

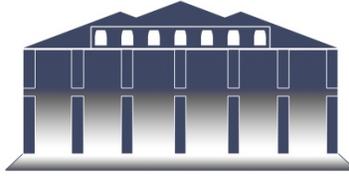
**Follow-Up Report: Implementation of PED
Recommendations Has Improved Local ABC Board
Profitability and Operational Efficiency**



**Final Report to the Joint Legislative
Program Evaluation Oversight Committee**

Report Number 2018-05

May 21, 2018



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May 21, 2018

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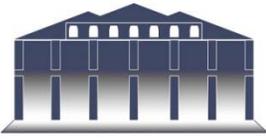
In 2008, the Program Evaluation Division issued a report entitled *North Carolina's Alcohol Beverage Control System Is Outdated and Needs Modernization*. This follow-up examines how 2010 statutory additions and changes have influenced effectiveness and efficiency of North Carolina's ABC system and the operation of local ABC boards.

I am pleased to report that the North Carolina ABC Commission cooperated with us fully and was at all times courteous to our evaluators during the evaluation.

Sincerely,

A handwritten signature in black ink, appearing to read "John W. Turcotte".

John W. Turcotte
Director



PROGRAM EVALUATION DIVISION

NORTH CAROLINA GENERAL ASSEMBLY

May 2018

Report No. 2018-05

Follow-Up Report: Implementation of PED Recommendations Has Improved Local ABC Board Profitability and Operational Efficiency

Summary

In 2008, the Program Evaluation Division issued a report entitled *North Carolina's Alcohol Beverage Control System Is Outdated and Needs Modernization*. This follow-up examines how 2010 statutory additions and changes have influenced effectiveness and efficiency of North Carolina's ABC system and the operation of local ABC boards.

During the past 10 years, North Carolina's ABC system saw substantial changes. More counties and municipalities voted to authorize a local ABC board to operate ABC stores. Overall the ABC system had a net increase of 10 local ABC Boards. The 168 local ABC boards operate 432 stores statewide. Total liquor sales grew considerably, including a significant increase in revenue distributions to state and local governments.

The General Assembly enacted legislation to modernize the North Carolina ABC system based on Program Evaluation Division recommendations in 2010. The statutory changes included

- providing the North Carolina ABC Commission with management tools for better oversight of local boards, and
- increasing the number of registered voters needed in order for a city to initiate an ABC store election.

Providing the North Carolina ABC Commission with management tools for better oversight of local ABC boards has increased profitability and more efficient operations for most boards. Since performance standards were initiated in 2011, local ABC board compliance with the standards has increased

- the overall profit percentage for the ABC system from 8.5% to 11.2%,
- the percentage of boards with profit margins of 5% or more from 44% to 72%, and
- the percentage of local ABC boards with operating margins that match or exceed private liquor retailers from 31% to 62%.

Increasing the voter registration threshold to hold a municipal ABC store election has not eliminated inefficiencies resulting from too many ABC stores operating in close proximity. The Program Evaluation Division observed that unnecessary competition among local ABC boards is still occurring in dry counties when new boards begin operating ABC stores.

Purpose and Scope

In 2008, the Program Evaluation Division presented a report entitled *North Carolina's Alcohol Beverage Control System Is Outdated and Needs Modernization*. The General Assembly enacted legislation to modernize the State's Alcohol Beverage Control (ABC) system in 2010. The legislation included statutory additions and changes based on findings and recommendations from the Program Evaluation Division report.

Pursuant to N. C. Gen. Stat. §120-36.12(7), this follow-up report examines how statutory additions and changes enacted in 2010 have influenced effectiveness and efficiency of North Carolina's ABC system and the operation of local ABC boards. The following questions guided the research for this follow-up report:

1. How has North Carolina's ABC system changed since 2008?
2. How have changes to state law recommended by the Program Evaluation Division affected North Carolina's ABC system and the operation of local ABC boards?

The Program Evaluation Division collected and analyzed data from several sources, including

- current North Carolina ABC statutes and rules,
- interviews with ABC Commission staff, and
- fiscal and operational data for local ABC boards from the North Carolina ABC Commission.

Background

Since the repeal of Prohibition in 1933, state governments have been responsible for controlling the sale and distribution of alcoholic beverages. Two major types of state government regulation developed after Prohibition ended: control and licensing. Control states regulate through licensing and tax collection, but they also directly control distribution by providing alcoholic beverages directly to consumers at state-operated retail stores or as wholesalers through retail establishments. Licensing states regulate the distribution of alcoholic beverages by licensing suppliers, wholesalers, and retail business that sell alcoholic beverages and by collecting taxes on these beverages, but they do not control distribution.

North Carolina is considered a retail control state because it directly controls the distribution of liquor at the retail and wholesale level. The North Carolina Alcohol Beverage Control Commission (ABC Commission) oversees the sale of liquor in North Carolina and is responsible for licensing and regulating all members of the alcoholic beverage industry that conduct business in North Carolina, including manufacturers, importers, wholesalers, and on/off premises retailers. The ABC Commission has three members appointed by the Governor, with one commissioner serving as chairman in a full-time capacity and two other members serving on a per diem basis as required. The chairman controls all matters relating to the ABC Commission's responsibilities and personnel functions. The administrator, who is appointed by the ABC Commission, works at its direction and oversees day-to-day operations.

The ABC Commission owns a central liquor warehouse in Raleigh and contracts with a private company to conduct warehouse operations. The warehouse contractor's responsibilities include receipt, storage, and distribution of liquor to local ABC boards. All liquor sold in North Carolina must first come through the state ABC warehouse. Payment for the warehouse contract comes from a bailment system in which ownership of liquor remains with the distillery until it is delivered to local ABC boards. This bailment surcharge is added to the cost of liquor sold to ABC stores and pays for the warehousing and transporting of liquor.

Local ABC boards are the only legal entities authorized to sell liquor in North Carolina. The local government control of retail sales of liquor in North Carolina is unique among control states because state government operates ABC stores in other retail control states. State law prohibits private business from selling packaged liquor. Boards are formed by counties and municipalities based on election procedures prescribed by statute; therefore, boards are local, independent political subdivisions of North Carolina. Municipal boards can be formed when they are located in a county that does not vote to operate ABC stores. Local boards operate as separate entities with their own policies and procedures but must adhere to guidelines set by state law and ABC Commission rules. Each local board has three to five members appointed by the county, city, or town governing body.¹ The appointing authority for each board determines the length, up to three years, and number of terms for board members and determines whether board members receive payment for services rendered.

In 2008, the Program Evaluation Division evaluated the effectiveness of the ABC system and identified improvement options for the system. The evaluation entitled, *North Carolina's Alcohol Beverage Control System Is Outdated and Needs Modernization* (2008) found North Carolina's ABC system was outdated because it had not kept pace with demographic and economic changes and state statutes limited effective management of the system. The mission of local ABC boards was not clearly defined, and some boards used the lack of a clear mission to justify ineffective and inefficient store operations. North Carolina also regulated the sale of liquor differently than other states. The report recommended modernizing the ABC system by defining the mission of local boards, providing management tools for better oversight of local boards, and modifying outdated statutes.

The Joint Legislative Program Evaluation Oversight requested legislation implementing report recommendations in December 2008, and committee members introduced legislation in the House and Senate during the 2009 Session. The House Alcohol Beverage Committee heard the report in March 2009 and received three related bills, one implementing all report recommendations and two implementing some report recommendations. These bills were sent to a subcommittee and no action was taken during the 2009 Session.

In November 2009, news media reported excessive employee salaries at one ABC board and gifts from liquor company representatives to board

¹ The board for a merged ABC system as defined under N. C. Gen. Stat. §18B-703 may have a different size board membership as part of the negotiated merger.

members and employees at another. These news reports rekindled interest in the Program Evaluation Division report. In response to concerns about local ABC board operations, legislative leadership established the Joint Study Committee on Alcoholic Beverage Control to study all aspects of the ABC system with specific attention to the findings and recommendations in the Program Evaluation Division report. The study committee's proposed legislation was introduced during the 2010 Session. The General Assembly enacted legislation to modernize the North Carolina ABC system that included statutory additions and changes based on findings and recommendations from the Program Evaluation Division report.²

Questions and Answers

Exhibit 1

North Carolina's ABC System Saw Substantial Changes during the Past 10 Years

1. How has North Carolina's ABC system changed since 2008?

During the past 10 years, North Carolina's ABC system saw substantial changes. More counties and municipalities voted to authorize a local ABC board to operate ABC stores. The number of ABC stores across the State increased as new local ABC boards opened stores and existing boards added stores. Total revenues from the sale of liquor grew considerably, including a significant increase in revenue distributions to state and local governments. Exhibit 1 summarizes changes to North Carolina's ABC system that occurred since 2008.

ABC System Changes	2008	2018
Local ABC boards	158	168
Counties with local ABC boards	95	98
Local ABC boards with mixed beverage sales	78.5%	94%
ABC stores	405	432
Total revenue from liquor sales	\$691,969,293	\$1,129,132,692
Revenue distributions to state & local government	\$226,083,588	\$406,129,069

Notes: Information for local ABC boards is as of March 1, 2018. Revenue information for 2008 and 2018 comes from Fiscal Years 2006–07 and 2016–17, respectively. To compare equivalent data across fiscal years, the Program Evaluation Division did not include in the 2008 revenue distribution number any retained mixed beverage taxes, which were included in the 2008 report. Unrelated to the 2008 Program Evaluation Division report, the State excise tax on spirituous liquor increased from 25% to 30% on September 1, 2009.

Source: Program Evaluation Division based on data from the North Carolina ABC Commission.

² Session Law 2010-122.

The ABC system had a net increase of 10 local ABC Boards. Exhibit 2 provides a map of the 168 local ABC Boards. During the past 10 years, 11 municipalities and one county have elected to open an ABC store and appoint a local ABC Board:

- Asheboro
- Belmont
- Burnsville
- Indian Trail
- Pilot Mountain
- Ramseur
- Spruce Pine
- Troutman
- Valdese
- Weaverville
- Wingate
- Clay County

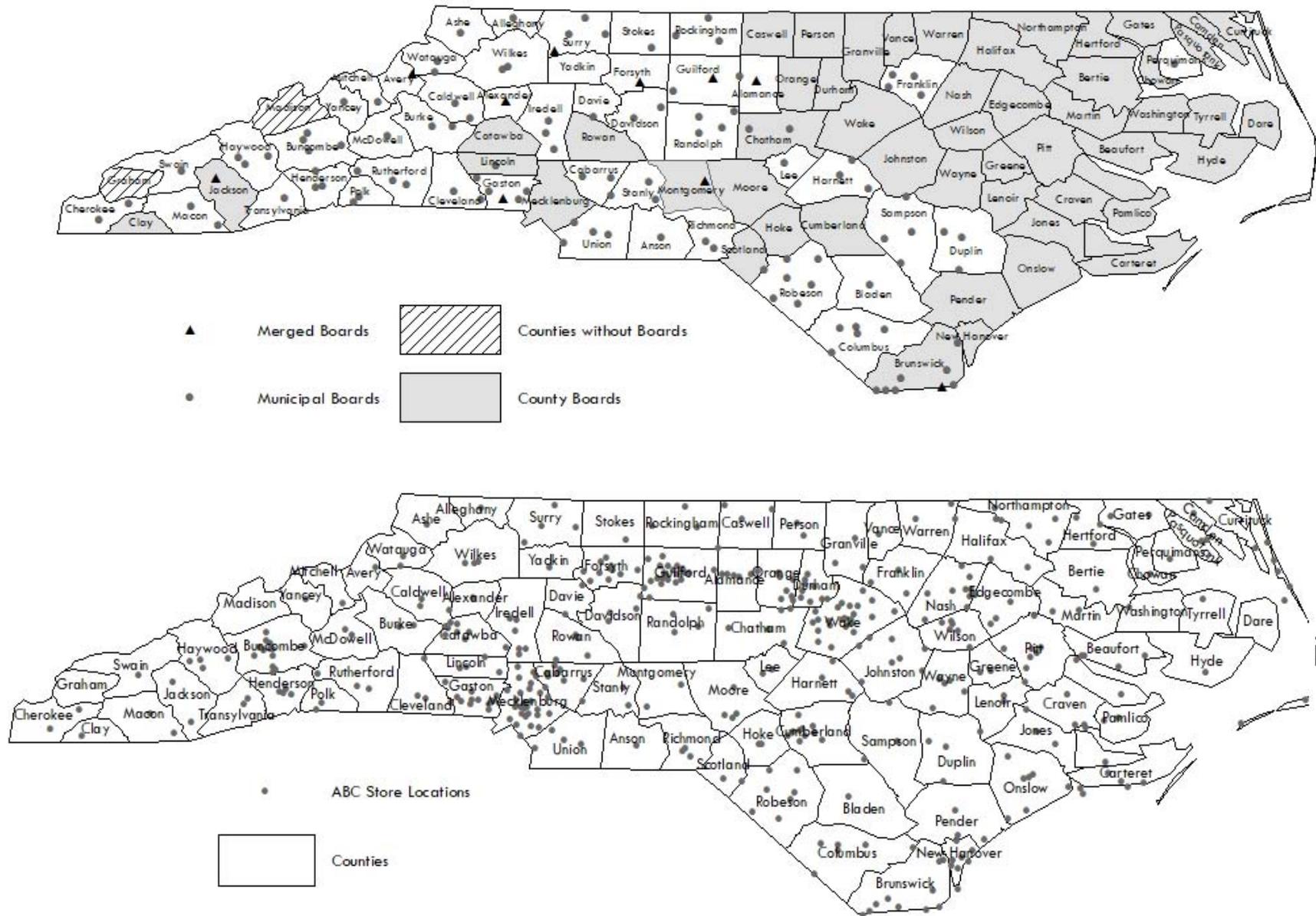
Three of the five counties that did not have an ABC Board in 2008 now have an ABC Board: Clay County, Mitchell County (Spruce Pine), and Yancey County (Burnsville). As of 2018, Graham and Madison Counties are the only North Carolina counties that do not have an ABC store.

Three local ABC board mergers occurred since 2008. The Taylorsville ABC Board in Alexander County chose to merge with the Catawba County ABC Board. Two other mergers occurred because of new ABC store elections. The Sylva ABC Board merged with the Jackson County ABC Board after county voters elected to have an ABC store. The Yadkin Valley ABC Board formed after the Elkin ABC Board in Surry County agreed to create a merged board with Jonesville in Yadkin County.

The Garland ABC Board in Sampson County closed in 2016. Sampson County has three other municipalities with local ABC boards.

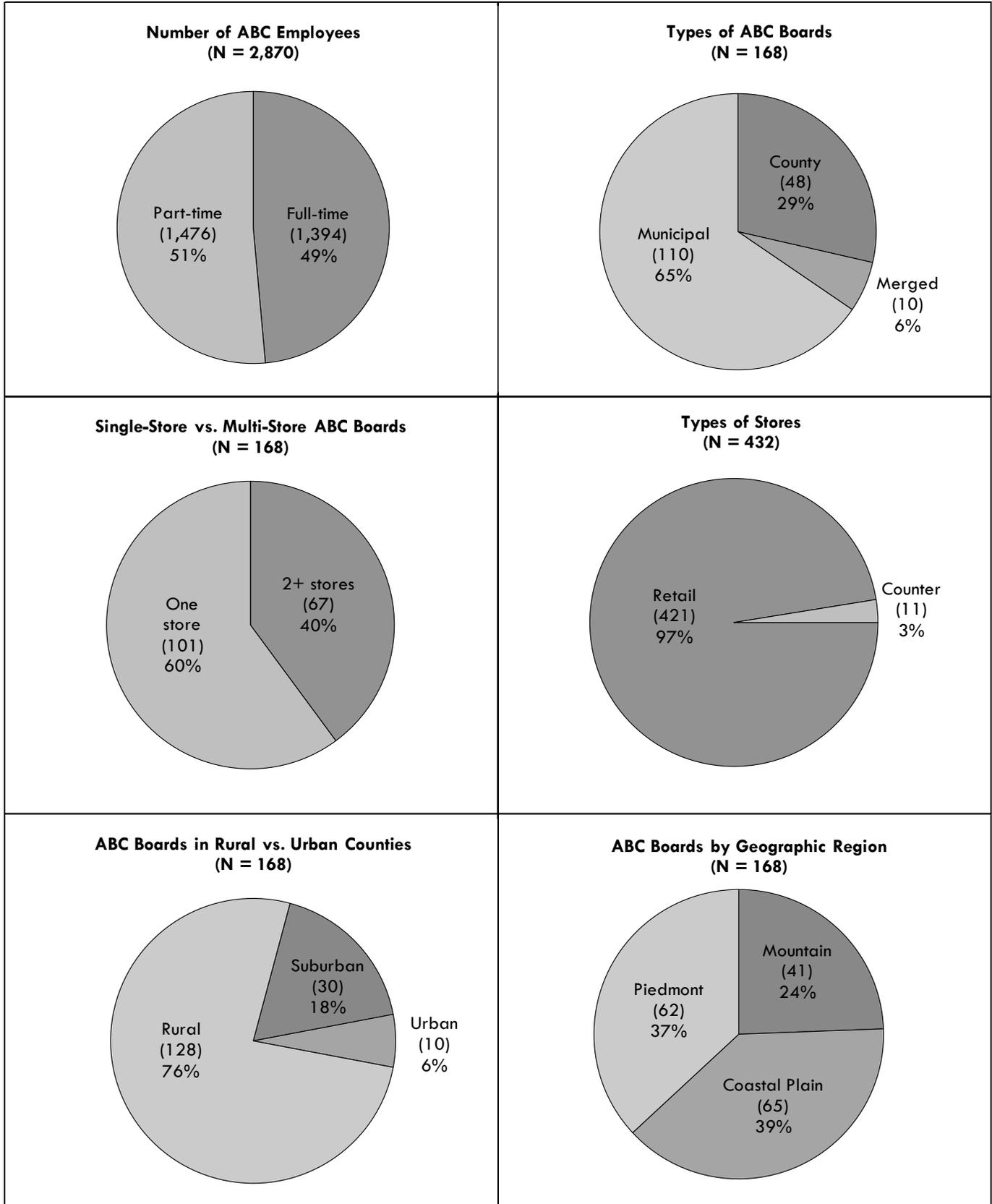
The 168 local ABC boards operate 432 stores across North Carolina. Each board has the legal authority to operate one ABC store that sells liquor within its jurisdiction. Additional stores may be opened with the approval of the ABC Commission. The majority of boards have one ABC store, but 40% of boards operate multiple stores within their jurisdictions. A map displaying the location of ABC stores is shown in Exhibit 2. The boards employ 2,870 full-time and part-time employees. During Fiscal Year 2016–17, ABC stores sold 79 million bottles of liquor. Exhibit 3 provides other information about boards.

Exhibit 2: Location of ABC Boards and Stores



Source: Program Evaluation Division based on data from the North Carolina ABC Commission.

Exhibit 3: Statistical Profile of Local ABC Boards



Source: Program Evaluation Division based on data from the North Carolina ABC Commission.

Most municipalities and counties with local ABC boards have authorized mixed beverage sales in their communities. Mixed beverage sales continue to be an important source of revenue for boards and their communities. Mixed-beverage businesses pay a \$20 surcharge per four liters or \$3.75 per 750 ml bottle of liquor purchased.³ Only 10 rural boards do not have mixed beverage sales. Many municipalities and counties, both with and without an ABC store, have elected to authorize mixed beverage sales since 2008 because the General Assembly eliminated the requirement that a city must operate an ABC store or hold an ABC store election in order to hold a mixed beverage election. This change was based on a recommendation in the Program Evaluation Division's 2008 report entitled, *North Carolina's Alcohol Beverage Control System Is Outdated and Needs Modernization*.

The appendices provide comprehensive descriptive and financial information about each of the 168 local ABC boards.

North Carolina's liquor monopoly continues to play an important role in the State's economy. Total revenue from liquor sales was \$1.1 billion in Fiscal Year 2016–17, with 81% of the sales from the general public and 19% from retail businesses selling mixed beverages. Since Fiscal Year 2006–07, total revenue from liquor sales has increased 63%.

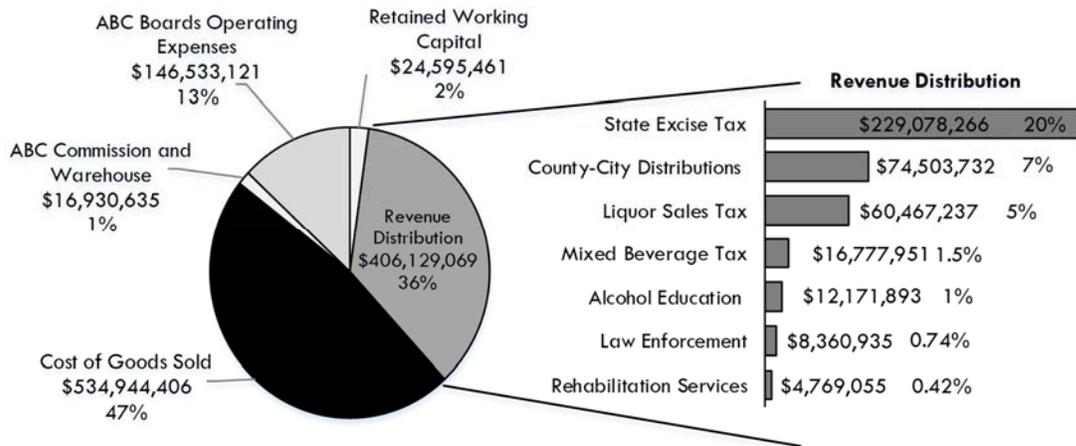
State excise, sales, and mixed beverage taxes from the sale of liquor are deposited in the General Fund to support the operation of state government. North Carolina received \$306.3 million in Fiscal Year 2016–17, an increase of 83% since Fiscal Year 2006–07.⁴ Additional charges and profits from the sale of liquor pay for law enforcement, alcohol education, and rehabilitation services provided by counties and the Department of Health and Human Services. Services provided by city and county government also are supported by profits from liquor sales, thereby reducing the need to raise property taxes or request financial assistance from North Carolina state government.

Exhibit 4 summarizes the distribution of revenue to state and local governments from the sale of liquor.

³ The distribution of surcharge revenue is defined in statute; the board retains 45% and the State receives the remainder.

⁴ Unrelated to the 2008 Program Evaluation Division report, the State excise tax on spirituous liquor increased from 25% to 30% on September 1, 2009.

Exhibit 4: Distribution of \$1.1 Billion Revenue from the ABC System for Fiscal Year 2016-17



Source: Program Evaluation Division based on data from the North Carolina ABC Commission.

2. How have changes to state law recommended by the Program Evaluation Division affected North Carolina’s ABC system and the operation of local ABC boards?

During the 2010 Session, the General Assembly enacted legislation to modernize the North Carolina ABC system.⁵ The legislation included the following statutory additions or changes based on findings and recommendations from the Program Evaluation Division’s report:

- define the mission and purpose of local ABC Boards,
- provide the North Carolina ABC Commission (ABC Commission) with management tools for better oversight of local boards, and
- increase the number of registered voters needed in order for a city to hold an ABC store election.

The legislation provided a statutory mission for local ABC boards that balances controlling the sale of liquor with promoting customer-friendly and efficient ABC stores. In 2008, the Program Evaluation Division found that unlike some states that control the sale of liquor, North Carolina did not clearly define the mission of local ABC boards. Neither the Alcohol Beverage Control statutes nor the administrative rules defined the mission or purpose of boards. Responses to survey questions and site visit interviews indicated that the perceived mission for local boards varied with some boards emphasizing controlling access to alcohol sales and others emphasizing providing revenue to the local community as the most important responsibility of local ABC boards. The lack of a clear mission allowed local ABC boards to justify ineffective and inefficient store operations that were unprofitable. Based on this finding, the Program Evaluation Division recommended the mission and purpose of local ABC

⁵ Session Law 2010-122.

boards be clearly defined in state law. The General Assembly responded by enacted the following state law:

“The mission of local ABC Boards and their employees shall be to serve their localities responsibly by controlling the sale of spirituous liquor and promoting customer-friendly, modern, and efficient stores.”

ABC Commission staff noted that the mission statement for local ABC boards helps explain the concept of controlling the sale of liquor to the general public. The ABC Commission Chairman also discusses the mission and purpose of local ABC boards when he meets with local board representatives.

The legislation directed the ABC Commission to promulgate rules establishing performance standards for local ABC boards and required boards to comply with the standards. In 2008, the Program Evaluation Division found that state law did not allow the ABC Commission to enforce minimum standards for operations and profitability for local ABC boards. As a result, the ABC Commission could not mandate changes to improve operating efficiency or profitability of local ABC boards even though their data showed that some boards were barely profitable and had higher operating costs than expected when compared to private liquor retailers.

Based on these findings, the Program Evaluation Division recommended the General Assembly direct the ABC Commission to develop performance standards, use the standards to measure the performance of local ABC boards, and require low-performing boards to improve. The General Assembly responded by authorizing the ABC Commission to promulgate rules for local ABC boards that addressed enforcement of ABC laws, store appearance, operating efficiency, solvency, and customer service. State law also required local boards to meet all standards for performance and directed the ABC Commission to ensure that all local boards comply with established performance standards by conducting performance audits and inspections.

The ABC Commission has successfully implemented the audit process to ensure local ABC boards comply with performance standards. Since 2011, the ABC Commission has conducted a performance audit of all local boards formed prior to July 1, 2015.⁶ During each performance audit, the auditor reviews

- solvency requirements;
- performance standards for operating expenses, profitability, and working capital;
- financial procedures;
- operational procedures;
- local board training and policies; and
- compliance with conflict of interest policies, board and general manager compensation rules, and other administrative requirements.

The auditor also inspects store appearance and observes how customer service is provided by board employees. After completing the audit, the auditor submits the report to the local ABC board and the general manager. Each report contains findings, observations, and recommendations on how the local board can improve its performance. Local ABC boards are required to respond to audit recommendations within 60 days to explain how they intend to implement recommendations. The ABC Commission reported that most local boards have responded favorably to the performance audit process and have developed improvement plans based on audit recommendations.

Local ABC board profitability and operational efficiency has significantly improved since performance standards were established in 2011. To determine how the implementation of performance standards affected local boards, the Program Evaluation Division compared the performance of boards for Fiscal Year 2010–11 to Fiscal Year 2016–17. Fiscal Year 2010–11 was selected as the base year for comparison because it was prior to the imposition of performance standards. The analysis included 158 local boards that were in operation for the entirety of both fiscal years and had not merged with another board during the time period.⁷

⁶ Performance audits for the following new boards will be conducted during 2018: Belmont, Ramseur, Troutman, and Yadkin Valley.

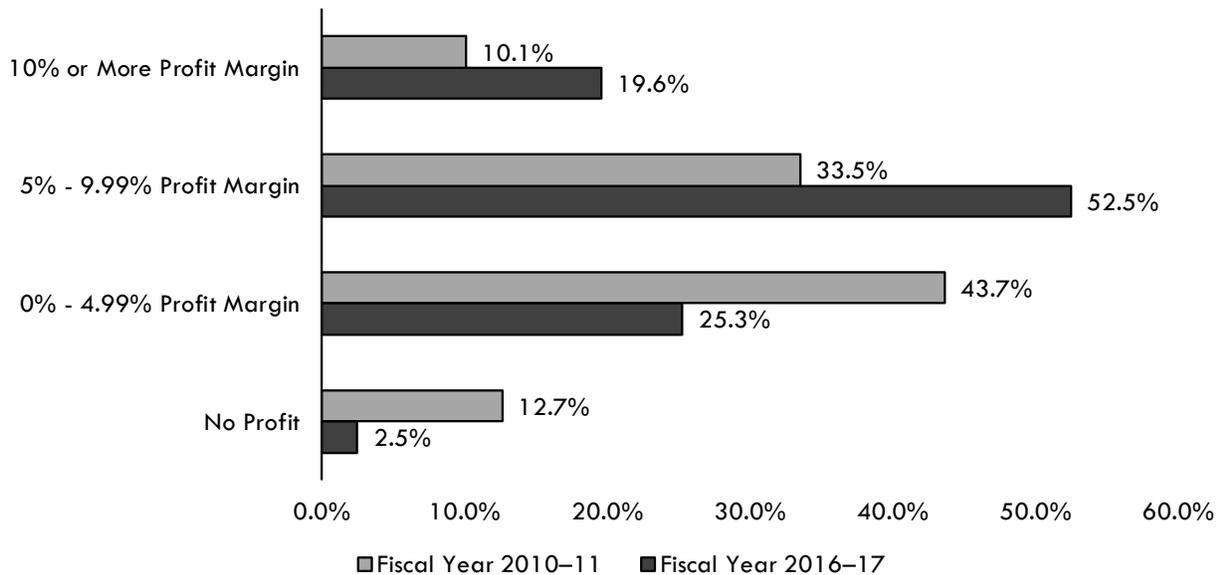
⁷ The following local ABC boards were excluded from the analysis because they were not open for the entirety of both years: Burnsville, Valdese, Garland, Pembroke, Ramseur, Troutman, Wingate, and Indian Trail. Taylorsville, Elkin, Sylva, Jackson County, and Yadkin Valley were removed from the analysis because they merged with another board during the time period. Catawba County was not removed from the analysis because the merger with Taylorsville only added one store to the board.

Profitability. Profitability is an important performance measure for local ABC boards because higher profits allows boards to distribute more money to their communities. Overall, the profit percentage for the ABC system increased from 8.54% for Fiscal Year 2010–11 to 11.19% for Fiscal Year 2016–17. Exhibit 5 highlights how profitability for individual boards improved after performance standards were initiated:

- percentage of boards with profit margins of 10% or more increased from 10.1% to 19.6%;
- percentage of unprofitable boards decreased from 12.7% to 2.5%; and
- percentage of boards with profit margins of 5% or more increased from 43.6% to 72.1%.

Exhibit 6 identifies the profit margins for all local ABC boards in operation during Fiscal Year 2016–17.⁸

Exhibit 5: Percentage of Local ABC Boards with Profit Margins Exceeding 5% Has Increased from 44% to 72% Since Profit Targets Were Established in 2011



Source: Program Evaluation Division based on data from the North Carolina ABC Commission.

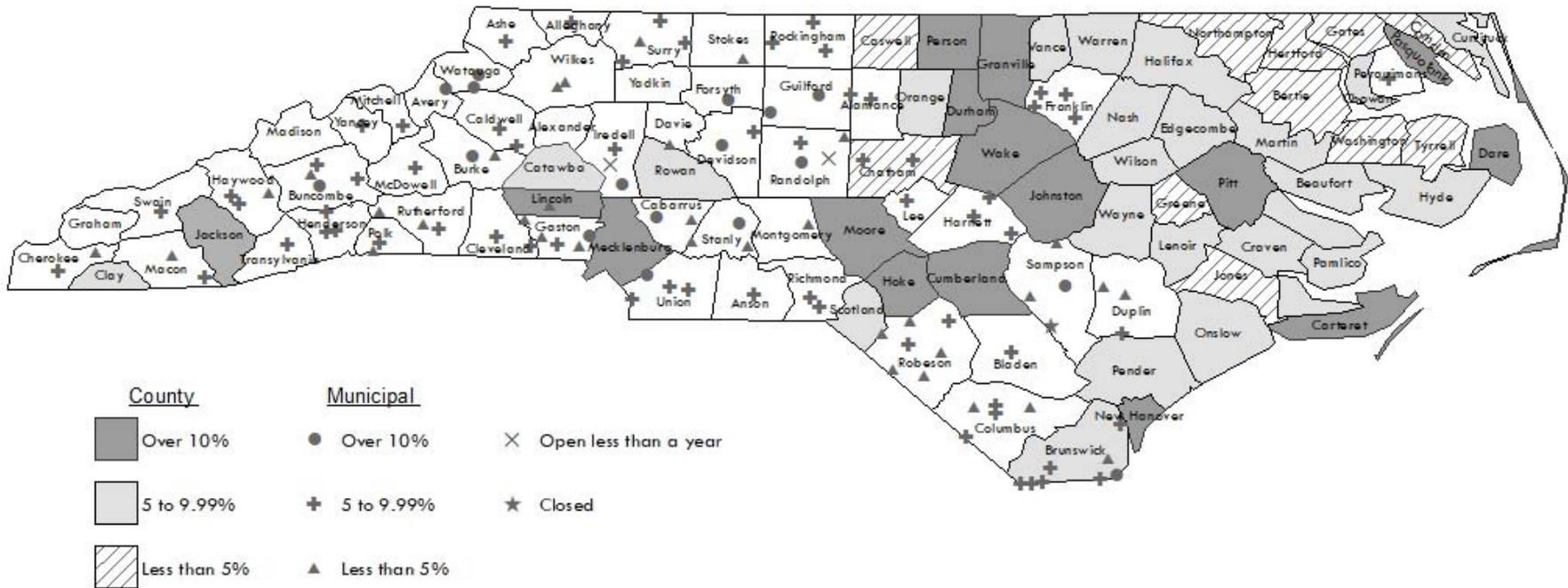
The ABC Commission performance targets for profit percentage to sales are

- 9% for boards with gross sales greater than \$10 million,
- 6.5% for boards with gross sales greater than \$2 million, and
- 5% for boards with gross sales less than \$2 million.

The percentage of local ABC boards meeting their profit target increased from 34% to 62% between Fiscal Years 2010–11 and 2016–17.

⁸ See Appendix B for more information on local ABC board profitability.

Exhibit 6: Profitability of Local ABC Boards, Fiscal Year 2016-17



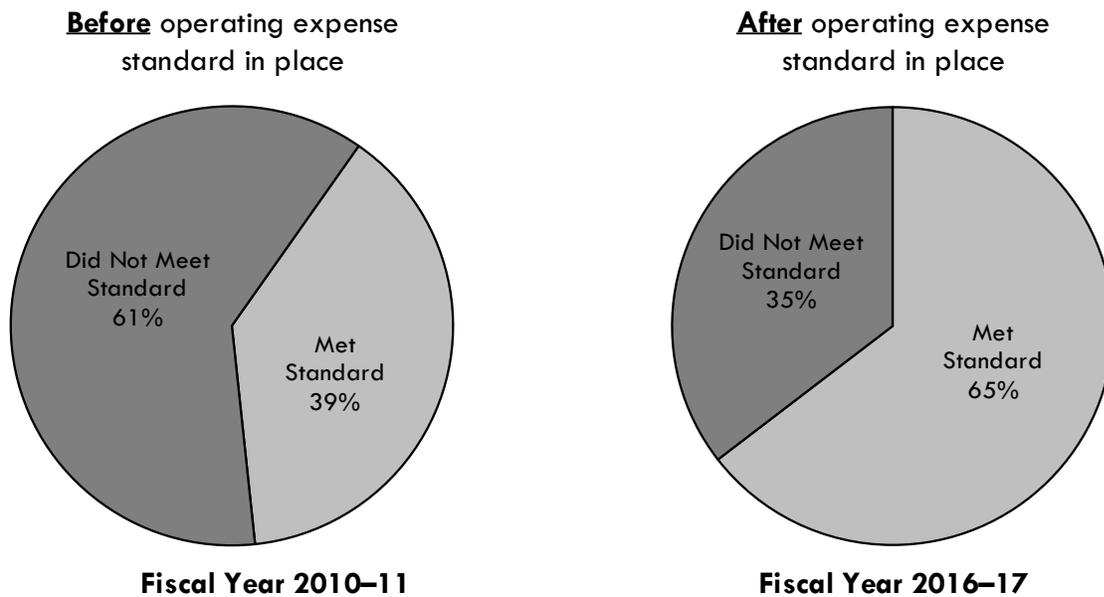
Sources: Program Evaluation Division based on data from the North Carolina ABC Commission.

Operational Efficiency. Controlling operating costs is an important component of local ABC board profitability because efficient boards are more likely to have higher profit margins. The ABC Commission’s performance standard for operating expenses varies based on the number of stores and whether a board has mixed beverage sales:

- boards with 3 or more stores should have a cost ratio of .63 or less;
- boards with 1 or 2 stores with mixed beverage sales should have a cost ratio of .73 or less; and
- boards with 1 or 2 stores and no mixed beverage sales should have a cost ratio of .85 or less.⁹

Exhibit 7 shows that the percentage of local ABC boards meeting their operating expense standard increased from 39% in Fiscal Year 2010–11 to 65% in Fiscal Year 2016–17. During the performance audit process, the auditor made recommendations to boards on how they could reduce operating expenses and become more efficient.

Exhibit 7: More Local ABC Boards Met the Operating Expense Performance Standard after ABC Commission Conducted Performance Audits

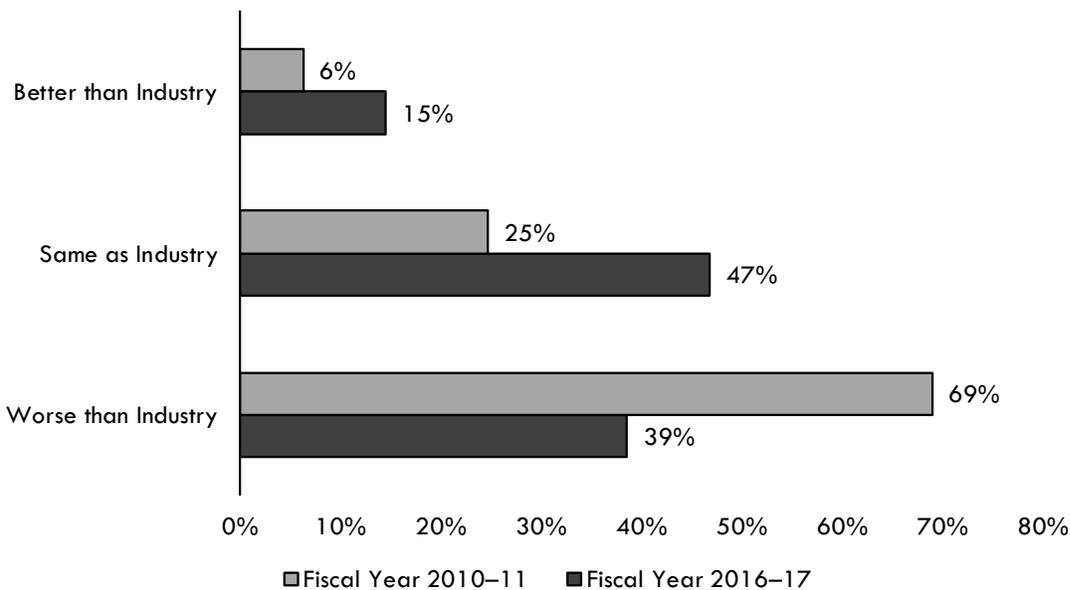


Source: Program Evaluation Division based on data from the North Carolina ABC Commission.

In 2008, the Program Evaluation Division compared the operating margins for local ABC boards to those reported by private liquor retailers in South Carolina and Florida. They reported operating margins of 14% to 18% with variance explained by store location. Exhibit 8 shows that the percentage of local ABC boards with operating margins that match or exceed private liquor retailers has doubled increasing from 31% for Fiscal Year 2010–11 to 62% in Fiscal Year 2016–17.

⁹ Operating cost ratios are calculated by dividing total operating expenses less depreciation by gross profit on sales (Total Operating Expenses less Depreciation/Gross Profit).

Exhibit 8: Since Performance Standards Were Implemented in 2011, 62% of Local ABC Boards Have Operating Margins that Match or Exceed Private Liquor Stores in South Carolina and Florida



Source: Program Evaluation Division based on ABC Commission data for Fiscal Years 2010–11 and 2016–17.

The legislation increased the registered voter threshold for a city ABC store election from 500 to 1,000 voters. The Program Evaluation Division found in 2008 that the low threshold for holding a municipal ABC store election was causing a proliferation of local boards in dry counties.¹⁰ A county ABC board is the most efficient method for regulating liquor sales, but State law in 2008 allowed cities and towns to hold an ABC store election if the city had at least 500 registered voters and was located in a county that did not operate ABC stores. The low threshold was intended to offer small communities access to an ABC store when their county did not elect to establish an ABC board and open a store. Instead, the low threshold encouraged too many boards and ABC stores in dry counties. Smaller communities do not have a large enough population to sustain an ABC store and must attract customers from other areas to be profitable.

To reduce unnecessary competition and inefficiencies caused by too many boards operating ABC stores in close proximity, the Program Evaluation Division recommended that the registered voter threshold be increased from 500 to 5,000 so that communities would have a large enough population to sustain an ABC store and not affect the profitability of other local ABC boards located in a dry county. Instead, the General Assembly increased the registered voter threshold to hold a municipal ABC store election to 1,000 voters. The lower threshold offered more communities the opportunity to elect to open an ABC store.

¹⁰ A county is considered “dry” if the county or any municipalities in it have not voted to allow the sale of any alcoholic beverages.

Nine communities located in dry counties have voted to have an ABC store since the registered voter threshold was increased to 1,000.¹¹ The nine communities are located in the following counties:

- Burke (Glen Alpine),
- Davie (Mocksville),
- Gaston (Belmont and Stanley),
- Iredell (Troutman),
- Randolph (Ramseur),
- Union (Marshville and Wesley Chapel), and
- Yadkin (Jonesville).

Three communities—Belmont, Ramseur, and Troutman—appointed a local ABC board and opened an ABC store. Jonesville chose to merge with the Elkin ABC Board to form the Yadkin Valley ABC Board. Mocksville is planning to merge with the Cooleemee ABC Board, but the agreement must be approved by the ABC Commission. The remaining communities—Glen Alpine, Marshville, Stanley, and Wesley Chapel—have not authorized an ABC Board.

After a county elects to have an ABC store, the ABC Commission has interpreted state law to mean that cities and towns in that county cannot hold an ABC store election even if the county does not operate an ABC store.¹² If a city or town already has an ABC board or has previously elected to have an ABC store, their ABC board or authority to have an ABC store is not affected by the county election. Three counties—Brunswick, Chatham, and Lincoln—have opened ABC stores after communities in their county already had ABC stores. Nine counties have voted to have an ABC store since the legislation was enacted in 2010, but only Jackson County has opened a store after it merged with the Sylva ABC Board.¹³ The other eight counties already have ABC stores operated by municipal ABC boards and have not appointed an ABC board. Even though these counties do not operate an ABC store, no other communities located in these counties can hold an ABC store election according to the ABC Commission interpretation of state law.

Increasing the registered voter threshold for holding a municipal ABC store election has not eliminated the inefficiencies resulting from too many boards operating ABC stores in close proximity. The experience of local ABC boards in Randolph and Chatham counties demonstrates the financial impact of a new ABC board opening an ABC store in close proximity to stores operated by other boards. Prior to May 2017, Randolph and Chatham counties each had three ABC Boards with five stores in Chatham County and three stores in Randolph County.¹⁴ Ramseur (population 1,688), located in Randolph County, opened an ABC store in May 2017 after meeting the threshold with 1,003 registered voters and

¹¹ The effective date for the 1,000 registered voter threshold was October 1, 2010.

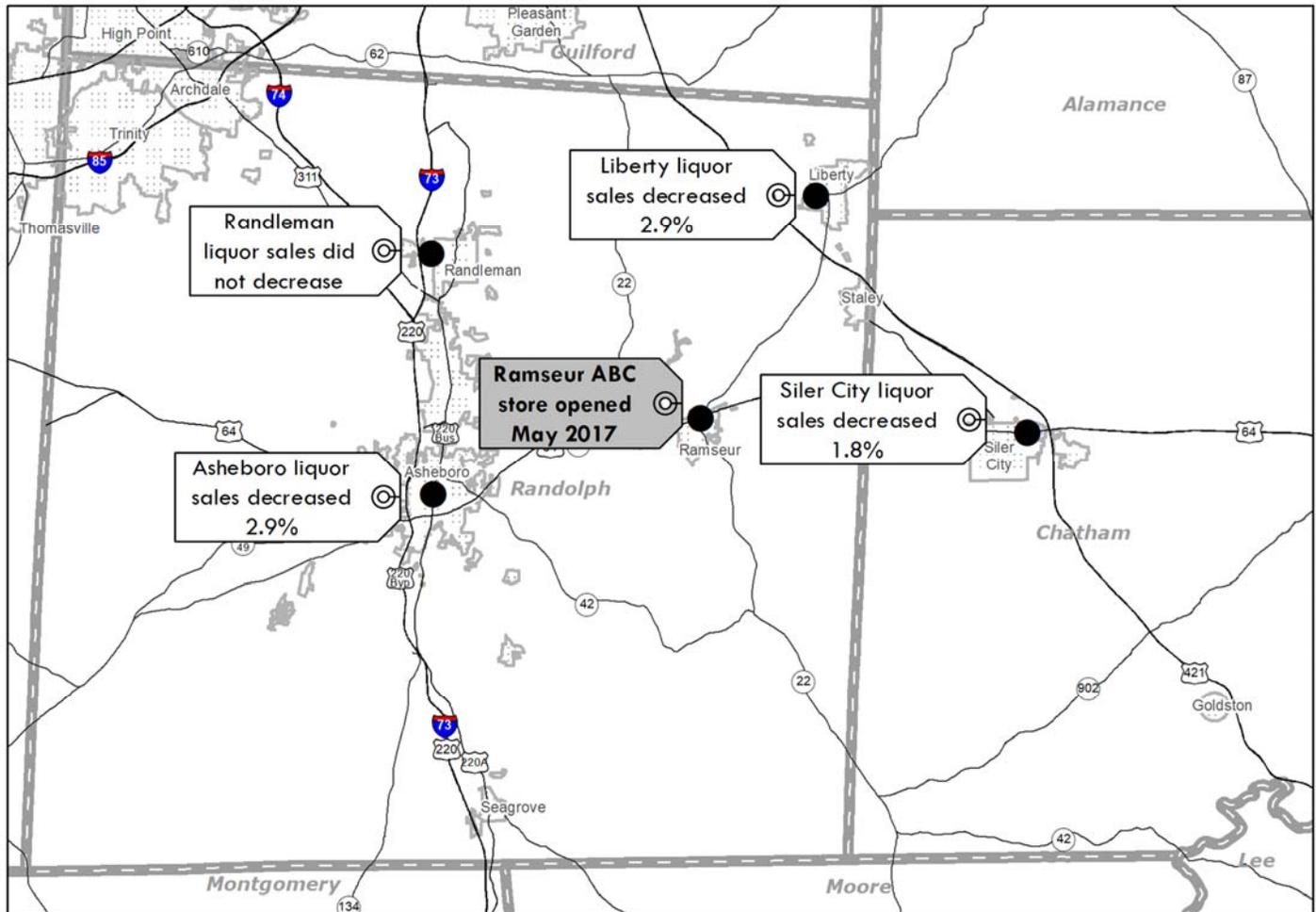
¹² N. C. Gen. Stat. §18B-600.

¹³ The counties electing to have an ABC store are Alexander, Alleghany, Burke, Cherokee, Davidson, Henderson, Jackson, Rockingham, and Yadkin. Glen Alpine and Jonesville voted to have an ABC store prior to the elections in their respective counties.

¹⁴ Randolph County has the following local ABC boards: Asheboro, Liberty, Randleman, and Ramseur. Chatham County has the following local ABC boards: Chatham County, Pittsboro, and Siler City.

holding an ABC store election in 2016.¹⁵ As shown on the map in Exhibit 9, the Ramseur ABC store is in close proximity to the ABC stores in Asheboro (population, 25,931), Liberty (population, 2,665), and Siler City (population, 8,635). Monthly gross sales data for the first nine months of Fiscal Year 2017–18 indicates that the Ramseur ABC Board has mostly reduced sales for the Asheboro, Liberty, and Siler City ABC Boards rather than generating new sales. During the first nine months of Fiscal Year 2017–18, the gross liquor sales declined for Asheboro (-2.9%), Liberty (-3.8%), and Siler City (-1.8%). Gross liquor sales for Randleman did not decrease.

Exhibit 9: After the Ramseur ABC Board Opened an ABC Store, Liquor Sales Declined for the Asheboro, Liberty, and Siler City ABC Boards during First Nine Months of Fiscal Year 2017–18



Note: The decline in liquor sales for Fiscal Year 2017–18 was calculated by comparing the first nine months (July 1 through March 31) of liquor sales to the same time period for Fiscal Year 2016–17.

Source: Program Evaluation Division based on data from the North Carolina ABC.

¹⁵ Ramseur initially held an ABC store election in November, 2015. The election was ruled invalid by the ABC Commission after it found that Ramseur had 958 registered voters and therefore did not meet the 1,000 voter registration threshold. Ramseur held a second ABC store election in September, 2016 after the town had registered 1,003 voters.

Iredell County experienced similar issues when Troutman (population 2,669) opened an ABC store in December 2016. The county already had five ABC stores operated by the Mooresville (3 stores) and Statesville (2 stores) ABC Boards. Troutman is located between Mooresville (population 39,068) and Statesville (population 25,712). The growth in liquor sales for Mooresville and Statesville ABC Boards dropped after the Troutman ABC Board opened its store. Monthly gross sales data for the first nine months of Fiscal Years 2016–17 and 2017–18 indicate that the Troutman ABC Board mostly reduced sales for the other two Iredell County ABC Boards rather than generating new sales. Statesville’s growth in gross liquor sales dropped the most since the Troutman ABC store opened in December 2016, going from a growth rate of 7.9% during the first nine months in Fiscal Year 2015–16 to 0.5% for the same time period during Fiscal Year 2017–18.

In summary, the General Assembly changed state law for local ABC boards in 2010 based on recommendations made by the Program Evaluation Division in the evaluation entitled, *North Carolina’s Alcohol Beverage Control System Is Outdated and Needs Modernization* (2008). Providing the North Carolina ABC Commission with management tools for better oversight of local ABC boards has resulted in increased profitability and more efficient operations for most boards. Even though the General Assembly increased the voter registration threshold from 500 to 1,000 voters to hold an ABC store election, the revised threshold has not eliminated the inefficiencies resulting from too many ABC stores operating in close proximity.

Appendices

Appendix A: Descriptive Information for Local ABC Boards

Appendix B: Financial Data for Local ABC Boards, Fiscal Year 2016–17

Appendix C: Distributions by Local ABC Boards, Fiscal Year 2016–17

Program Evaluation Division Contact and Acknowledgments

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Joanne Brosh made key contributions to this report. John W. Turcotte is the director of the Program Evaluation Division.

Appendix A: Descriptive Information for Local ABC Boards

Board Name	Type of System	Year Established	County(ies) of Operation	Number of Stores	County Is Dry	Mixed-Beverage Sales	Board Members	Rural vs. Urban County	Geographic Region
Alamance Municipal	Merged	1961	Alamance	5	N	Y	6	Urban	Piedmont
Albemarle	Municipal	1979	Stanly	1	Y	Y	3	Rural	Piedmont
Andrews	Municipal	1967	Cherokee	1	N	Y	3	Rural	Mountain
Angier	Municipal	1969	Harnett	1	Y	Y	5	Rural	Coastal Plain
Asheboro	Municipal	2008	Randolph	1	Y	Y	3	Rural	Piedmont
Asheville	Municipal	1947	Buncombe	9	Y	Y	5	Suburban	Mountain
Beaufort County	County	1935	Beaufort	6	N	Y	3	Rural	Coastal Plain
Belmont	Municipal	2017	Gaston	1	Y	Y	5	Suburban	Piedmont
Belville	Municipal	1979	Brunswick	2	N	Y	5	Rural	Coastal Plain
Bertie County	County	1937	Bertie	1	N	N	3	Rural	Coastal Plain
Bessemer City	Municipal	1969	Gaston	1	Y	Y	4	Suburban	Piedmont
Black Mountain	Municipal	1971	Buncombe	1	Y	Y	3	Suburban	Mountain
Blowing Rock	Municipal	1965	Watauga	1	Y	Y	3	Rural	Mountain
Boiling Spring Lakes	Municipal	1975	Brunswick	1	N	Y	3	Rural	Coastal Plain
Boone	Municipal	1986	Watauga	1	Y	Y	3	Rural	Mountain
Brevard	Municipal	1967	Transylvania	2	Y	Y	5	Rural	Mountain
Brunswick	Municipal	1967	Columbus	1	Y	N	3	Rural	Coastal Plain
Brunswick County	County	1989	Brunswick	2	N	Y	3	Rural	Coastal Plain
Bryson City	Municipal	1979	Swain	1	Y	Y	3	Rural	Mountain
Bunn	Municipal	1963	Franklin	1	Y	N	3	Rural	Piedmont
Burnsville	Municipal	2010	Yancey	1	Y	Y	3	Rural	Mountain
Calabash	Municipal	1974	Brunswick	1	N	Y	3	Rural	Coastal Plain
Camden County	County	1937	Camden	2	N	Y	3	Rural	Coastal Plain
Canton	Municipal	1967	Haywood	1	Y	Y	3	Rural	Mountain

Board Name	Type of System	Year Established	County(ies) of Operation	Number of Stores	County Is Dry	Mixed-Beverage Sales	Board Members	Rural vs. Urban County	Geographic Region
Carteret County	County	1935	Carteret	6	N	Y	5	Rural	Coastal Plain
Caswell County	County	1937	Caswell	4	N	Y	3	Rural	Piedmont
Catawba County	Merged	1937	Catawba, Alexander	11	N	Y	6	Suburban	Piedmont
Chatham County	County	1984	Chatham	3	N	Y	5	Rural	Piedmont
Cherryville	Municipal	1975	Gaston	1	Y	Y	3	Suburban	Piedmont
Chowan County	County	1937	Chowan	1	N	Y	3	Rural	Coastal Plain
Clay County	County	2009	Clay	1	N	Y	3	Rural	Mountain
Clinton	Municipal	1957	Sampson	1	Y	Y	3	Rural	Coastal Plain
Columbus	Municipal	1989	Polk	1	Y	Y	3	Rural	Mountain
Concord	Municipal	1967	Cabarrus	6	Y	Y	3	Suburban	Piedmont
Cooleemee	Municipal	1987	Davie	1	Y	Y	3	Rural	Piedmont
Cramerton	Municipal	2006	Gaston	2	Y	Y	3	Suburban	Piedmont
Craven County	County	1937	Craven	5	N	Y	5	Rural	Coastal Plain
Cumberland County	County	1937	Cumberland	10	N	Y	5	Urban	Coastal Plain
Currituck County	County	1937	Currituck	3	N	Y	5	Rural	Coastal Plain
Dare County	County	1937	Dare	5	N	Y	5	Rural	Coastal Plain
Dobson	Municipal	1971	Surry	1	Y	Y	3	Rural	Mountain
Dunn	Municipal	1949	Harnett	2	Y	Y	3	Rural	Coastal Plain
Durham County	County	1937	Durham	8	N	Y	5	Urban	Piedmont
Eden	Municipal	1983	Rockingham	1	N	Y	3	Rural	Piedmont
Edgecombe County	County	1935	Edgecombe	5	N	Y	5	Rural	Coastal Plain
Elizabethtown	Municipal	1981	Bladen	1	Y	Y	3	Rural	Coastal Plain
Fairmont	Municipal	1967	Robeson	1	Y	Y	3	Rural	Coastal Plain
Fletcher	Municipal	1991	Henderson	1	N	Y	3	Suburban	Mountain
Forest City	Municipal	2002	Rutherford	1	Y	Y	3	Rural	Mountain
Franklin	Municipal	1994	Macon	1	Y	Y	3	Rural	Mountain

Board Name	Type of System	Year Established	County(ies) of Operation	Number of Stores	County Is Dry	Mixed-Beverage Sales	Board Members	Rural vs. Urban County	Geographic Region
Franklinton	Municipal	1947	Franklin	1	Y	Y	5	Rural	Piedmont
Gastonia	Merged	1967	Gaston	5	Y	Y	5	Suburban	Piedmont
Gates County	County	1935	Gates	2	N	N	3	Rural	Coastal Plain
Gibsonville	Municipal	1988	Guilford	1	Y	Y	3	Urban	Piedmont
Granite Falls	Municipal	1963	Caldwell	1	Y	Y	3	Rural	Mountain
Granville County	County	1937	Granville	2	N	Y	3	Rural	Piedmont
Greene County	County	1935	Greene	2	N	N	3	Rural	Coastal Plain
Greensboro	Merged	1951	Guilford	15	Y	Y	5	Urban	Piedmont
Halifax County	County	1935	Halifax	5	N	Y	3	Rural	Coastal Plain
Hamlet	Municipal	1963	Richmond	1	Y	Y	4	Rural	Piedmont
Hendersonville	Municipal	1955	Henderson	3	N	Y	3	Suburban	Mountain
Hertford	Municipal	1961	Perquimans	1	Y	Y	3	Rural	Coastal Plain
Hertford County	County	1935	Hertford	3	N	Y	3	Rural	Coastal Plain
High Country	Merged	1998	Avery, Watauga	1	Y	Y	3	Rural	Mountain
High Point	Municipal	1977	Guilford	6	Y	Y	5	Urban	Piedmont
Highlands	Municipal	1977	Macon	1	Y	Y	5	Rural	Mountain
Hoke County	County	1937	Hoke	2	N	Y	3	Rural	Coastal Plain
Hyde County	County	1973	Hyde	2	N	Y	3	Rural	Coastal Plain
Indian Trail	Municipal	2010	Union	1	Y	Y	3	Suburban	Piedmont
Jackson County	Merged	2014	Jackson	2	N	Y	5	Rural	Mountain
Johnston County	County	1964	Johnston	8	N	Y	3	Rural	Coastal Plain
Jones County	County	1937	Jones	3	N	N	5	Rural	Coastal Plain
Kenansville	Municipal	1965	Duplin	1	Y	Y	3	Rural	Coastal Plain
Kings Mountain	Municipal	1969	Cleveland	1	Y	Y	5	Rural	Piedmont
Lake Lure	Municipal	1979	Rutherford	1	Y	Y	3	Rural	Mountain
Lake Waccamaw	Municipal	1967	Columbus	1	Y	N	3	Rural	Coastal Plain

Board Name	Type of System	Year Established	County(ies) of Operation	Number of Stores	County Is Dry	Mixed-Beverage Sales	Board Members	Rural vs. Urban County	Geographic Region
Laurel Park	Municipal	1981	Henderson	1	N	Y	3	Suburban	Mountain
Lenoir	Municipal	1977	Caldwell	2	Y	Y	3	Rural	Mountain
Lenoir County	County	1935	Lenoir	3	N	Y	3	Rural	Coastal Plain
Lexington	Municipal	1965	Davidson	2	N	Y	3	Suburban	Piedmont
Liberty	Municipal	1973	Randolph	1	Y	Y	3	Rural	Piedmont
Lillington	Municipal	1963	Harnett	1	Y	Y	3	Rural	Coastal Plain
Lincoln County	County	2002	Lincoln	2	N	Y	3	Suburban	Piedmont
Lincolnton	Municipal	1967	Lincoln	2	N	Y	3	Suburban	Piedmont
Locust	Municipal	2008	Stanly	1	Y	Y	3	Rural	Piedmont
Louisburg	Municipal	1947	Franklin	1	Y	Y	3	Rural	Piedmont
Lumberton	Municipal	1967	Robeson	2	Y	Y	5	Rural	Coastal Plain
Madison	Municipal	1969	Rockingham	1	N	Y	3	Rural	Piedmont
Maggie Valley	Municipal	1979	Haywood	2	Y	Y	5	Rural	Mountain
Marion	Municipal	1984	McDowell	2	Y	Y	3	Rural	Mountain
Martin County	County	1935	Martin	2	N	Y	5	Rural	Coastal Plain
Maxton	Municipal	1967	Robeson	1	Y	Y	5	Rural	Coastal Plain
Mecklenburg County	County	1947	Mecklenburg	26	N	Y	5	Urban	Piedmont
Monroe	Municipal	1963	Union	1	Y	Y	3	Suburban	Piedmont
Montgomery-Municipal	Merged	1969	Montgomery	2	N	Y	5	Rural	Piedmont
Moore County	County	1937	Moore	4	Y	Y	5	Rural	Piedmont
Mooresville	Municipal	1965	Iredell	3	Y	Y	3	Suburban	Piedmont
Morganton	Municipal	1963	Burke	1	N	Y	3	Rural	Mountain
Mount Airy	Municipal	1971	Surry	1	Y	Y	3	Rural	Mountain
Mount Holly	Municipal	2003	Gaston	1	Y	Y	3	Suburban	Piedmont
Mount Pleasant	Municipal	1967	Cabarrus	1	Y	Y	3	Suburban	Piedmont
Murphy	Municipal	1979	Cherokee	1	N	Y	3	Rural	Mountain

Board Name	Type of System	Year Established	County(ies) of Operation	Number of Stores	County Is Dry	Mixed-Beverage Sales	Board Members	Rural vs. Urban County	Geographic Region
Nash County	County	1935	Nash	9	N	Y	5	Rural	Coastal Plain
New Hanover County	County	1935	New Hanover	8	N	Y	5	Urban	Coastal Plain
Newton Grove	Municipal	1971	Sampson	1	Y	Y	3	Rural	Coastal Plain
North Wilkesboro	Municipal	1965	Wilkes	1	Y	Y	3	Rural	Mountain
Northampton County	County	1935	Northampton	4	N	Y	3	Rural	Coastal Plain
Norwood	Municipal	1965	Stanly	1	Y	Y	3	Rural	Piedmont
Oak Island	Merged	1999	Brunswick	1	N	Y	3	Rural	Coastal Plain
Ocean Isle Beach	Municipal	1961	Brunswick	1	N	Y	3	Rural	Coastal Plain
Onslow County	County	1935	Onslow	6	N	Y	5	Rural	Coastal Plain
Orange County	County	1937	Orange	8	N	Y	5	Suburban	Piedmont
Pamlico County	County	1937	Pamlico	2	N	Y	3	Rural	Coastal Plain
Pasquotank County	County	1935	Pasquotank	1	N	Y	5	Rural	Coastal Plain
Pembroke	Municipal	1967	Robeson	1	Y	Y	3	Rural	Coastal Plain
Pender County	County	1963	Pender	4	N	Y	5	Rural	Coastal Plain
Person County	County	1937	Person	2	N	Y	3	Rural	Piedmont
Pilot Mountain	Municipal	2009	Surry	1	Y	Y	3	Rural	Mountain
Pitt County	County	1935	Pitt	8	N	Y	5	Suburban	Coastal Plain
Pittsboro	Municipal	1967	Chatham	1	N	Y	3	Rural	Piedmont
Ramseur	Municipal	2017	Randolph	1	Y	Y	3	Rural	Piedmont
Randleman	Municipal	1965	Randolph	1	Y	Y	3	Rural	Piedmont
Red Springs	Municipal	1967	Robeson	1	Y	N	3	Rural	Coastal Plain
Reidsville	Municipal	1965	Rockingham	1	N	Y	3	Rural	Piedmont
Rockingham	Municipal	1965	Richmond	2	Y	Y	3	Rural	Piedmont
Roseboro	Municipal	1963	Sampson	1	Y	Y	3	Rural	Coastal Plain
Rowan/Kannapolis	County	1937	Rowan	7	N	Y	3	Suburban	Piedmont
Rowland	Municipal	1967	Robeson	1	Y	Y	3	Rural	Coastal Plain

Board Name	Type of System	Year Established	County(ies) of Operation	Number of Stores	County Is Dry	Mixed-Beverage Sales	Board Members	Rural vs. Urban County	Geographic Region
Rutherfordton	Municipal	1975	Rutherford	1	Y	Y	3	Rural	Mountain
Saint Pauls	Municipal	1967	Robeson	1	Y	N	3	Rural	Coastal Plain
Sanford	Municipal	1961	Lee	2	Y	Y	3	Rural	Piedmont
Scotland County	County	1937	Scotland	1	N	Y	3	Rural	Coastal Plain
Shallotte	Municipal	1959	Brunswick	1	N	Y	3	Rural	Coastal Plain
Shelby	Municipal	1969	Cleveland	2	Y	Y	5	Rural	Piedmont
Siler City	Municipal	1983	Chatham	1	N	Y	3	Rural	Piedmont
Southport	Municipal	1957	Brunswick	1	N	Y	3	Rural	Coastal Plain
Sparta	Municipal	1961	Alleghany	1	N	Y	3	Rural	Mountain
Spruce Pine	Municipal	2009	Mitchell	1	Y	Y	3	Rural	Mountain
Statesville	Municipal	1965	Iredell	2	Y	Y	3	Suburban	Piedmont
Sunset Beach	Municipal	1969	Brunswick	1	N	Y	3	Rural	Coastal Plain
Tabor City	Municipal	1967	Columbus	1	Y	N	3	Rural	Coastal Plain
Thomasville	Municipal	1999	Davidson	1	N	Y	3	Suburban	Piedmont
Triad Municipal	Merged	1951	Forsyth, Davie, Guilford, Yadkin	14	Y	Y	9	Urban	Piedmont
Troutman	Municipal	2016	Iredell	1	Y	Y	3	Suburban	Piedmont
Tryon	Municipal	1951	Polk	1	Y	Y	3	Rural	Mountain
Tyrrell County	County	1937	Tyrrell	1	N	Y	3	Rural	Coastal Plain
Valdese	Municipal	2010	Burke	1	N	Y	3	Rural	Mountain
Vance County	County	1935	Vance	1	N	Y	5	Rural	Piedmont
Wadesboro	Municipal	1963	Anson	1	Y	Y	3	Rural	Piedmont
Wake County	County	1937	Wake	24	N	Y	5	Urban	Piedmont
Wallace	Municipal	1965	Duplin	1	Y	Y	3	Rural	Coastal Plain
Walnut Cove	Municipal	1969	Stokes	1	Y	Y	3	Rural	Piedmont
Warren County	County	1935	Warren	2	N	Y	3	Rural	Piedmont
Warsaw	Municipal	1965	Duplin	1	Y	Y	3	Rural	Coastal Plain

Board Name	Type of System	Year Established	County(ies) of Operation	Number of Stores	County Is Dry	Mixed-Beverage Sales	Board Members	Rural vs. Urban County	Geographic Region
Washington County	County	1937	Washington	1	N	Y	3	Rural	Coastal Plain
Waxhaw	Municipal	1977	Union	1	Y	Y	5	Suburban	Piedmont
Wayne County	County	1937	Wayne	5	N	Y	5	Rural	Coastal Plain
Waynesville	Municipal	1967	Haywood	1	Y	Y	3	Rural	Mountain
Weaverville	Municipal	2009	Buncombe	1	Y	Y	3	Suburban	Mountain
West Columbus	Municipal	2005	Columbus	1	Y	Y	3	Rural	Coastal Plain
West Jefferson	Municipal	2007	Ashe	1	Y	Y	3	Rural	Mountain
Whiteville	Municipal	1967	Columbus	1	Y	Y	3	Rural	Coastal Plain
Wilkesboro	Municipal	1965	Wilkes	2	Y	Y	3	Rural	Mountain
Wilson County	County	1935	Wilson	6	N	Y	3	Rural	Coastal Plain
Wingate	Municipal	2012	Union	1	Y	Y	3	Suburban	Piedmont
Woodfin	Municipal	2006	Buncombe	1	Y	Y	3	Suburban	Mountain
Yadkin Valley	Merged	2015	Surry, Yadkin	1	Y	Y	5	Rural	Mountain
Youngsville	Municipal	1971	Franklin	1	Y	Y	3	Rural	Piedmont

Source: Program Evaluation Division based on information from the North Carolina ABC Commission.

Appendix B: Financial Data for Local ABC Boards, Fiscal Year 2016–17

Board Name	Retail Sales	Mixed Beverage Sales	Total Sales	Profit Before Distributions	Profit %	Operating Expenses	Operating Margin
Alamance Municipal	\$ 10,938,507	\$ 1,887,151	\$ 12,825,658	\$ 788,343	6.15%	\$ 2,378,777	18.55%
Albemarle	\$ 2,739,834	\$ 314,735	\$ 3,062,865	\$ 342,846	11.19%	\$ 434,079	14.17%
Andrews	\$ 725,518	\$ 11,934	\$ 740,312	\$ (10,029)	-1.35%	\$ 186,347	25.17%
Angier	\$ 1,925,767	\$ 4,187	\$ 1,932,639	\$ 139,994	7.24%	\$ 296,413	15.34%
Asheboro	\$ 3,108,628	\$ 330,190	\$ 3,450,816	\$ 391,048	11.33%	\$ 496,982	14.40%
Asheville	\$ 21,002,450	\$11,671,407	\$ 32,716,652	\$ 3,823,126	11.69%	\$ 4,494,842	13.74%
Beaufort County	\$ 5,009,483	\$ 324,808	\$ 5,340,994	\$ 413,439	7.74%	\$ 919,951	17.22%
Belmont*	–	–	–	–	–	–	–
Belville	\$ 3,571,460	\$ 3,398	\$ 3,577,556	\$ 235,534	6.58%	\$ 614,192	17.17%
Bertie County	\$ 777,137	\$ 8,652	\$ 785,789	\$ (15,335)	-1.95%	\$ 187,403	23.85%
Bessemer City	\$ 469,987	\$ 58,571	\$ 528,672	\$ 3,236	0.61%	\$ 127,815	24.18%
Black Mountain	\$ 2,167,756	\$ 192,866	\$ 2,366,406	\$ 225,008	9.51%	\$ 356,999	15.09%
Blowing Rock	\$ 1,006,091	\$ 663,944	\$ 1,674,055	\$ 176,430	10.54%	\$ 277,063	16.55%
Boiling Spring Lakes	\$ 746,509	\$ 42,749	\$ 789,258	\$ 34,667	4.39%	\$ 155,614	19.72%
Boone	\$ 4,955,273	\$ 1,429,194	\$ 6,404,575	\$ 808,344	12.62%	\$ 793,291	12.39%
Brevard	\$ 3,050,258	\$ 392,583	\$ 3,457,114	\$ 293,001	8.48%	\$ 556,170	16.09%
Brunswick	\$ 526,520	\$ -	\$ 526,520	\$ 34,830	6.62%	\$ 95,524	18.14%
Brunswick County	\$ 2,564,804	\$ 501,270	\$ 3,066,074	\$ 256,866	8.38%	\$ 492,876	16.08%
Bryson City	\$ 1,825,156	\$ 204,715	\$ 2,038,418	\$ 184,233	9.04%	\$ 312,266	15.32%
Bunn	\$ 839,229	\$ -	\$ 839,229	\$ 45,573	5.43%	\$ 153,989	18.35%
Burnsville	\$ 1,036,135	\$ 84,259	\$ 1,124,667	\$ 69,167	6.15%	\$ 205,346	18.26%
Calabash	\$ 1,342,312	\$ 232,067	\$ 1,574,379	\$ 123,557	7.85%	\$ 240,264	15.26%
Camden County	\$ 1,355,862	\$ -	\$ 1,355,862	\$ 64,567	4.76%	\$ 264,714	19.52%
Canton	\$ 1,336,854	\$ 48,187	\$ 1,388,793	\$ 48,167	3.47%	\$ 290,939	20.95%

Board Name	Retail Sales	Mixed Beverage Sales	Total Sales	Profit Before Distributions	Profit %	Operating Expenses	Operating Margin
Carteret County	\$ 11,448,872	\$ 2,822,479	\$ 14,318,813	\$ 1,808,941	12.63%	\$ 1,846,968	12.90%
Caswell County	\$ 2,089,375	\$ 89,005	\$ 2,178,380	\$ 63,808	2.93%	\$ 460,684	21.15%
Catawba County	\$ 16,424,894	\$ 2,810,044	\$ 19,260,793	\$ 1,396,849	7.25%	\$ 3,257,561	16.91%
Chatham County	\$ 3,284,527	\$ 219,526	\$ 3,508,966	\$ 112,134	3.20%	\$ 756,393	21.56%
Cherryville	\$ 997,264	\$ 19,598	\$ 1,018,949	\$ 27,705	2.72%	\$ 215,358	21.14%
Chowan County	\$ 1,370,840	\$ 85,378	\$ 1,456,218	\$ 94,856	6.51%	\$ 258,330	17.74%
Clay County	\$ 2,181,106	\$ 124,115	\$ 2,320,734	\$ 230,597	9.94%	\$ 334,045	14.39%
Clinton	\$ 2,043,699	\$ 91,289	\$ 2,137,266	\$ 290,420	13.59%	\$ 228,312	10.68%
Columbus	\$ 585,736	\$ 35,511	\$ 625,354	\$ 33,362	5.33%	\$ 117,381	18.77%
Concord	\$ 12,771,350	\$ 2,976,091	\$ 15,779,886	\$ 1,785,851	11.32%	\$ 2,181,954	13.83%
Cooleemee	\$ 996,972	\$ 141,633	\$ 1,139,790	\$ 33,089	2.90%	\$ 252,796	22.18%
Cramerton	\$ 2,478,700	\$ 310,350	\$ 2,790,593	\$ 108,600	3.89%	\$ 539,727	19.34%
Craven County	\$ 8,774,858	\$ 1,560,486	\$ 10,359,799	\$ 965,054	9.32%	\$ 1,606,523	15.51%
Cumberland County	\$ 28,824,512	\$ 6,220,989	\$ 35,104,648	\$ 4,088,589	11.65%	\$ 4,727,235	13.47%
Currituck County	\$ 4,928,173	\$ 748,941	\$ 5,718,167	\$ 566,738	9.91%	\$ 841,381	14.71%
Dare County	\$ 13,293,010	\$ 3,843,889	\$ 17,258,882	\$ 2,306,562	13.36%	\$ 2,080,732	12.06%
Dobson	\$ 608,127	\$ 18,845	\$ 628,633	\$ 24,268	3.86%	\$ 127,124	20.22%
Dunn	\$ 2,231,827	\$ 95,640	\$ 2,327,467	\$ 161,843	6.95%	\$ 401,526	17.25%
Durham County	\$ 28,517,050	\$ 7,551,675	\$ 36,072,852	\$ 4,026,524	11.16%	\$ 4,874,992	13.51%
Eden	\$ 1,668,498	\$ 138,724	\$ 1,810,498	\$ 106,454	5.88%	\$ 333,465	18.42%
Edgecombe County	\$ 4,582,420	\$ 121,996	\$ 4,705,707	\$ 260,102	5.53%	\$ 901,707	19.16%
Elizabethtown	\$ 1,349,638	\$ 51,049	\$ 1,403,608	\$ 133,435	9.51%	\$ 203,072	14.47%
Fairmont	\$ 680,711	\$ -	\$ 680,711	\$ 31,786	4.67%	\$ 130,218	19.13%
Fletcher	\$ 2,082,459	\$ 30,354	\$ 2,119,126	\$ 135,238	6.38%	\$ 375,455	17.72%
Forest City	\$ 1,980,948	\$ 170,646	\$ 2,158,638	\$ 183,557	8.50%	\$ 348,083	16.13%

Board Name	Retail Sales	Mixed Beverage Sales	Total Sales	Profit Before Distributions	Profit %	Operating Expenses	Operating Margin
Franklin	\$ 2,430,744	\$ 254,717	\$ 2,702,122	\$ 58,234	2.16%	\$ 576,922	21.35%
Franklinton	\$ 1,096,648	\$ -	\$ 1,096,648	\$ 86,949	7.93%	\$ 171,595	15.65%
Garland**	\$ 46,983	\$ -	\$ 46,983	\$ (26,135)	-55.63%	\$ 22,705	48.33%
Gastonia	\$ 9,162,783	\$ 1,380,187	\$ 10,553,195	\$ 974,041	9.23%	\$ 1,660,015	15.73%
Gates County	\$ 726,953	\$ -	\$ 726,953	\$ (2,118)	-0.29%	\$ 176,395	24.26%
Gibsonville	\$ 1,144,370	\$ 40,734	\$ 1,187,488	\$ 69,342	5.84%	\$ 212,352	17.88%
Granite Falls	\$ 1,023,957	\$ 26,373	\$ 1,052,173	\$ 68,878	6.55%	\$ 197,533	18.77%
Granville County	\$ 3,945,360	\$ 210,647	\$ 4,156,007	\$ 437,486	10.53%	\$ 559,894	13.47%
Greene County	\$ 760,628	\$ -	\$ 760,628	\$ 19,773	2.60%	\$ 176,159	23.16%
Greensboro	\$ 37,123,783	\$ 9,917,729	\$ 47,044,964	\$ 5,014,131	10.66%	\$ 6,825,324	14.51%
Halifax County	\$ 4,961,174	\$ 259,382	\$ 5,220,556	\$ 307,004	5.88%	\$ 963,793	18.46%
Hamlet	\$ 1,039,827	\$ 16,857	\$ 1,056,684	\$ 61,412	5.81%	\$ 190,282	18.01%
Hendersonville	\$ 5,814,739	\$ 841,276	\$ 6,683,400	\$ 533,318	7.98%	\$ 1,116,126	16.70%
Hertford	\$ 1,091,112	\$ 8,457	\$ 1,099,569	\$ 83,280	7.57%	\$ 183,652	16.70%
Hertford County	\$ 2,273,064	\$ 32,102	\$ 2,305,166	\$ 41,939	1.82%	\$ 524,039	22.73%
High Country	\$ 2,500,772	\$ 710,904	\$ 3,219,747	\$ 324,657	10.08%	\$ 482,981	15.00%
High Point	\$ 16,218,925	\$ 1,889,920	\$ 18,146,476	\$ 1,995,022	10.99%	\$ 2,599,713	14.33%
Highlands	\$ 1,098,916	\$ 707,765	\$ 1,815,689	\$ 109,363	6.02%	\$ 351,802	19.38%
Hoke County	\$ 1,459,113	\$ 99,148	\$ 1,558,261	\$ 188,254	12.08%	\$ 188,246	12.08%
Hyde County	\$ 558,057	\$ 270,983	\$ 829,040	\$ 51,553	6.22%	\$ 164,378	19.83%
Indian Trail	\$ 3,445,065	\$ 561,305	\$ 4,006,370	\$ 410,180	10.24%	\$ 577,294	14.41%
Jackson County	\$ 3,647,448	\$ 964,249	\$ 4,633,943	\$ 577,241	12.46%	\$ 583,489	12.59%
Johnston County	\$ 13,634,370	\$ 1,272,826	\$ 14,925,537	\$ 1,506,606	10.09%	\$ 2,119,469	14.20%
Jones County	\$ 1,047,546	\$ -	\$ 1,047,546	\$ 28,094	2.68%	\$ 222,853	21.27%
Kenansville	\$ 537,820	\$ 5,450	\$ 543,270	\$ 21,714	4.00%	\$ 107,727	19.83%

Board Name	Retail Sales	Mixed Beverage Sales	Total Sales	Profit Before Distributions	Profit %	Operating Expenses	Operating Margin
Kings Mountain	\$ 1,551,369	\$ 78,385	\$ 1,632,606	\$ 133,334	8.17%	\$ 256,801	15.73%
Lake Lure	\$ 665,126	\$ 225,591	\$ 894,007	\$ 39,816	4.45%	\$ 176,390	19.73%
Lake Waccamaw	\$ 410,063	\$ -	\$ 410,063	\$ 539	0.13%	\$ 96,665	23.57%
Laurel Park	\$ 1,123,580	\$ 146,189	\$ 1,269,769	\$ 71,409	5.62%	\$ 239,473	18.86%
Lenoir City	\$ 3,162,953	\$ 197,085	\$ 3,371,546	\$ 328,168	9.73%	\$ 500,105	14.83%
Lenoir County	\$ 3,943,114	\$ 339,043	\$ 4,282,157	\$ 384,806	8.99%	\$ 666,656	15.57%
Lexington	\$ 4,192,102	\$ 322,182	\$ 4,514,284	\$ 553,945	12.27%	\$ 535,426	11.86%
Liberty	\$ 877,670	\$ 6,018	\$ 883,688	\$ 38,147	4.32%	\$ 177,680	20.11%
Lillington	\$ 1,500,581	\$ 250,676	\$ 1,751,257	\$ 143,728	8.21%	\$ 279,993	15.99%
Lincoln County	\$ 3,059,554	\$ 338,848	\$ 3,406,841	\$ 437,858	12.85%	\$ 424,031	12.45%
Lincolnton	\$ 2,607,652	\$ 137,285	\$ 2,744,937	\$ 33,603	1.22%	\$ 609,445	22.20%
Locust	\$ 1,624,434	\$ 86,357	\$ 1,710,791	\$ 76,761	4.49%	\$ 328,802	19.22%
Louisburg	\$ 1,550,443	\$ 58,367	\$ 1,608,810	\$ 107,521	6.68%	\$ 282,244	17.54%
Lumberton	\$ 3,291,104	\$ 309,620	\$ 3,604,066	\$ 16,036	0.44%	\$ 707,964	19.64%
Madison	\$ 1,218,253	\$ 68,999	\$ 1,287,252	\$ 81,608	6.34%	\$ 229,121	17.80%
Maggie Valley	\$ 2,310,129	\$ 196,261	\$ 2,515,130	\$ 140,209	5.57%	\$ 446,797	17.76%
Marion	\$ 2,308,167	\$ 207,716	\$ 2,521,097	\$ 157,151	6.23%	\$ 424,691	16.85%
Martin County	\$ 2,095,533	\$ 20,855	\$ 2,116,388	\$ 134,680	6.36%	\$ 387,459	18.31%
Maxton	\$ 760,427	\$ 6,642	\$ 767,069	\$ 9,819	1.28%	\$ 171,525	22.36%
Mecklenburg County	\$ 99,035,636	\$ 52,678,263	\$ 151,920,383	\$ 22,610,066	14.88%	\$ 16,030,779	10.55%
Monroe	\$ 3,881,352	\$ 661,376	\$ 4,542,728	\$ 449,515	9.90%	\$ 681,194	15.00%
Montgomery-Municipal	\$ 1,470,914	\$ 126,592	\$ 1,597,506	\$ 46,000	2.88%	\$ 352,597	22.07%
Moore County	\$ 8,461,732	\$ 2,679,993	\$ 11,151,699	\$ 1,662,125	14.90%	\$ 1,138,861	10.21%
Mooresville	\$ 8,848,397	\$ 1,988,416	\$ 10,866,955	\$ 1,539,565	14.17%	\$ 1,139,566	10.49%
Morganton	\$ 2,909,498	\$ 315,414	\$ 3,231,788	\$ 375,798	11.63%	\$ 410,496	12.70%

Board Name	Retail Sales	Mixed Beverage Sales	Total Sales	Profit Before Distributions	Profit %	Operating Expenses	Operating Margin
Mount Airy	\$ 2,137,894	\$ 186,337	\$ 2,329,515	\$ 162,429	6.97%	\$ 432,064	18.55%
Mount Holly	\$ 2,164,900	\$ 85,903	\$ 2,254,283	\$ 264,580	11.74%	\$ 283,779	12.59%
Mount Pleasant	\$ 755,269	\$ -	\$ 755,269	\$ 16,699	2.21%	\$ 165,880	21.96%
Murphy	\$ 2,791,684	\$ 138,086	\$ 2,943,528	\$ 215,273	7.31%	\$ 498,091	16.92%
Nash County	\$ 9,723,485	\$ 910,548	\$ 10,634,033	\$ 1,045,819	9.83%	\$ 1,635,122	15.38%
New Hanover County	\$ 31,467,662	\$ 12,647,066	\$ 44,167,206	\$ 6,342,810	14.36%	\$ 5,295,269	11.99%
Newton Grove	\$ 477,242	\$ 6,820	\$ 484,062	\$ 12,534	2.59%	\$ 104,002	21.49%
North Wilkesboro	\$ 1,254,130	\$ 72,195	\$ 1,328,139	\$ 13,545	1.02%	\$ 313,105	23.57%
Northampton County	\$ 1,048,034	\$ -	\$ 1,048,034	\$ 16,962	1.62%	\$ 234,873	22.41%
Norwood	\$ 561,774	\$ 7,693	\$ 569,467	\$ 15,835	2.78%	\$ 115,984	20.37%
Oak Island	\$ 2,307,743	\$ 673,526	\$ 2,981,269	\$ 262,114	8.79%	\$ 481,813	16.16%
Ocean Isle Beach	\$ 1,814,576	\$ 349,692	\$ 2,164,268	\$ 195,653	9.04%	\$ 355,931	16.45%
Onslow County	\$ 13,680,920	\$ 3,339,867	\$ 17,068,220	\$ 1,654,044	9.69%	\$ 2,648,449	15.52%
Orange County	\$ 15,519,187	\$ 4,009,653	\$ 19,545,413	\$ 1,303,231	6.67%	\$ 3,538,381	18.10%
Pamlico County	\$ 1,297,598	\$ 84,859	\$ 1,386,369	\$ 85,785	6.19%	\$ 245,722	17.72%
Pasquotank County	\$ 3,007,406	\$ 542,617	\$ 3,550,537	\$ 446,807	12.58%	\$ 437,732	12.33%
Pembroke	\$ 1,165,790	\$ 77,273	\$ 1,243,063	\$ 72,228	5.81%	\$ 220,383	17.73%
Pender County	\$ 5,989,209	\$ 572,621	\$ 6,561,830	\$ 533,806	8.14%	\$ 1,079,632	16.45%
Person County	\$ 2,987,012	\$ 205,264	\$ 3,192,276	\$ 345,282	10.82%	\$ 438,320	13.73%
Pilot Mountain	\$ 977,401	\$ 10,868	\$ 988,269	\$ 75,270	7.62%	\$ 170,634	17.27%
Pitt County	\$ 15,703,181	\$ 3,216,584	\$ 18,919,765	\$ 2,389,488	12.63%	\$ 2,376,096	12.56%
Pittsboro	\$ 1,299,052	\$ 98,592	\$ 1,397,644	\$ 135,759	9.71%	\$ 213,876	15.30%
Ramseur ***	\$ 54,052	\$ -	\$ 54,052	\$ (8,496)	-15.72%	\$ 23,604	43.67%
Randleman	\$ 1,499,092	\$ 106,673	\$ 1,609,142	\$ 137,673	8.56%	\$ 264,968	16.47%
Red Springs	\$ 713,844	\$ -	\$ 713,844	\$ 6,648	0.93%	\$ 165,461	23.18%

Board Name	Retail Sales	Mixed Beverage Sales	Total Sales	Profit Before Distributions	Profit %	Operating Expenses	Operating Margin
Reidsville	\$ 2,225,364	\$ 139,954	\$ 2,365,318	\$ 141,505	5.98%	\$ 428,682	18.12%
Rockingham	\$ 2,171,570	\$ 160,534	\$ 2,332,104	\$ 174,811	7.50%	\$ 399,258	17.12%
Roseboro	\$ 898,120	\$ 24,331	\$ 922,451	\$ 37,768	4.09%	\$ 186,037	20.17%
Rowan/Kannapolis	\$ 11,924,917	\$ 1,020,539	\$ 12,970,208	\$ 760,953	5.87%	\$ 2,388,958	18.42%
Rowland	\$ 244,667	\$ -	\$ 244,667	\$ 5,300	2.17%	\$ 53,599	21.91%
Rutherfordton	\$ 1,262,937	\$ 73,040	\$ 1,341,020	\$ 30,614	2.28%	\$ 272,050	20.29%
Saint Pauls	\$ 1,268,545	\$ -	\$ 1,269,669	\$ 75,319	5.93%	\$ 220,079	17.33%
Sanford	\$ 5,210,964	\$ 508,882	\$ 5,719,846	\$ 388,176	6.79%	\$ 996,360	17.42%
Scotland County	\$ 2,036,120	\$ 48,879	\$ 2,084,999	\$ 134,410	6.45%	\$ 360,947	17.31%
Shallotte	\$ 1,699,624	\$ 216,130	\$ 1,915,754	\$ 176,875	9.23%	\$ 293,937	15.34%
Shelby	\$ 4,076,101	\$ 364,118	\$ 4,446,359	\$ 310,921	6.99%	\$ 778,970	17.52%
Siler City	\$ 1,379,213	\$ 41,958	\$ 1,422,553	\$ 98,521	6.93%	\$ 243,423	17.11%
Southport	\$ 2,452,623	\$ 563,553	\$ 3,016,176	\$ 306,991	10.18%	\$ 432,512	14.34%
Sparta	\$ 694,221	\$ 90,395	\$ 786,299	\$ 58,175	7.40%	\$ 137,547	17.49%
Spruce Pine	\$ 1,160,020	\$ 104,575	\$ 1,269,904	\$ 97,501	7.68%	\$ 212,227	16.71%
Statesville	\$ 5,530,736	\$ 585,329	\$ 6,125,538	\$ 536,393	8.76%	\$ 945,126	15.43%
Sunset Beach	\$ 1,519,364	\$ 135,320	\$ 1,654,684	\$ 118,776	7.18%	\$ 279,647	16.90%
Tabor City	\$ 784,559	\$ -	\$ 784,559	\$ 62,854	8.01%	\$ 130,618	16.65%
Thomasville	\$ 2,792,416	\$ 178,088	\$ 2,970,504	\$ 288,418	9.71%	\$ 429,377	14.45%
Triad Municipal	\$ 37,684,897	\$ 7,522,293	\$ 45,289,402	\$ 5,470,785	12.08%	\$ 5,711,913	12.61%
Troutman	\$ 703,287	\$ 2,077	\$ 708,108	\$ 30,400	4.29%	\$ 127,182	17.96%
Tryon	\$ 342,418	\$ 124,629	\$ 471,983	\$ 16,352	3.46%	\$ 99,943	21.18%
Tyrrell County	\$ 457,587	\$ 3,205	\$ 460,792	\$ 19,702	4.28%	\$ 88,486	19.20%
Valdese	\$ 939,064	\$ 74,892	\$ 1,015,607	\$ 43,383	4.27%	\$ 204,469	20.13%
Vance County	\$ 3,678,397	\$ 191,392	\$ 3,869,789	\$ 250,121	6.46%	\$ 655,905	16.95%

Board Name	Retail Sales	Mixed Beverage Sales	Total Sales	Profit Before Distributions	Profit %	Operating Expenses	Operating Margin
Wadesboro	\$ 1,355,245	\$ 37,850	\$ 1,394,028	\$ 89,669	6.43%	\$ 243,649	17.48%
Wake County	\$ 97,615,804	\$32,543,601	\$130,358,564	\$ 21,224,674	16.28%	\$11,429,923	8.77%
Wallace	\$ 1,491,826	\$ 114,952	\$ 1,606,778	\$ 138,717	8.63%	\$ 246,213	15.32%
Walnut Cove	\$ 904,713	\$ 9,576	\$ 914,289	\$ 27,914	3.05%	\$ 171,212	18.73%
Warren County	\$ 2,316,668	\$ 168,511	\$ 2,485,179	\$ 169,062	6.80%	\$ 407,995	16.42%
Warsaw	\$ 548,223	\$ 6,600	\$ 554,823	\$ (1,717)	-0.31%	\$ 132,068	23.80%
Washington County	\$ 907,796	\$ 3,153	\$ 910,949	\$ 31,321	3.44%	\$ 194,945	21.40%
Waxhaw	\$ 2,546,726	\$ 293,907	\$ 2,840,633	\$ 252,938	8.90%	\$ 439,696	15.48%
Wayne County	\$ 8,068,551	\$ 731,331	\$ 8,810,618	\$ 709,780	8.06%	\$ 1,461,976	16.59%
Waynesville	\$ 2,293,534	\$ 353,198	\$ 2,656,373	\$ 236,079	8.89%	\$ 385,681	14.52%
Weaverville	\$ 2,677,889	\$ 126,602	\$ 2,814,165	\$ 170,870	6.07%	\$ 465,793	16.55%
West Columbus	\$ 677,992	\$ 1,268	\$ 679,260	\$ 29,801	4.39%	\$ 131,216	19.32%
West Jefferson	\$ 1,650,831	\$ 108,755	\$ 1,767,123	\$ 166,299	9.41%	\$ 263,248	14.90%
Whiteville	\$ 1,159,270	\$ 75,089	\$ 1,234,359	\$ 75,650	6.13%	\$ 222,078	17.99%
Wilkesboro	\$ 2,210,967	\$ 138,146	\$ 2,356,014	\$ 5,961	0.25%	\$ 563,888	23.93%
Wilson County	\$ 7,774,202	\$ 654,475	\$ 8,440,918	\$ 550,900	6.53%	\$ 1,547,394	18.33%
Wingate	\$ 1,546,689	\$ 4,264	\$ 1,550,953	\$ 102,815	6.63%	\$ 247,917	15.98%
Woodfin	\$ 1,711,972	\$ 38,854	\$ 1,756,368	\$ 75,279	4.29%	\$ 348,513	19.84%
Yadkin Valley	\$ 1,615,057	\$ 75,496	\$ 1,694,473	\$ 146,066	8.62%	\$ 244,607	14.44%
Youngsville	\$ 1,100,885	\$ 26,291	\$ 1,127,176	\$ 87,742	7.78%	\$ 186,309	16.53%

Notes: Single asterisk (*) denotes that board did not operate a store in Fiscal Year 2016–17. Double asterisk (**) denotes that board closed during Fiscal Year 2016–17. Triple asterisk (***) denotes that board operated a store for less than 12 months. Total sales include the sale of unfortified wine.

Source: Program Evaluation Division based on data from the North Carolina ABC Commission.

Appendix C: Distributions by Local ABC Boards, Fiscal Year 2016–17

Board Name	Law Enforcement	Alcohol Education/ Rehabilitation	Municipal Distributions	County Distributions	Other Local Distributions	Total Distribution	Working Capital
Alamance Municipal	\$ 34,153	\$ 29,884	\$ 453,560	\$ -	\$ 73,661	\$ 591,258	\$ 2,582,152
Albemarle	\$ 12,789	\$ 17,905	\$ 241,000	\$ -	\$ -	\$ 271,694	\$ 543,432
Andrews	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110,594
Angier	\$ 4,203	\$ -	\$ 44,741	\$ -	\$ 11,186	\$ 60,130	\$ 190,798
Asheboro	\$ 14,634	\$ 20,487	\$ 297,000	\$ -	\$ -	\$ 332,121	\$ 615,180
Asheville	\$ 314,496	\$ 205,714	\$ 1,981,750	\$ 660,583	\$ -	\$ 3,162,543	\$ 3,187,014
Beaufort County	\$ 38,167	\$ 11,569	\$ -	\$ 206,412	\$ -	\$ 256,148	\$ 989,667
Belmont*	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Belville	\$ 7,705	\$ -	\$ 211,068	\$ -	\$ -	\$ 218,773	\$ 111,675
Bertie County	\$ -	\$ 3,650	\$ 259	\$ 4,926	\$ -	\$ 8,835	\$ 106,113
Bessemer City	\$ -	\$ -	\$ 7,500	\$ -	\$ -	\$ 7,500	\$ 148,923
Black Mountain	\$ 15,669	\$ 10,969	\$ 54,000	\$ 18,000	\$ -	\$ 98,638	\$ 616,914
Blowing Rock	\$ 6,559	\$ 9,183	\$ 110,000	\$ -	\$ -	\$ 125,742	\$ 422,284
Boiling Spring Lakes	\$ 604	\$ -	\$ 34,063	\$ -	\$ -	\$ 34,667	\$ 70,419
Boone	\$ 31,506	\$ 75,615	\$ 475,000	\$ -	\$ -	\$ 582,121	\$ 412,318
Brevard	\$ 13,872	\$ 9,050	\$ 195,774	\$ 65,258	\$ -	\$ 283,954	\$ 217,702
Brunswick	\$ 9,600	\$ -	\$ 7,864	\$ 7,077	\$ 786	\$ 25,327	\$ 145,864
Brunswick County	\$ 8,550	\$ 14,371	\$ -	\$ 24,000	\$ -	\$ 46,921	\$ 602,301
Bryson City	\$ 7,200	\$ 10,000	\$ 276,534	\$ -	\$ -	\$ 293,734	\$ 396,413
Bunn	\$ 1,042	\$ 1,459	\$ 37,072	\$ -	\$ -	\$ 39,573	\$ 97,498
Burnsville	\$ 1,855	\$ 2,597	\$ -	\$ -	\$ -	\$ 4,452	\$ 93,407
Calabash	\$ 3,961	\$ 5,545	\$ 88,400	\$ -	\$ 15,599	\$ 113,505	\$ 400,736
Camden County	\$ 1,278	\$ 1,790	\$ -	\$ 58,426	\$ -	\$ 61,494	\$ 96,119
Canton	\$ 2,400	\$ 534	\$ -	\$ -	\$ -	\$ 2,934	\$ 118,731
Carteret County	\$ 35,538	\$ -	\$ 773,522	\$ 773,522	\$ -	\$ 1,582,582	\$ 876,980
Caswell County	\$ 2,000	\$ -	\$ -	\$ 24,037	\$ 56,087	\$ 82,124	\$ 369,117
Catawba County	\$ 42,906	\$ 48,515	\$ 26,153	\$ 875,000	\$ -	\$ 992,574	\$ 2,089,509
Chatham County	\$ 671	\$ 939	\$ -	\$ 98,715	\$ -	\$ 100,325	\$ 805,992
Cherryville	\$ 6,000	\$ -	\$ 17,500	\$ -	\$ -	\$ 23,500	\$ 253,083
Chowan County	\$ 2,638	\$ 3,693	\$ -	\$ 88,525	\$ -	\$ 94,856	\$ 56,141
Clay County	\$ 14,000	\$ 17,118	\$ -	\$ 165,000	\$ -	\$ 196,118	\$ 444,052
Clinton	\$ 11,390	\$ 15,946	\$ 195,200	\$ -	\$ 48,800	\$ 271,336	\$ 405,856
Columbus	\$ 766	\$ 1,073	\$ 10,000	\$ -	\$ -	\$ 11,839	\$ 109,316
Concord	\$ 67,040	\$ -	\$ 343,148	\$ 114,383	\$ -	\$ 524,571	\$ 3,352,533
Cooleemee	\$ 1,909	\$ 727	\$ 30,460	\$ -	\$ -	\$ 33,096	\$ 91,481

Board Name	Law Enforcement	Alcohol Education/ Rehabilitation	Municipal Distributions	County Distributions	Other Local Distributions	Total Distribution	Working Capital
Cramerton	\$ 1,504	\$ 3,816	\$ 57,109	\$ -	\$ -	\$ 62,429	\$ 476,046
Craven County	\$ 65,560	\$ 2,500	\$ 89,744	\$ 807,250	\$ -	\$ 965,054	\$ 1,612,909
Cumberland County	\$ 446,965	\$ 217,190	\$ -	\$ 2,467,937	\$ -	\$ 3,132,092	\$ 3,000,248
Currituck County	\$ 20,578	\$ 28,809	\$ -	\$ 517,351	\$ -	\$ 566,738	\$ 1,025,362
Dare County	\$ 113,951	\$ 91,867	\$ 338,340	\$ 666,215	\$ 736,474	\$ 1,946,847	\$ 2,461,918
Dobson	\$ 299	\$ 418	\$ 6,944	\$ -	\$ -	\$ 7,661	\$ 169,201
Dunn	\$ 8,000	\$ 13,525	\$ 125,000	\$ -	\$ -	\$ 146,525	\$ 380,494
Durham County	\$ 382,715	\$ 213,420	\$ 233,333	\$ 2,100,000	\$ -	\$ 2,929,468	\$ 5,558,619
Eden	\$ 2,701	\$ 3,782	\$ 102,667	\$ -	\$ -	\$ 109,150	\$ 290,006
Edgecombe County	\$ 12,000	\$ -	\$ 57,025	\$ 171,077	\$ 20,000	\$ 260,102	\$ 840,637
Elizabethtown	\$ 4,626	\$ 6,477	\$ 119,270	\$ -	\$ -	\$ 130,373	\$ 252,227
Fairmont	\$ 1,762	\$ -	\$ 23,021	\$ 13,065	\$ -	\$ 37,848	\$ 166,556
Fletcher	\$ 3,715	\$ 5,201	\$ 70,000	\$ -	\$ -	\$ 78,916	\$ 224,620
Forest City	\$ 6,045	\$ 8,462	\$ 184,330	\$ -	\$ -	\$ 198,837	\$ 443,648
Franklin	\$ -	\$ -	\$ 70,000	\$ -	\$ -	\$ 70,000	\$ 468,298
Franklinton	\$ 2,738	\$ 3,833	\$ 76,178	\$ -	\$ -	\$ 82,749	\$ 75,474
Garland**	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gastonia	\$ 34,356	\$ 3,118	\$ 911,500	\$ -	\$ -	\$ 948,974	\$ 1,936,189
Gates County	\$ 2,250	\$ -	\$ -	\$ -	\$ -	\$ 2,250	\$ 129,775
Gibsonville	\$ 2,376	\$ 3,327	\$ 10,000	\$ -	\$ -	\$ 15,703	\$ 361,271
Granite Falls	\$ 4,078	\$ 3,670	\$ 61,130	\$ -	\$ -	\$ 68,878	\$ 233,283
Granville County	\$ 15,788	\$ -	\$ -	\$ 164,440	\$ -	\$ 180,228	\$ 917,159
Greene County	\$ -	\$ -	\$ 2,068	\$ 15,000	\$ -	\$ 17,068	\$ 161,254
Greensboro	\$ 315,258	\$ 183,885	\$ 3,773,529	\$ 338,105	\$ 3,354	\$ 4,614,131	\$ 3,343,488
Halifax County	\$ 24,000	\$ -	\$ 72,714	\$ 216,398	\$ -	\$ 313,112	\$ 946,670
Hamlet	\$ 1,000	\$ -	\$ 55,412	\$ -	\$ -	\$ 56,412	\$ 177,507
Hendersonville	\$ 40,000	\$ 41,447	\$ 160,564	\$ 80,282	\$ 80,282	\$ 402,575	\$ 1,020,752
Hertford	\$ 5,127	\$ 2,563	\$ 75,590	\$ -	\$ -	\$ 83,280	\$ 36,413
Hertford County	\$ 1,000	\$ 1,500	\$ 24,337	\$ 36,506	\$ -	\$ 63,343	\$ 296,246
High Country	\$ 20,512	\$ 16,482	\$ 255,000	\$ -	\$ -	\$ 291,994	\$ 320,651
High Point	\$ 101,818	\$ 50,000	\$ 1,770,329	\$ 149,593	\$ -	\$ 2,071,740	\$ 3,189,660
Highlands	\$ 3,066	\$ 4,292	\$ 43,582	\$ -	\$ 24,060	\$ 75,000	\$ 518,729
Hoke County	\$ 7,142	\$ 9,998	\$ -	\$ 136,114	\$ -	\$ 153,254	\$ 95,799
Hyde County	\$ 1,456	\$ 2,039	\$ -	\$ 22,430	\$ -	\$ 25,925	\$ 118,363
Indian Trail	\$ 30,000	\$ 20,950	\$ 163,300	\$ -	\$ -	\$ 214,250	\$ 745,155
Jackson County	\$ 22,380	\$ 31,332	\$ 160,000	\$ 240,000	\$ -	\$ 453,712	\$ 542,984

Board Name	Law Enforcement	Alcohol Education/ Rehabilitation	Municipal Distributions	County Distributions	Other Local Distributions	Total Distribution	Working Capital
Johnston County	\$ 53,981	\$ 16,000	\$ 350,000	\$1,050,000	\$ -	\$ 1,469,981	\$ 1,847,637
Jones County	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ 600	\$ 102,110
Kenansville	\$ 275	\$ -	\$ 11,791	\$ 9,647	\$ -	\$ 21,713	\$ 66,096
Kings Mountain	\$ 12,749	\$ 12,749	\$ 47,840	\$ -	\$ -	\$ 73,338	\$ 349,831
Lake Lure	\$ 763	\$ 1,068	\$ 40,143	\$ -	\$ -	\$ 41,974	\$ 260,590
Lake Waccamaw	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 112,928
Laurel Park	\$ 3,555	\$ 2,488	\$ 37,867	\$ 15,269	\$ 7,940	\$ 67,119	\$ 211,611
Lenoir City	\$ 11,528	\$ 11,528	\$ 250,000	\$ -	\$ 30,510	\$ 303,566	\$ 422,981
Lenoir County	\$ 28,299	\$ -	\$ 47,858	\$ 143,573	\$ 15,076	\$ 234,806	\$ 273,701
Lexington	\$ 21,193	\$ -	\$ 499,000	\$ -	\$ -	\$ 520,193	\$ 252,762
Liberty	\$ 5,000	\$ 820	\$ 30,326	\$ -	\$ 1,596	\$ 37,742	\$ 68,511
Lillington	\$ 4,685	\$ 6,558	\$ -	\$ -	\$ -	\$ 11,243	\$ 311,105
Lincoln County	\$ 18,084	\$ 25,916	\$ -	\$ 204,000	\$ -	\$ 248,000	\$ 305,555
Lincolnton	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ 261,042
Locust	\$ 1,382	\$ 1,935	\$ -	\$ -	\$ -	\$ 3,317	\$ 171,506
Louisburg	\$ 9,073	\$ 4,234	\$ 84,214	\$ -	\$ -	\$ 97,521	\$ 244,748
Lumberton	\$ 2,714	\$ -	\$ 67,737	\$ 36,474	\$ -	\$ 106,925	\$ 577,136
Madison	\$ 2,216	\$ 3,102	\$ 30,950	\$ 2,610	\$ 3,729	\$ 42,607	\$ 319,092
Maggie Valley	\$ 2,970	\$ 4,157	\$ 9,000	\$ -	\$ -	\$ 16,127	\$ 603,835
Marion	\$ 4,255	\$ 5,957	\$ 129,204	\$ -	\$ -	\$ 139,416	\$ 279,633
Martin County	\$ 5,925	\$ -	\$ 30,279	\$ 90,839	\$ -	\$ 127,043	\$ 408,222
Maxton	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 41,709
Mecklenburg County	\$2,141,951	\$4,788,623	\$5,339,680	\$5,339,680	\$ 562,071	\$18,172,005	\$16,820,687
Monroe	\$ 86,060	\$ 22,455	\$ 170,451	\$ 85,225	\$ 85,225	\$ 449,416	\$ 654,235
Montgomery-Municipal	\$ 1,200	\$ -	\$ 26,880	\$ 17,920	\$ -	\$ 46,000	\$ 283,501
Moore County	\$ 146,452	\$ 112,500	\$ 395,565	\$ 422,870	\$ -	\$ 1,077,387	\$ 1,620,176
Mooresville	\$ 62,910	\$ 68,157	\$1,350,000	\$ -	\$ -	\$ 1,481,067	\$ 1,702,411
Morganton	\$ 33,468	\$ 29,365	\$ 234,723	\$ 78,241	\$ -	\$ 375,797	\$ 104,078
Mount Airy	\$ 8,073	\$ 1,000	\$ 147,070	\$ -	\$ -	\$ 156,143	\$ 190,189
Mount Holly	\$ 9,952	\$ 13,933	\$ 228,280	\$ -	\$ -	\$ 252,165	\$ 434,959
Mount Pleasant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 117,524
Murphy	\$ 8,000	\$ 10,000	\$ 70,000	\$ 30,000	\$ -	\$ 118,000	\$ 514,444
Nash County	\$ 147,403	\$ 51,616	\$ 133,371	\$ 400,113	\$ -	\$ 732,503	\$ 2,545,969
New Hanover County	\$ 520,201	\$ -	\$2,427,115	\$2,270,347	\$ -	\$ 5,217,663	\$ 4,988,485
Newton Grove	\$ -	\$ -	\$ 22,750	\$ -	\$ -	\$ 22,750	\$ 124,917
North Wilkesboro	\$ -	\$ 3,163	\$ -	\$ -	\$ -	\$ 3,163	\$ 244,795

Board Name	Law Enforcement	Alcohol Education/ Rehabilitation	Municipal Distributions	County Distributions	Other Local Distributions	Total Distribution	Working Capital
Northampton County	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 169,850
Norwood	\$ 15,835	\$ -	\$ -	\$ -	\$ -	\$ 15,835	\$ 126,675
Oak Island	\$ 9,294	\$ -	\$ 227,538	\$ -	\$ -	\$ 236,832	\$ 331,279
Ocean Isle Beach	\$ 6,851	\$ 9,591	\$ 181,958	\$ -	\$ -	\$ 198,400	\$ 323,637
Onslow County	\$ 58,997	\$ 82,595	\$ 183,805	\$ 691,457	\$ 97,251	\$ 1,114,105	\$ 2,564,444
Orange County	\$ 149,000	\$ 209,150	\$ -	\$ 400,000	\$ -	\$ 758,150	\$ 3,604,775
Pamlico County	\$ 2,325	\$ -	\$ -	\$ 73,460	\$ -	\$ 75,785	\$ 243,843
Pasquotank County	\$ 17,324	\$ 24,255	\$ 202,614	\$ 202,614	\$ -	\$ 446,807	\$ 193,537
Pembroke	\$ 2,000	\$ -	\$ 15,000	\$ 5,250	\$ -	\$ 22,250	\$ 311,639
Pender County	\$ 17,358	\$ 17,358	\$ 158,259	\$ 293,911	\$ 17,358	\$ 504,244	\$ 744,213
Person County	\$ 28,000	\$ 17,722	\$ -	\$ 244,911	\$ -	\$ 290,633	\$ 715,415
Pilot Mountain	\$ 2,324	\$ 3,253	\$ -	\$ -	\$ -	\$ 5,577	\$ 186,372
Pitt County	\$ 325,711	\$ 154,599	\$ -	\$ 1,300,000	\$ -	\$ 1,780,310	\$ 2,374,981
Pittsboro	\$ 4,778	\$ 6,689	\$ 101,859	\$ -	\$ -	\$ 113,326	\$ 452,049
Ramseur***	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (101,158)
Randleman	\$ 4,563	\$ -	\$ 148,515	\$ -	\$ 7,817	\$ 160,895	\$ 412,912
Red Springs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 162,127
Reidsville	\$ 25,000	\$ 5,110	\$ 85,451	\$ 4,795	\$ 6,850	\$ 127,206	\$ 219,679
Rockingham	\$ 5,215	\$ 7,301	\$ 162,295	\$ -	\$ -	\$ 174,811	\$ 389,423
Roseboro	\$ 1,360	\$ 5,730	\$ 12,410	\$ -	\$ -	\$ 19,500	\$ 158,444
Rowan/Kannapolis	\$ 32,473	\$ 52,318	\$ 222,990	\$ 148,660	\$ -	\$ 456,441	\$ 1,166,356
Rowland	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 39,206
Rutherfordton	\$ 19,618	\$ -	\$ 39,293	\$ -	\$ -	\$ 58,911	\$ 167,269
Saint Pauls	\$ 2,240	\$ -	\$ 86,067	\$ 45,923	\$ -	\$ 134,230	\$ 135,151
Sanford	\$ 90,000	\$ 34,500	\$ 105,000	\$ 105,000	\$ -	\$ 334,500	\$ 871,578
Scotland County	\$ 3,564	\$ 4,989	\$ -	\$ 106,578	\$ -	\$ 115,131	\$ 216,766
Shalotte	\$ 6,237	\$ 8,731	\$ 88,000	\$ -	\$ 23,000	\$ 125,968	\$ 365,741
Shelby	\$ 18,241	\$ 12,768	\$ 139,893	\$ 139,893	\$ -	\$ 310,795	\$ 666,355
Siler City	\$ 2,990	\$ 4,186	\$ 46,185	\$ -	\$ -	\$ 53,361	\$ 278,157
Southport	\$ 11,193	\$ -	\$ 295,798	\$ -	\$ -	\$ 306,991	\$ 244,175
Sparta	\$ 6,448	\$ -	\$ 29,018	\$ 29,018	\$ -	\$ 64,484	\$ 159,959
Spruce Pine	\$ 3,888	\$ 5,443	\$ 38,500	\$ -	\$ -	\$ 47,831	\$ 253,010
Statesville	\$ 20,347	\$ 26,000	\$ 197,069	\$ -	\$ 217,904	\$ 461,320	\$ 681,068
Sunset Beach	\$ 3,605	\$ 5,047	\$ 46,675	\$ -	\$ -	\$ 55,327	\$ 273,698
Tabor City	\$ 16,980	\$ 2,772	\$ 16,018	\$ 14,416	\$ 1,602	\$ 51,788	\$ 202,680
Thomasville	\$ 10,119	\$ 14,167	\$ 86,029	\$ -	\$ -	\$ 110,315	\$ 381,110

Board Name	Law Enforcement	Alcohol Education/ Rehabilitation	Municipal Distributions	County Distributions	Other Local Distributions	Total Distribution	Working Capital
Triad Municipal	\$ 490,892	\$ -	\$4,395,034	\$ -	\$ -	\$ 4,885,926	\$ 3,776,089
Troutman	\$ 606	\$ 848	\$ -	\$ -	\$ -	\$ 1,454	\$ 114,594
Tryon	\$ 202	\$ 282	\$ -	\$ -	\$ -	\$ 484	\$ 30,803
Tyrrell County	\$ 302	\$ 423	\$ -	\$ -	\$ -	\$ 725	\$ 105,838
Valdese	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 49,624
Vance County	\$ 29,000	\$ -	\$ 16,751	\$ 94,920	\$ -	\$ 140,671	\$ 620,421
Wadesboro	\$ 4,000	\$ 3,400	\$ 31,400	\$ 31,400	\$ -	\$ 70,200	\$ 357,817
Wake County	\$ 919,693	\$4,681,000	\$4,218,474	\$6,500,000	\$ -	\$16,319,167	\$17,691,693
Wallace	\$ 14,100	\$ -	\$ 66,495	\$ 54,405	\$ -	\$ 135,000	\$ 173,574
Walnut Cove	\$ 4,187	\$ 70	\$ 17,227	\$ 5,383	\$ 4,306	\$ 31,173	\$ 122,487
Warren County	\$ 4,898	\$ 6,858	\$ -	\$ -	\$ -	\$ 11,756	\$ 339,205
Warsaw	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 126,296
Washington County	\$ 169	\$ 237	\$ -	\$ -	\$ -	\$ 406	\$ 295,326
Waxhaw	\$ 11,000	\$ -	\$ 99,919	\$ 33,306	\$ -	\$ 144,225	\$ 546,969
Wayne County	\$ 76,789	\$ 5,645	\$ 200,000	\$ 200,000	\$ -	\$ 482,434	\$ 1,316,591
Waynesville	\$ 15,004	\$ 10,003	\$ 64,342	\$ 36,193	\$ -	\$ 125,542	\$ 510,328
Weaverville	\$ 5,684	\$ 7,958	\$ 127,433	\$ -	\$ -	\$ 141,075	\$ 399,483
West Columbus	\$ 3,968	\$ 658	\$ -	\$ -	\$ -	\$ 4,626	\$ 238,898
West Jefferson	\$ 5,775	\$ 8,086	\$ 62,800	\$ -	\$ -	\$ 76,661	\$ 324,377
Whiteville	\$ 6,000	\$ 5,133	\$ 31,577	\$ 28,409	\$ 3,158	\$ 74,277	\$ 316,996
Wilkesboro	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ 30,000	\$ 154,999
Wilson County	\$ 17,132	\$ 24,926	\$ 87,500	\$ 262,500	\$ -	\$ 392,058	\$ 1,049,602
Wingate	\$ 4,000	\$ 3,963	\$ 39,969	\$ -	\$ -	\$ 47,932	\$ 215,539
Woodfin	\$ 1,259	\$ 1,762	\$ 67,384	\$ -	\$ -	\$ 70,405	\$ 338,802
Yadkin Valley	\$ 4,862	\$ 6,807	\$ -	\$ -	\$ -	\$ 11,669	\$ 247,649
Youngsville	\$ 2,751	\$ -	\$ 84,991	\$ -	\$ -	\$ 87,742	\$ 38,488

Notes: Single asterisk (*) denotes that board did not operate a store in Fiscal Year 2016–17. Double asterisk (**) denotes that board closed during Fiscal Year 2016–17. Triple asterisk (***) denotes that board operated a store for less than 12 months.

Source: Program Evaluation Division based on information from the North Carolina ABC Commission.