



# MINUTES

## STRATEGIC PLANNING RETREAT MEETING

### February 5, 2016

#### MEMBERS, OCONEE COUNTY COUNCIL

Mr. Paul Cain, District III, Chairman  
Mr. Wayne McCall, District II, Vice Chairman  
Ms. Edda Cammick, District I, Chairman Pro Tem  
Mr. Joel Thrift, District IV  
Mr. Reg Dexter, District V

Oconee County Council met on Friday, February 5, 2016 at 9:00 AM in Council Chambers, 415 South Pine Street, Walhalla, SC with all Council Members, County Administrator Scott Moulder; County Attorney David Root, Public Information Officer Amanda Brock, Facilitator Dean Hybl [Ten at the Top Executive Director] and Clerk to Council, Elizabeth G. Hulse present.

**Press:** Pursuant to the Freedom of Information Act, notice of the meeting, date, time, place of meeting and agenda were posted on the bulletin board at the County Administrative Offices, 415 South Pine Street, Walhalla, SC, and the County Council website [[www.oconeese.com/council](http://www.oconeese.com/council)]. In addition it was made available [upon request] to the newspapers, radio stations, television stations and concerned citizens. Member of the press present: Ray Chandler / Anderson Independent

**Call to Order:** Mr. Cain called the meeting to order at 9:04 a.m.

#### **Financial Analysis**

Mr. Moulder addressed Council utilizing a PowerPoint presentation entitled "Oconee County Pre-Budget Workshop: Annual Budget for Year Ending June 30, 2017" [copy filed with these minutes] highlighting the following key areas:

- Cash Flow Projection
- Expenditure History
- Personnel Expenses
- Number of Personnel
- Cost to Serve
- Revenue History
- Millage Rate Trends
- Debt Margin
- Fund Balance Breakdown
- Balance Sheet Comparison
- Capital Projects Fund
- Budget Calendar
- Revenue Projections

#### **2016 Annual Report: Oconee County Council / Mr. Moulder**

Mr. Moulder addressed Council utilizing a handout and PowerPoint presentation entitled "The 2016 Annual Report" [copies filed with these minutes] highlighting the following areas:

- Our Commitment / 2015-2016 Goals
  - Grant Writer
  - Jail Staffing
  - Tri County Technical College [TCTC] Oconee Campus
  - Phase II of Sewer South to I85
  - Broadband Future Management
  - Boating Safety / Fire Boats
  - 85% Recycling
- Other Areas of Accomplishment
  - Completion of Detention Center
  - Permanent Farmer's Market Location
  - Fire Substations
  - Library / Maintenance & Upgrades
- Services to Citizens
- Highlights from some Operations:
  - Oconee County Regional Airport
  - Libraries
  - Parks, Recreation & Tourism
  - Grants Administration
  - Rock Quarry
  - Sheriff's Office
  - Animal Shelter
  - Emergency Services
  - Roads & Bridges
  - Solid Waste
  - Oconee Economic Alliance

#### **Land Development Regulation Corridor Plan**

Mr. Josh Stephens, Community Development Deputy Director, and Mr. Will Brewer, Community Development Intern, addressed Council utilizing a PowerPoint Presentation entitled "Oconee County Corridor Plan[copies filed with these minutes] highlighting the following key areas:

- What is a Corridor Plan
- Plan Components
- Major Corridors in Oconee County
  - US Highway 123 / Clemson Boulevard
    - Considerations
    - Vision of the Future
    - Development Policies
  - SC Highway 11
    - Inventory of Conditions
    - Considerations
    - Visions of the Future
  - Highway 24
    - Preservation of Land
    - Aesthetics
  - SC Highway 59 / Fair Play / Exits 2 & 4 on I85
    - Inventory of Conditions
    - Items for Consideration
    - Vision of the Future
    - Development Policies
  - Summary
  - Next Steps
  - Action: Staff recommends that Council consider adopting this project as one of Council's strategic goals for 2016

**Capital Project Discussion**

Mr. Moulder addressed Council utilizing an Excel spreadsheet [copy filed with these minutes] regarding potential capital projects and funding options to include but not limited to: regional options for sewer and grants; debt millage options; airport T-hangers; TCTC expansion/funding; continued Economic Development; assistance to municipalities, etc.

**Breaks**

- Council took three breaks throughout the meeting:
- 9:51 a.m. and returned at 9:59 a.m.
  - 11:22 a.m. and returned at 11:34 a.m.
  - 1:37 p.m. – 1:49 p.m.

**Lunch**

Council recessed for lunch between 12:00 p.m. and returned at 12:45 p.m.

**Discussion of Short Term Goals for Oconee County / Mr. Dean Hybl**

Mr. Cain introduced Mr. Dean Hybl, Executive Director Ten At The Top; reading from a brief statement [copy filed with these minutes].

Mr. Hybl led Council in a discussion identifying their short [1-3 years] and long term goals [3-5 years] for fiscal year 2016-2017 and beyond.

This process lasted approximately 2 hours with lively discussion and various opinions offered. Mr. Cain along with other Council members thanked Mr. Hybl for a very useful strategic planning retreat.

*[Mr. Hybl's final report will be incorporated into these minutes as part of the permanent record.]*

**Adjourn:**

Mr. Thrift adjourned the meeting at 2:21 p.m.

Respectfully Submitted:

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Elizabeth G. Hulse  
Clerk to Council

# Oconee County Council Retreat

February 5, 2016

Oconee County Council Chambers

415 S. Pine Street, Walhalla, SC

## **Background**

Since 2011, the Oconee County Council and Administrative Staff have annually held a planning retreat to review past operations and discuss short and long term priorities. This session serves an important role in starting the annual budget allocation process for the county as well as setting direction for the administrator and staff.

The 2016 retreat was held on Friday, February 5<sup>th</sup>. In attendance were the five council members along with the county administrator, members of the county staff, interested citizens and members of the local media.

## **Workshop Format**

The morning session included a financial analysis, 2015 strategic plan progress & accomplishments update and capital projects discussion all led by County Administrator Scott Moulder. Josh Stephens, Deputy Director & Zoning Administrator, led an overview of the Oconee County Corridor Plan.

The afternoon session was facilitated by Dean Hybl, Executive Director of Ten at the Top. The session included an opportunity for the council members to discuss and prioritize short (1-3 year) and long-term (3-5 year) goals and objectives for Oconee County.

Council first reviewed the 2015 short-term goals list and identified which of those items had been completed and which still needed to be considered as priorities for 2016. They then discussed other issues of interest to add to the initial list as either short or long term goals.

For the prioritization exercise, council members each received a total of 12 dots for short-term goals and 12 dots for long-term goals. They could put no more than four dots on a specific issue. It was determined that goals to include on the priority list for 2016 would be anything that received a total of five or more dots.

Several of the issues in which goals were identified had both short and long term components. Through the prioritization process, the council provided some clarity on whether the issue/goal should be a focus within the short-term strategy or as part of the long-term plan.

The following summaries include the items that received enough support to be included in the 2016 priority list as either a short-term or long-term priority. The complete list of all items mentioned by council members is included as an appendix to this report.

## **Short-Term Goals**

Council members identified 13 short-term goals for the county. During the prioritization session the list was trimmed to eight for 2016.

Of the eight top priorities, five are carry-overs from the 2015 priority list as some elements of those efforts have yet to be completed. However, the goals that received the highest and third highest amount of support from council members were new items.

### **2016 Short Term Goals** *(in order of council support with the number of “dots” listed)*

1. Fund Oconee County Sheriff’s Office Salary Structure (10)
2. Sewer South – phase II to I-85 (8) (also on 2015 list)
3. Adopt Oconee County Corridor Plan with strategic plan (7)
4. Tri-County Technical College [TCTC] Oconee County Campus – workforce development (6) (also on 2015 list)
5. Boating Safety – increase law enforcement on lakes (5) (also on 2015 list)
6. Library – continue maintenance and updates (5) (also on 2015 list)
7. Increasing recycling rate focusing on the following tactics (5) (also on 2015 list)
  - a. Increase education
  - b. Attract private investments
  - c. Target high-producers of recycling commodities – partnership possibilities
  - d. Regulatory matters
  - e. Environmental impact/education
8. Fund/review/implement public transportation (5)  
to Walhalla/Westminster

## **Long-Term Goals**

Council members identified 16 long-term goals for the county. As indicated previously, several also had components that were part of the short-term priorities discussion. During the prioritization session the list was trimmed to six for future focus.

### **2016 Long-Term Goals** *(in order of council support with the number of “dots” listed)*

1. Broadband – management/handoff (7) (also on 2015 list)
2. Increasing Recycling Rate (7) (also on 2015 list)
3. Recreation/ (Duke) Fall Creek safety plan (7)
4. Explore Airport as enterprise fund explore the capture of alternative revenue sources and diverse revenue options (6)
5. Consider new industrial park development (6)
  - a. Public/Private Partnerships
  - b. Infrastructure- rail site, I-85 access, etc.
6. New library construction (6)

## Appendix 1

The following is the complete list of items discussed by council members during their brainstorming session. The number order for this list is the order in which they were discussed and captured during the discussion and not related to how they were prioritized by council. The number of “dots” each item received during the preference exercise is captured next to the item.

### Short-Term Goals

(Continued from the 2015 list)

1. TCTC Campus OC – workforce development (6 dots)
2. Boating safety – increase law enforcement on lakes (5)
3. Library – continue maintenance and updates (5)
4. Sewer South – phase II to I-85 (8)
5. Increasing recycling rate (5)
  - a. Increase education
  - b. Attract private investments
  - c. Target high-producers of recycling commodities – partnership possibilities
  - d. Regulatory matters
  - e. Environmental impact/education

(New in 2016)

6. Fund Oconee County Sheriff’s Office Salary Structure (10)
7. Fund/review/implement public transportation to Walhalla/Westminster (5)
8. Explore alternative revenue sources enterprise/RQ and possibly CEV/airport (hangers, etc.) to capture additional resources in funding (2)
9. Adopt Oconee County Corridor Plan with strategic plan (7)
10. Increase square feet of industrial opportunity (1)
  - a. SPEC building
  - b. Seek public/private partnerships
11. Support municipalities in redevelopment (2)
12. YMCA partnership – continue (4)
13. Continue to monitor/improve roadways – maintain investment (0)

## Long Term Goals

(Continued from the 2015 list)

1. Broadband –management/hand-off (7 dots)
2. Increasing Recycling Rate (7)

(New in 2016)

3. Increase financial resources to Sheriff's office to continue staff growth (4)
4. Work with cities to upgrade/expand water sewer service capacity (2)
5. Continue public transportation commitment to Salem, Fair Play, Long Creek, etc. (2)
6. Explore Airport as enterprise fund explore the capture of alternative revenue sources and diverse revenue options (6)
7. Recreation/ (Duke) Fall Creek safety plan (7)
8. Continue corridor plan to entire county (2)
9. Consider new industrial park development (6)
  - a. Public/Private Partnerships
  - b. Infrastructure- rail site, I-85 access, etc.
10. Support municipalities in redevelopment (2)
11. Connectivity of regional/state trails (2)
12. YMCA partnership (4)
13. Continue to monitor/improve roadways, maintain investment (1)
14. Assist rural trail/exercise developments (1)
15. New library construction (6)
16. Continue to monitor growth patterns/upgrade plans as needed (guided growth) (1)