conducted at the warehouse weekly.
 - Counts are made manually and by scanner. Variances are re-checked before being submitted to the administrative office.
 - The General Manager and other staff members review and investigate discrepancies before adjustments are made. Store discrepancies are conducted by the store manager.

- The board receives deliveries of liquor every Friday. The Jake Alexander store receives deliveries on the second and fourth Thursday of each month.
 - Pallets are removed from the truck by the driver, and he will bring the pallets in and they are placed in the warehouse. Products are hand delivered into the warehouse by the driver. The board does have a loading dock.
 - Any variances are recounted and balanced against store and warehouse stock before reports are sent to LB&B.
- Liquor orders are made by the warehouse manager, Tommy Goodman.
- 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.*
- The board currently has 75 mixed-covered customer accounts active in the county.
 - MXB 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. There are a few vendors that don't accept ACH.
 - *A sample of payment dates was reviewed and indicated invoices were paid within the thirty-day requirement.*
- Board's checks have the required disbursement certificate in compliance with G.S. 18B- 702(q). and are signed by the GM, and the FO.
- The GM conducts reviews of liquor orders and the pre-audit stamp required by G.S. 18B-702(m) is being properly affixed to purchase orders.
 - Itemized receipts for purchases are generated by the FO and for review before the account is balanced.
- 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.*
- The retail stores generally have 3 registers in their showroom. Tills generally start at \$100.00.
 - Drawers are counted at the beginning and end of each shift; the tills are placed in a safe.
- Funds are kept in a pooling bank approved by the North Carolina Treasury Office.
- Payroll is bi-weekly and processed by each store manager. The HR manager verifies and submits the payroll to the FO. Employees use a timecard to document hours worked. The store managers make the schedule. Payroll is verified by the FO.
- 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 30, 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.
 - o Outside area surrounding the board is well-maintained and free of debris or trash.
 - o There is ample parking, and deliveries are conducted at the board warehouse.
 - o The floors are carpeted and very nice.
 - o The Fetal Alcohol Syndrome poster required by G.S. 18B-808 is displayed, and the quarterly price book is available should customers request.
 - o Listings for specially priced items are printed and available for customers to review
 - o The area is well lit and organized and can accommodate many cases.
- ☐ Shelf management practices are implemented.
 - o Products are fronted and dusted, and most are placed in categorized areas around the store.
 - o Premium products are generally found at eye level or top shelves at all retail locations.
 - o 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 120 items were selected to determine if uniform pricing is displayed at the Jake Alexander and the Rockwell retails stores. Of those selected there were no prices that were inaccurately posted.
 - o 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 9:00 am until 9:00 pm daily, Monday through Saturday. 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.

(RECOMMENDED ACTIONS (STATUTES OR COMMISSION RULES))

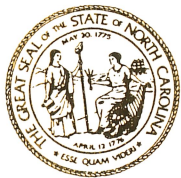
- For the fiscal year ended June 30, 2025, an expense was incurred in excess of the budgeted amount for utilities \$164, telephone \$580, payroll service fee \$1,047, law enforcement \$2,823 and capital outlay \$11,985. The Board has put policies and procedures in place to ensure that future budgets are amended as necessary to cover changes in revenues and expenditures.
- Board members should take an oath before taking office or before the execution of the office per G.S. 160A-61 and G.S. 11-7.
- 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 MXB beverage delivery policy and a credit card policy is recommended to established authorized use (sample copy forwarded for consideration). A tastings policy is recommended if tastings are done routinely.
- 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.



ROWAN/KANNAPOLIS
ALCOHOLIC BEVERAGE CONTROL BOARD

510 NORTH LEE STREET

POST OFFICE BOX 114

SALISBURY, N.C. 28145-0114

June 23, 2026

Dear Mr. McClary,

Thank you for the feedback during the NCABC Examination.

Procedures have been put into place to identify expenditures that may exceed the budget so that the board can be made aware and budget amendments can be made. This includes making amendments to account for rising utilities and services that occur during the year.

In my tenure of service in the role of General Manager for the Rowan/Kannapolis ABC Board, I have always considered the oath of office for current or new members to be a pivotal part of our history, and we always get a local judicial officer or elected official to fulfill this action.

I sincerely apologize that these special events were not recorded, but you have our concurrence that every individual serving as a Board Member for this organization has been officially sworn in. We are pleased that this came to the forefront for us, and it will be documented.

The final item in the request for the periodic Certificate of Accountability attestation form has been acknowledged by our Board Member, with the necessity to review and sign before being emailed to the Commission.

Once again, we are grateful for the Performance Review implemented for us, and it was a great pleasure working with Program Analyst, Mr. Eric McClary. Mr. McClary was very professional, and our Board Members were very impressed with his review.

Sincerely,

Terry Osborne
General Manager

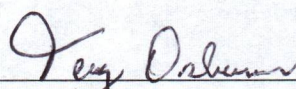
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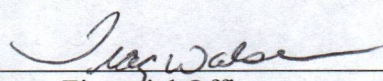
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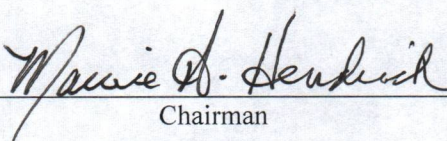
Certificate of Accountability

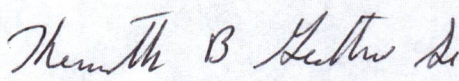
This document assures this Board and the State of North Carolina that the following statutory duties required of local ABC Boards have been properly performed.

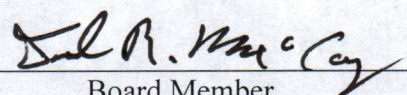
1. The system has complied with all State uniform pricing requirements pursuant to NCGS §18B-804.
2. That all alcoholic beverages sold have been approved by the Commission for sale in this State pursuant to NCGS §18B-800.
3. That all "gross receipts" pursuant to NCGS §18B-805(a) have been properly accounted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