



# Recommended Budget Fiscal Year 2015-2016

Mike Ruffin, County Manager

# Budget Guidelines



- Equity: The Board and staff will ensure:
  - That everyone has a “voice” to express their budget needs.
  - Each department and agency will have the opportunity to present budget requests to the Board of County Commissioners.

# Budget Guidelines



- Transparency
  - Budget information will be made available to all interested parties via the County’s website, copies in public libraries, town halls, and other public places as may be suggested.
  - The County has a Budget page on its website, accessible from its Home Page.
  - A County Facebook page has been created where important budget information will be posted.
  - The County Manager will brief the media on the proposed budget and will be available throughout the budget process; he will hold a “budget briefing” thirty minutes before the June 1<sup>st</sup> Regular Meeting of the Board of County Commissioners.

# Budget Guidelines



- New positions may be requested by department heads and recommended by the County Manager; justification for each new position shall be submitted to the County Manager by the requesting department head.
- Employee raises shall not exceed 2½ % of the employee's base pay.
- No increase in the property tax rate shall be recommended beyond what is necessary for bonded indebtedness for the new Davie High School.
- Board-approved Capital Improvement Program appropriations for FY 2015-2016 shall be incorporated in the County Manager's proposed budget.

# Budget Guidelines



- Capital expenditures in the operating budget of less than \$200,000 and not in the approved CIP may be included in the County Manager's proposed budget.
- The County Manager shall recommend water and sewer rates for the FY 2015-2016 Budget based upon a Board-reviewed rate study that addresses the cost of operations and future capital improvements.
- The following are important dates for the FY 2016 Budget:
  - May 15: School Board request due to County Manager;
  - June 3: Budget hearings with department and agency heads;
  - June 15: Public hearing on proposed budget; and
  - June 15, or by July 1: Adoption of FY 2015-2016 Budget

# Budget At A Glance



Department	2014-2015		2015-2016	2015-2016	% Variance
	Current	Revised	Department Requested	Manager Recommended	
COUNTY COMMISSIONERS		247,044	250,958	261,912	6.02%
COUNTY ATTORNEY		279,950	301,250	175,250	-37.40%
COUNTY MANAGER		331,306	325,973	288,133	-13.03%
FINANCE OFFICE/GRANTS ADMIN		516,376	503,396	451,500	-12.56%
TECHNOLOGY SOLUTIONS/GIS		925,625	1,273,148	1,172,787	26.70%
TAX ADMINISTRATION		618,789	679,626	674,300	8.97%
REVALUATION		165,992	244,420	171,871	3.54%
HUMAN RESOURCES			98,561	91,268	100.00%
BOARD OF ELECTIONS		257,078	288,201	294,641	14.61%
REGISTER OF DEEDS		275,563	271,357	281,279	2.07%
PUBLIC BUILDINGS		1,646,429	1,587,604	1,432,322	-13.00%
CONTRIBUTION TO OTHER FUNDS		3,304,840	2,485,437	<b>10,418,718</b>	215.26%
AGENCY CONTRIBUTIONS		259,455	259,138	266,488	2.71%
SHERIFF'S DEPARTMENT		4,708,003	4,895,783	4,578,654	-2.75%
JAIL		1,880,530	1,969,333	1,968,555	4.68%
DOMESTIC VIOLENCE		314,086	278,402	286,481	-8.79%
PRE TRIAL RELEASE/DAY REPORTNG		62,607	-	64,798	3.50%
ANIMAL PROTECTION		225,995	236,212	226,803	0.36%

# Budget At A Glance



Department	2014-2015		2015-2016	2015-2016	% Variance
	Current	Revised	Department Requested	Manager Recommended	
INSPECTIONS		365,152	331,842	339,456	-7.04%
EMERGENCY MEDICAL SERVICES & MED EXAM.		3,970,373	4,616,415	3,656,202	-7.91%
COMMUNICATIONS		759,929	758,644	757,176	-0.36%
FIRE & RESCUE CONTRIBUTIONS		2,333,512	3,467,438	2,368,611	1.50%
AGENCY CONTRIBUTIONS		162,298	197,698	162,298	0.00%
PLANNING & ZONING		185,540	227,889	184,023	-0.82%
COOPERATIVE EXTENSION		238,777	210,932	210,932	-11.66%
CONTRIBUTIONS TO OTHER AGENCIE		12,130	12,132	12,132	0.02%
VETERAN'S SERVICES		54,284	53,911	56,131	3.40%
SENIOR CENTER		1,845,346	619,615	<b>651,086</b>	-64.72%
SOCIAL SERVICES (ADMIN & PUBLIC ASSISTANCE)		5,745,495	5,685,727	5,856,265	1.93%
HEALTH DEPARTMENT		4,668,930	4,277,660	4,277,660	-8.38%
CONTR TO OTHER AGENCIES		392,106	416,198	407,851	4.02%
PUBLIC LIBRARY		672,304	614,986	635,987	-5.40%
COOLEEMEE BRANCH LIBRARY		18,250	18,250	18,250	0.00%
RECREATION		319,223	419,654	<b>396,763</b>	24.29%
EDUCATION		13,026,116	12,881,407	<b>12,940,306</b>	-0.66%
CONTR TO OTHER AGENCIES		64,058	63,098	61,118	-4.59%
LESS: NEW HIGH SCHOOL DEBT SERVICE				<b>(4,488,596)</b>	
<b>Total</b>		<b>50,853,491</b>	<b>50,822,295</b>	<b>51,609,411</b>	<b>1.49%</b>

# Budget At A Glance



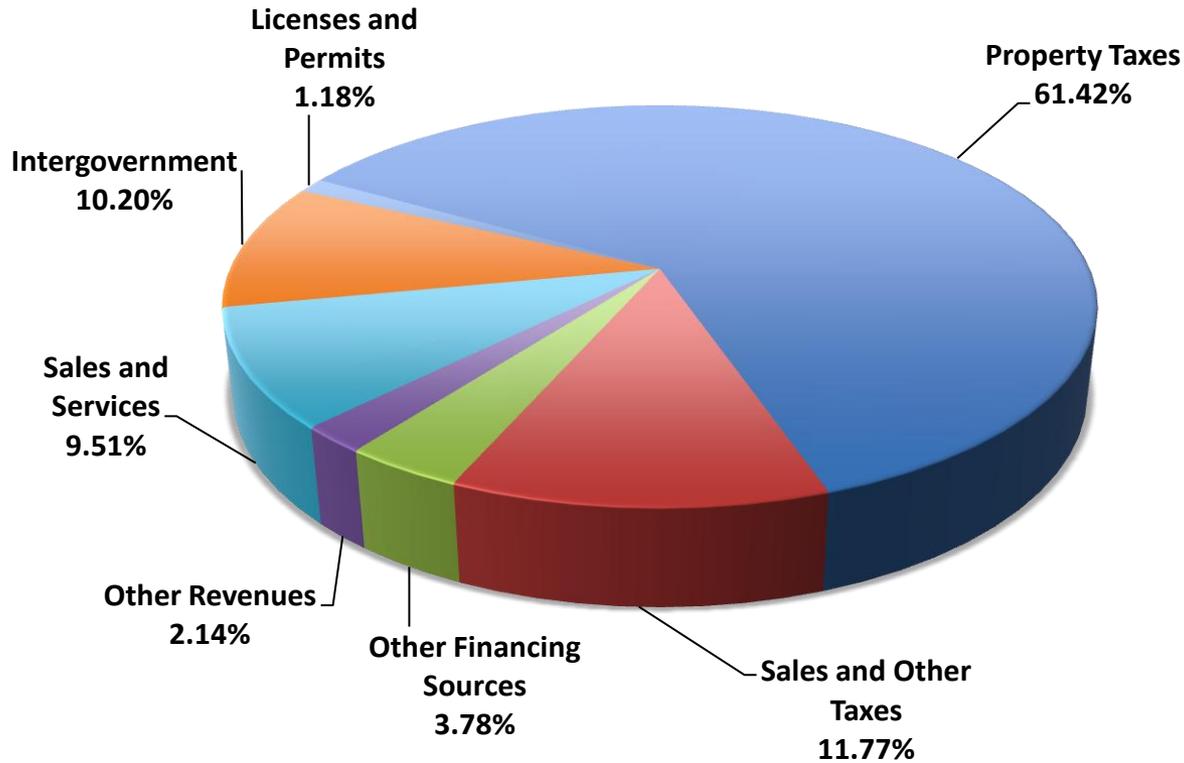
Department	2014-2015		2015-2016	2015-2016	% Variance
	Current	Revised	Department Requested	Manager Recommended	
COUNTY COMMISSIONERS		247,044	250,958	261,912	6.02%
COUNTY ATTORNEY		279,950	301,250	175,250	-37.40%
COUNTY MANAGER		331,306	325,973	288,133	-13.03%
FINANCE OFFICE/GRANTS ADMIN		516,376	503,396	451,500	-12.56%
TECHNOLOGY SOLUTIONS/GIS		925,625	1,273,148	1,172,787	26.70%
TAX ADMINISTRATION		618,789	679,626	674,300	8.97%
REVALUATION		165,992	244,420	171,871	3.54%
HUMAN RESOURCES			98,561	91,268	100.00%
BOARD OF ELECTIONS		257,078	288,201	294,641	14.61%
REGISTER OF DEEDS		275,563	271,357	281,279	2.07%
PUBLIC BUILDINGS		1,646,429	1,587,604	1,432,322	-13.00%
CONTRIBUTION TO OTHER FUNDS		3,304,840	2,485,437	<b>10,418,718</b>	215.26%
AGENCY CONTRIBUTIONS		259,455	259,138	266,488	2.71%
SHERIFF'S DEPARTMENT		4,708,003	4,895,783	4,578,654	-2.75%
JAIL		1,880,530	1,969,333	1,968,555	4.68%
DOMESTIC VIOLENCE		314,086	278,402	286,481	-8.79%
PRE TRIAL RELEASE/DAY REPORTNG		62,607	-	64,798	3.50%
ANIMAL PROTECTION		225,995	236,212	226,803	0.36%

# Budget At A Glance

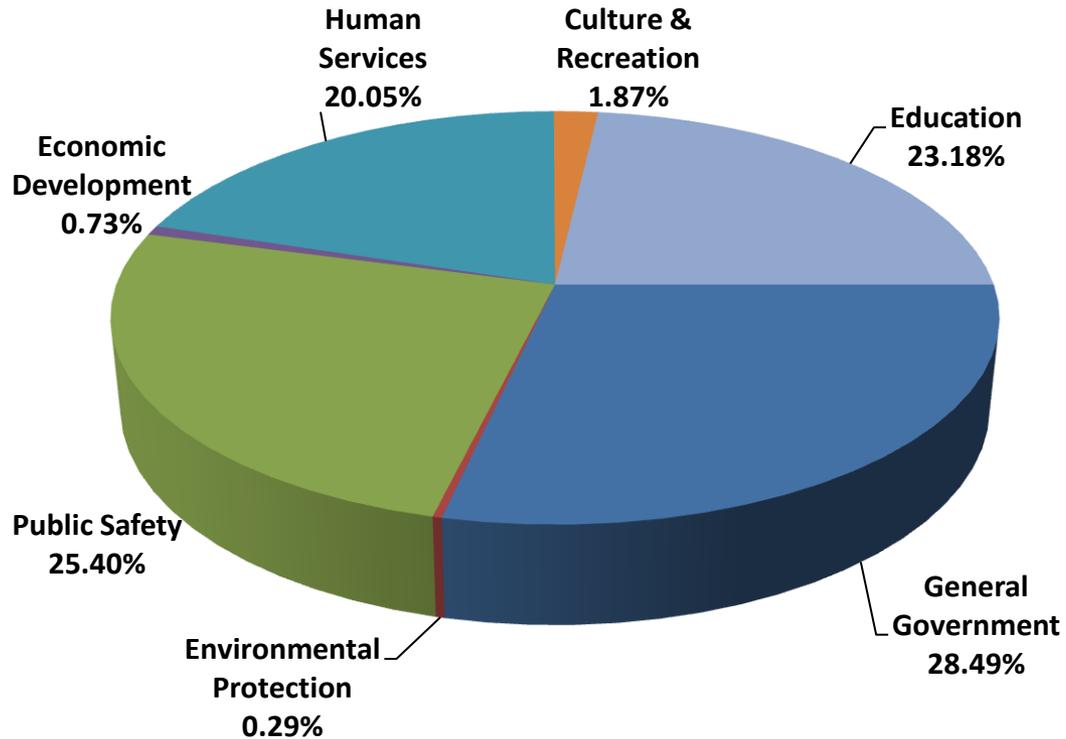


Department	2014-2015		2015-2016	2015-2016	% Variance
	Current	Revised	Department Requested	Manager Recommended	
INSPECTIONS		365,152	331,842	339,456	-7.04%
EMERGENCY MEDICAL SERVICES & MED EXAM.		3,970,373	4,616,415	3,656,202	-7.91%
COMMUNICATIONS		759,929	758,644	757,176	-0.36%
FIRE & RESCUE CONTRIBUTIONS		2,333,512	3,467,438	2,368,611	1.50%
AGENCY CONTRIBUTIONS		162,298	197,698	162,298	0.00%
PLANNING & ZONING		185,540	227,889	184,023	-0.82%
COOPERATIVE EXTENSION		238,777	210,932	210,932	-11.66%
CONTRIBUTIONS TO OTHER AGENCIE		12,130	12,132	12,132	0.02%
VETERAN'S SERVICES		54,284	53,911	56,131	3.40%
SENIOR CENTER		1,845,346	619,615	<b>651,086</b>	-64.72%
SOCIAL SERVICES (ADMIN & PUBLIC ASSISTANCE)		5,745,495	5,685,727	5,856,265	1.93%
HEALTH DEPARTMENT		4,668,930	4,277,660	4,277,660	-8.38%
CONTR TO OTHER AGENCIES		392,106	416,198	407,851	4.02%
PUBLIC LIBRARY		672,304	614,986	635,987	-5.40%
COOLEEMEE BRANCH LIBRARY		18,250	18,250	18,250	0.00%
RECREATION		319,223	419,654	<b>396,763</b>	24.29%
EDUCATION		13,026,116	12,881,407	<b>12,940,306</b>	-0.66%
CONTR TO OTHER AGENCIES		64,058	63,098	61,118	-4.59%
<b>Total</b>		<b>50,853,491</b>	<b>50,822,295</b>	<b>56,098,007</b>	<b>10.31%</b>

# FY 2015-16 General Fund Revenue



# FY 2015-16 General Fund Expenditures





- 1. Adequate local funding for Education**
  - College of Davidson and Davie Counties
  - Davie County Public School System
- 2. Implement needed Technology Improvements**
- 3. Implement Capital Improvements Program**
- 4. Continue to address employee compensation and benefits in order to retain great employees**



- 5. Address County Service “Gaps”**
- 6. Address Water & Sewer Rates**
- 7. Increase property tax rate to pay for debt for new Davie County High School**



## College of Davidson and Davie Counties

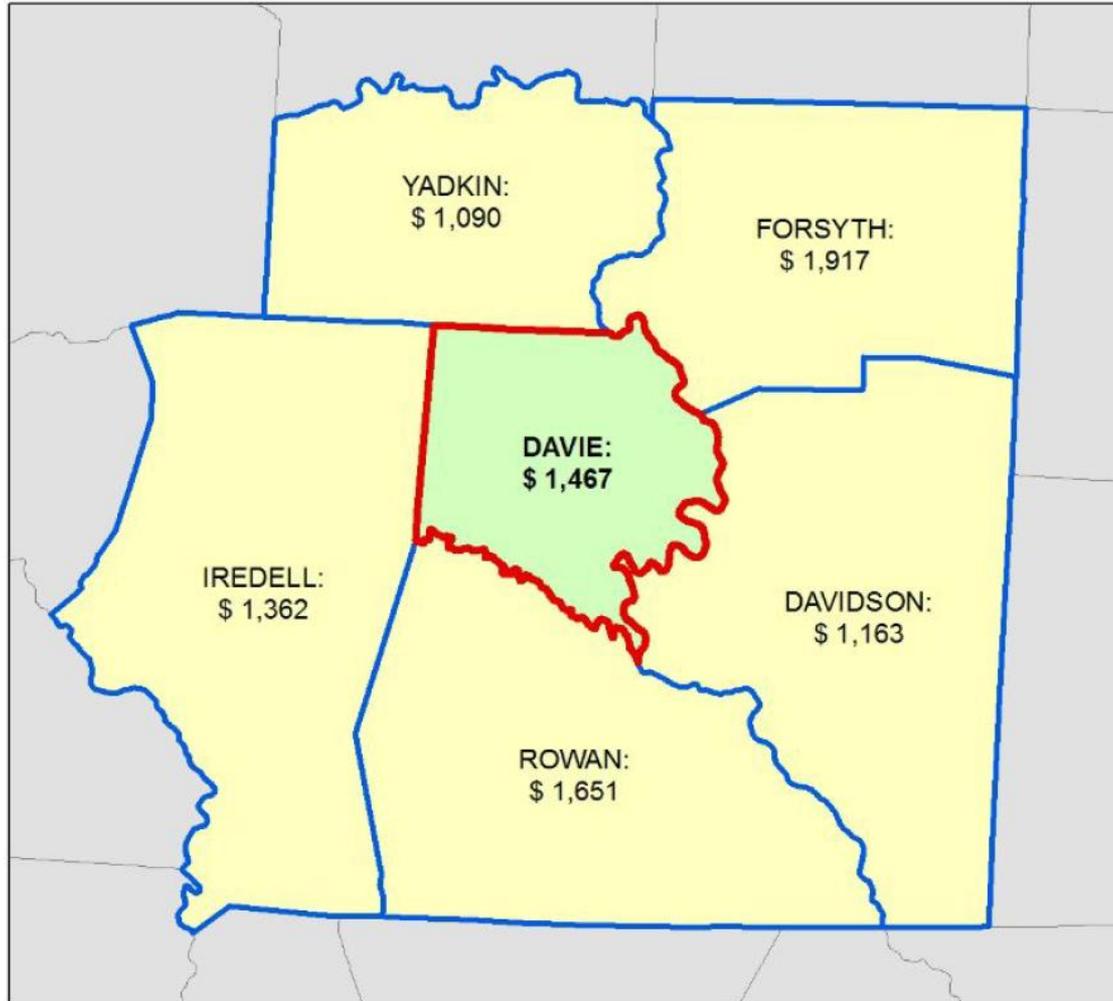
Current Expense: \$631,702, increase of 8.3%

Capital Outlay: \$48,991, increase of 0%

## Davie County Schools

Current Expense: \$10,182,445 (FY 15-16 increase of \$775,000), increase of 8.24%

Capital Outlay: \$1,706,800, increase of 12.58%





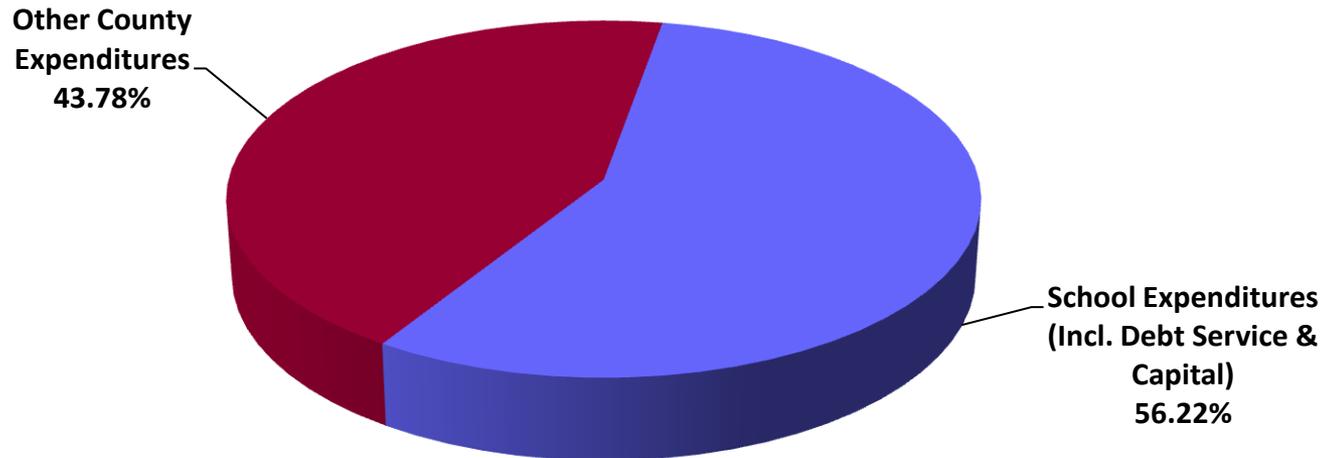
### Comparison of Current Expense/Allotted Average Daily Membership

<u>Fiscal Year</u>	<u>Davidson</u>	<b><u>Davie</u></b>	<u>Forsyth</u>	<u>Iredell</u>	<u>Rowan</u>	<u>Yadkin</u>
2009-2010	1,074.78	<b>1,428.40</b>	2,079.47	1,341.39	1,673.01	1,085.33
2014-2015	1,163.94	<b>1,467.39</b>	1,917.19	1,362.94	1,651.40	1,090.84
% Change	<b>8.3%</b>	<b>2.7%</b>	<b>-7.8%</b>	<b>1.6%</b>	<b>-1.3%</b>	<b>0.5%</b>
<b>Projected 2015-2016</b>		<b>1,617.00</b>				

### Public School Current Expense

<u>Fiscal Year</u>	<u>Davidson</u>	<b><u>Davie</u></b>	<u>Forsyth</u>	<u>Iredell</u>	<u>Rowan</u>	<u>Yadkin</u>
2009-2010	28,115,282	<b>9,407,445</b>	111,251,811	38,198,875	34,556,013	6,487,000
2014-2015	29,566,340	<b>9,407,445</b>	108,020,218	41,144,296	34,867,665	5,982,160
% Change	<b>5.2%</b>	<b>0.0%</b>	<b>-2.9%</b>	<b>7.7%</b>	<b>0.9%</b>	<b>-7.8%</b>
<b>Projected 2015-2016</b>		<b>10,182,445</b>				

FY 2015-16  
Property Tax Expenditures



FY 2014-15 Per Pupil Funding: \$1,467  
FY 2015-16 Per Pupil Funding: \$1,617  
FY 15-16 Including Capital & Debt Service: \$2,910

# Technology Improvements



- Hardware: Server upgrades, Network upgrades, hardware, Wi-Fi, printers, plotters, Universal Power Supplies (UPS), Viper/800 radios, 911 consoles
- Software: Telephone system upgrade, employee self-service system, contract management, Microsoft Outlook server and email upgrades

# Implement Capital Improvement Plan



Project	FY2016	Source	Total Project
New Davie High School	43,000,000	GO Bond	54,500,000
VIPER/ VHF Radio System	1,797,500	General Fund / Financing	3,002,426
Courthouse Renovations	351,500	General Fund	667,500
Central Davie Renovation	306,900	Financing	613,800
Davie Little League	300,000	General Fund	300,000
East Davie Pump Station	300,000	Enterprise Fund	11,940,000
Brock Auditorium & Gymnasium Renovations	200,000	General Fund	416,500
Senior Services Canopy	152,000	General Fund	152,000
Administrative Building Renovations	25,300	General Fund	257,600
	<b>46,433,200</b>		<b>71,849,826</b>

# General Fund Capital Outlay



Project / Item	Total	Department	Source
Computer Software	9,000	Technology Solutions	General Fund
Server Replacements (4)	24,000	Technology Solutions	General Fund
Network Upgrades (3)	9,900	Technology Solutions	General Fund
Scheduled PC replacement (4)	6,000	Technology Solutions	General Fund
Computer Hardware	4,100	Technology Solutions	General Fund
County WiFi	37,000	Technology Solutions	General Fund
Computers & hardware for County departments	53,500	Technology Solutions	General Fund
County Department Printers	27,000	Technology Solutions	General Fund
GIS Plotter Replacement	7,000	Technology Solutions	General Fund
UPS Replacement (2)	14,000	Technology Solutions	General Fund
Computer Software	6,000	PEG Channel	General Fund
Computer Hardware	12,000	PEG Channel	General Fund
Service Truck 4X4 (\$34,000)	7,182	Public Buildings	Financing
Lighting Upgrade	8,100	PB - E911 Backup Center	General Fund
Lighting Upgrade	20,000	PB - Agriculture Extension Bldg	General Fund
Lighting Upgrade, Carpet, Paint	51,000	PB -Library	General Fund
Fleet Management Software	15,000	Fleet Management	General Fund
Sheriff Vehicles -Upfitted (12) (\$456,000)	96,323	Sheriff	Financing
FERNO Stretchers & Loaders (7) (\$261,000)	55,132	EMS	Financing
Radio Equipment for Back up Center	25,000	Communications	General Fund
	<b>487,237</b>		

# Capital Items E911 & Utilities Funds



Project / Item	Total	Department	Source
Replace CAD Workstations (4)	16,000	E911	E911 Fund
Radio Console for Back up Center	<u>197,000</u>	E911	E911 Fund
	213,000		
Fire Hydrants	37,000	Water Operations	Enterprise Fund
Water Meters	155,000	Water Operations	Enterprise Fund
Truck Replacement	29,000	Water Operations	Enterprise Fund
Water Line Extension	100,000	Water Operations	Enterprise Fund
Renewal and Replacement	300,000	Utilities Fund	Enterprise Fund
Reservoir Erosion	30,000	Sparks Rd WTP	Enterprise Fund
Autoclave	7,750	Sparks Rd WTP	Enterprise Fund
Exterior Painting/Rehab	29,500	Sparks Rd WTP	Enterprise Fund
Scada PC	10,500	Sparks Rd WTP	Enterprise Fund
Filter Rebuild	<u>50,000</u>	Cooleemee WTP	Enterprise Fund
	748,750		

# Employee Compensation



- Benefit cost increase: \$432,600
  - Cost of Living Increase: \$300,900 (2%)
  - Long-term longevity increase: \$176,401
  - Elimination of short term longevity: \$117,573
- Average short-term longevity increase: \$310
- Average cost of living increase: \$826
- Only 18 employees would receive >\$800

# Recommended New Positions



## 22 new positions requested

Department	Position	FTE's	Salary & Benefits	Starting Date
Public Buildings	Public Bldg Maint Technician	1.0	\$ 43,643	7/1/2015
Technology Solutions	Desktop Support Technician I	1.0	\$ 51,065	7/1/2015
Social Services	SW I Foster Care 50/50	1.0	\$ 49,072	7/1/2015
Social Services	Family & Child Medicaid 75/25	1.0	\$ 45,365	7/1/2015
<b>Total</b>			<b>\$ 189,145</b>	

# Service Gaps



- Election: Presidential Preference Primary - \$37,247 and \$40,115 for May Primary
- Technology Solutions: Help Desk
- Public Utilities: \$100,000 for water line extensions
- DSS – Foster care support and shorter wait times for public assistance

# Water and Sewer Rates



## Water Rates

- Bi-monthly base charge (incl. 3k gallons)  
\$26.00 to \$27.00 3.85% increase
- Bi-monthly base charge (> 3k gallons)  
\$5.00 to \$5.15 3% increase
- Projected annual gain for Water  
\$263,511



## Cooleemee Sewer Rates:

- Bi-monthly charge (includes 3k gallons)  
\$20.00 to \$24.00     20% increase
- Bi-monthly charge (> 3k gallons)  
\$3.60 to \$3.95     9.72%
- Projected annual loss for Cooleemee Sewer  
\$25,639



## East Davie Sewer Rates

- Bi-monthly charge (includes 3k gallons)  
\$32.00 to \$33.60 5%
- Bi-monthly charge (> 3k gallons)  
\$11.00 to \$11.55
- Projected annual loss in East Davie Sewer  
\$339,244



## Water and Sewer Fund Balance in Days

- Gold standard is 250 days
- FY 15 projected cash reserve: 545 days
- FY 22 projected cash reserve: 426 days

# Property Tax Rate



**Property tax rate increase for new Davie High School bonded indebtedness:**

**\$10.8 cents per \$100 of valuation**



## Impact on home owners

**\$100,000 home: \$108**

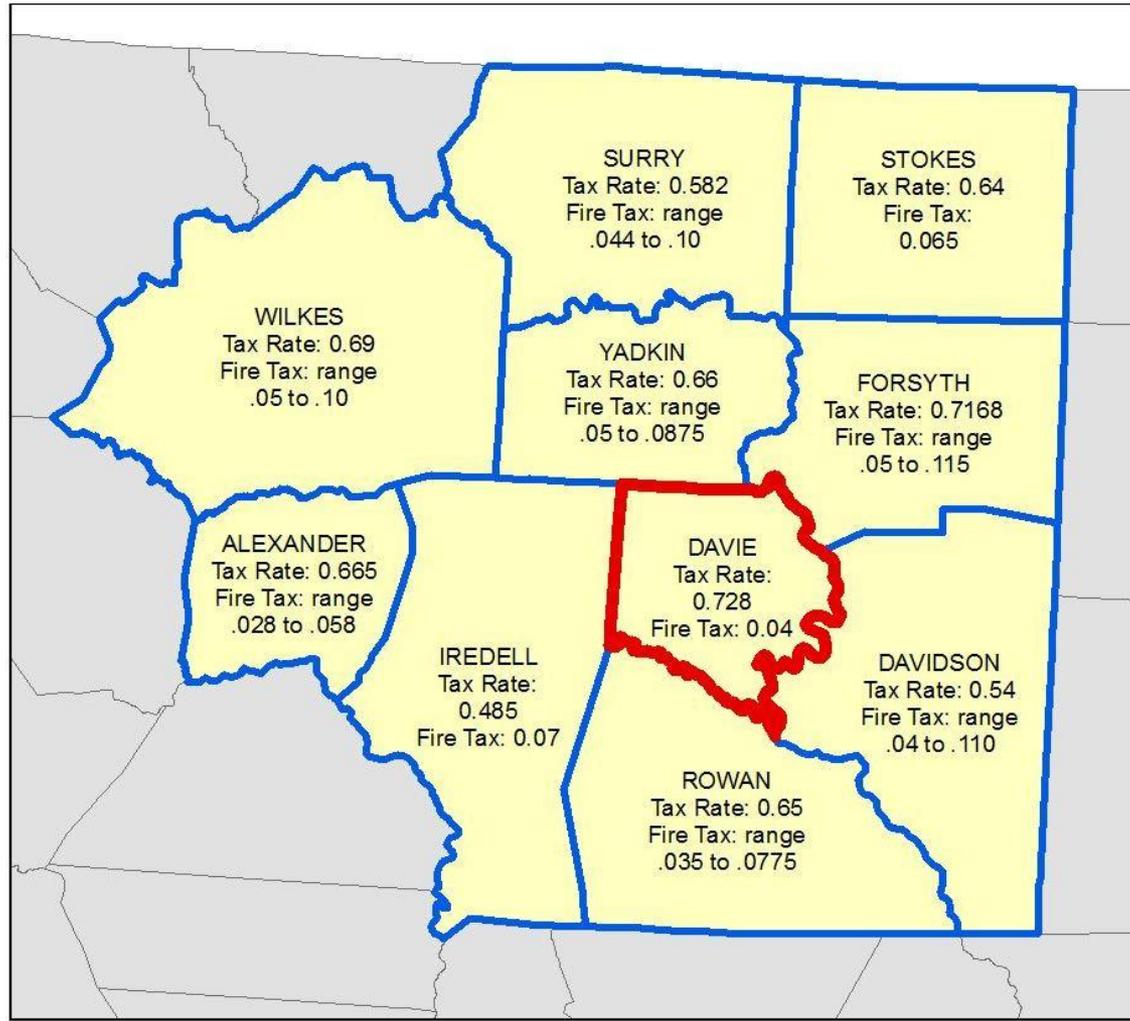
**\$150,000 home: \$162**

**\$200,000 home: \$216**

**\$300,000 home: \$324**

**\$400,000 home: \$432**

# Tax Rates



# Fire Districts Effective Tax Rates



Department	Tax Base	Approved Tax Rate - 4 cents	Additional Funds Contributed	Total per Dept.	Effective Tax Rate per \$100
Advance	623,553,627	\$249,421.45		\$249,422.00	\$0.04
Center	120,679,978	\$48,271.99	\$86,857.01	\$135,129.00	\$0.11
Clemmons	169,858,342	\$67,943.34		\$67,944.00	\$0.04
Cooleemee	64,388,284	\$25,755.31	\$109,373.69	\$135,129.00	\$0.21
Cornatzer Dulin	106,523,834	\$42,609.53	\$92,519.47	\$135,129.00	\$0.13
County Line	75,996,015	\$30,398.41	\$104,730.59	\$135,129.00	\$0.18
Courtney	32,671,495	\$13,068.60		\$13,069.00	\$0.04
Farmington	263,991,053	\$105,596.42	\$29,532.58	\$135,129.00	\$0.05
Fork	176,431,861	\$70,572.74	\$64,556.26	\$135,129.00	\$0.08
Jerusalem	222,613,089	\$89,045.24	\$46,083.76	\$135,129.00	\$0.06
Lone Hickory	10,838,806	\$4,335.52		\$4,336.00	\$0.04
Mocksville	859,320,344	\$343,728.14		\$343,729.00	\$0.04
Scotch Irish	17,819,268	\$7,127.71		\$7,128.00	\$0.04
Sheffield Callahan	79,766,449	\$31,906.58	\$103,222.42	\$135,129.00	\$0.17
Smith Grove	792,631,765	\$317,052.71		\$317,053.00	\$0.04
William R Davie	197,735,012	\$79,094.00	\$56,035.00	\$135,129.00	\$0.07
Davie Co. Firemans			\$14,639.34	\$14,640.00	
Davie Co. Rescue			\$135,129.00	\$135,129.00	

# Outside Agency Funding



<b>ORGANIZATION</b>	<b>FY 14-15 FUNDED</b>	<b>FY 15-16 RECOMMENDED</b>
COUNCIL ON ECONOMIC DEVELOPMENT	151,325	158,138
HISTORIC DAVIE, INC.	10,780	11,000
TRAVEL & TOURISM FUNDS	90,000	90,000
COOLEEMEE HISTORIC ASSOC	7,350	7,350
FORESTRY SERVICE	54,498	54,498
DUTCHMAN CREEK WATERSHED	29,400	29,400
SOIL & WATER CONSERVATION	78,400	78,400
PIEDMONT TRIAD REG COUNCIL	12,130	12,132
MENTAL HEALTH	219,787	219,787
DAVIE ADAP - Mental Health	14,538	14,538
ELDERLY & HANDICAP TRANS/STATE	128,730	128,730
YVEDDI	44,796	44,796
DAVIE COUNTY HUMANE SOCIETY	15,000	15,000

# Outside Agency Funding



ORGANIZATION	FY 14-15 FUNDED	FY 15-16 RECOMMENDED
CENTER RECREATION	5,880	5,880
COOLEEMEE RECREATION	7,840	7,840
CORNATZER/DULIN RECREATION	980	980
DAVIE ACADEMY RECREATION	1,960	1,960
FARMINGTON RECREATION	9,800	9,800
FORK RECREATION	2,450	2,450
JERICO-HARDISON RECREATION	3,528	3,528
SMITH GROVE RECREATION	11,760	9,800
DAVIE COUNTY YOUTH FOOTBALL	4,900	4,900
WILLIAM R DAVIE RECREATION	980	0
SHEFFIELD CALAHALN RECREATION	2,450	2,450
DAVIE YOUTH PARK	16,660	16,660
CONTRIBUTION TO REC MOCKSVILLE	238,275	318,755
FIREWORKS DISPLAY	5,390	5,390
DAVIE SENIOR GAMES	490	490
DAVIE SPECIAL OLYMPICS	980	980
COOLEEMEE RIVER PARK	4,900	4,900
JCPC	120,368	120,368
ROWAN CO VOCATIONAL WORKSHOP	2,940	0
HORIZONS UNLIMITED	13,098	13,098
ARTS COUNCIL	48,020	48,020
<b>TOTAL CONTRIBUTIONS TO OUTSIDE AGENCIES</b>	<b>1,360,383</b>	<b>1,442,018</b>



- **Incentive Payments for FY 2015-2016**

Ashley Furniture

Tax base created (FY 2015-2016): \$93,420,460

Property tax generated (FY 2015-2016): \$717,469

Incentive payment: \$550,000

# Property Tax Base



	<b>2014-2015 Original Budget</b>	<b>2014-2015 Projected Actual</b>	<b>2015-2016 Budget Estimate</b>	<b>% Change from FY15 Actual</b>
Real Property	3,398,164,406	3,396,826,076	3,498,789,047	2.96%
Motor Vehicles	334,242,424	342,383,789	348,000,000	4.12%
Personal Property	297,116,610	299,673,010	337,059,112	13.44%
Public Utility	78,218,674	78,596,458	85,596,459	9.43%

# Fund Balance



	FY 2013-2014 Actual	FY 2014-2015 Projected	Anticipated Change
Total Fund Balance	15,744,083	16,344,083	600,000
Less:			
Non-spendable	27,662	28,000	338
Restricted by State Statute	<u>3,026,073</u>	<u>3,100,000</u>	<u>73,927</u>
Available for use	12,690,348	13,216,083	525,735
General Fund Expenditures	44,144,760	46,000,000	1,855,240
<b>As a % to Available for Use</b>	<b>28.75%</b>	<b>28.73%</b>	<b>-0.02%</b>

# Important Dates



- Budget Review: June 3 (8 am – 6 pm)
- Budget Hearing: June 15
- Budget Adoption: June 15 - 30

# Budget Review



<b>8:00-8:30</b>	Employee Benefits – John Gasiorowski
<b>8:30-9:00</b>	Davie County Schools – Dr. Darrin Hartness
<b>9:00-9:30</b>	The College of Davidson and Davie Counties – Dr. Mary Rittling
<b>9:30-10:30</b>	Public Utilities – Johnny Lambert Public Utilities Rate Study – Raftelis Financial Consultants, Inc.
<b>10:30-11:30</b>	10 Board of Commissioners/County Manager – Mike Ruffin 10 Finance - Robin West 10 County Attorney – Ed Vogler 10 Human Resources – Stacy Moyer 10 Veterans’ Services – Meagan Williams 10 Planning & Zoning - Andrew Meadwell
<b>11:30-12:15</b>	45 Lunch – Closed Session
<b>12:15-1:30</b>	20 Technology Solutions – John Gallimore 15 Tax Office – Brian Myers 10 Communications – Rodney Pierce 20 Inspections and Public Facilities- Chris Nuckolls

# Budget Review



**1:30-2:30**

- 10 Library – Jane McAllister
- 10 Domestic Violence – Lorri Hayes
- 10 Senior Center - Kim Shuskey
- 10 Cooperative Extension Agency – Colleen Church
- 10 Board of Elections – Tabatha Parrish
- 10 Register of Deeds - Brent Shoaf

**2:30-5:00**

- 20 Emergency Medical Services – Brian Byrd
- 20 Emergency Management and Fire Departments- Jerry Myers
- 20 Sheriff’s Dept - Andy Stokes
- 20 Social Services – Tracie Murphy
- 20 Health Department - Suzanne Wright
- General Discussion



- Online at [www.DavieCountyNC.gov](http://www.DavieCountyNC.gov) and County's Facebook page
- Mocksville and Cooleemee Libraries
- County Manager's Office

# Thanks to Staff



- Department heads
- John Gallimore & Neal Smith
- Stacy Moyer
- Robin West & Cindy Hendricks