



Oconee County
Capital Project
Advisory Committee

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Mr. Paul Corbell
Chairman

Ms. Kendra Brown
Mr. Art Halbrooks
Mr. Ryan Honea
Mr. Lake Julian
Mr. David Mead
Mr. Scott Moulter
Mr. John Raa
Mr. Booby Williams

MEMORANDUM

TO: Mr. Ryan Honea, Chairman
Oconee County Planning Commission

FROM: Mr. Paul Corbell, Chairman
Capital Project Advisory Committee

DATE: April 6, 2012

RE: **Capital Project for Consideration for Funding Recommendation**

Dear Chairman:

The Oconee County Capital Project Advisory Committee, in session duly assembled, Wednesday, April 4, 2012, reviewed and scored the project listed below. Mr. Jim Alexander, Economic Development Director, made a formal presentation and entertained questions at our March 28, 2012 meeting.

I would ask that this project be added to your next review of capital projects for recommendation to the Council in the next fiscal year.

Echo Hills Infrastructure

Enclosed please find all pertinent information related to this project to include:

- Project Criteria Questionnaire
- Individual Reviewer's Scoring Sheets, and
- FINAL Summary Project Scoring Sheet

Thank you for consideration of this project.





Oconee County, South Carolina
Capital Project Advisory Committee
Project Criteria Questionnaire

Echo Hills Infrastructure

The purpose of this document is to assist the Capital Project Advisory Committee (CPAC) in understanding and scoring proposed capital projects. The questions are based on issues evaluated by CPAC, and attempt to establish an overview of the scope of the project.

Instructions: Answer each of the major questions (*In bold italics*) listed in the 7 criteria categories below. All major questions must be answered with either 'yes', 'no', or 'n/a' if not applicable. For any major question answered 'yes', provide the supporting information requested in a *complete and easy to understand* narrative that addresses each of the related detailed questions. Use as much space as is needed. Copies of any *available* documentation (engineering estimates, quotes, plan summaries, etc.) should be submitted as necessary.

Criteria 1: Public Health, Safety and Mandates

1. Does the proposed project directly address a health and/or safety need?

Yes No N/A

If the answer is No or N/A, move on to the next question; if the answer is Yes, provide the following information in the space indicated below. Be sure to address each question:

- a. What is the need most directly addressed by the proposed project, and how will it address the issue?
- b. Are there other possible alternatives to proposed project?
- c. Have other solutions been proposed/attempted?
- d. What secondary benefits to health and safety will result from the proposed project?

Click on this box to insert response -box will expand as needed.

2. Does the proposed project address a federal/state mandate?

Yes No N/A

If the answer is No or N/A, move on to the next question; if the answer is Yes, provide the following information in the space indicated below. Be sure to address each question:

- a. What agency is mandating the project (note specific section of law/regulation)?
- b. Has the County Attorney reviewed the issue?
- c. Are there other possible alternatives to the proposed project?
- d. Is there a deadline to meet the mandate, and is this a recurring requirement? If so, what is the anticipated length of time the proposed project will remain in compliance?

Click on this box to insert response -box will expand as needed.

Criteria 2: Goals Established in Adopted Plans

3. Does the proposed project help to implement goals established in the Comprehensive Plan?

Yes No N/A

If the answer is No or N/A, move on to the next question; if the answer is Yes, provide the following information in the space indicated below. Be sure to address each question:

- a. What goal/objective/strategy(s) will be addressed by the proposed project?
- b. What timeline was adopted for implementation?
- c. Who was the agency listed as the responsible party in the plan?

1. *Development of the Echo Hills Park will help move the county towards having "product" to encourage new industrial and commercial business growth.*
2. *Within the next 6-9 months for the first portion of Phase I.*
3. *County Council, the Administrator and the Economic Development Commission are all involved in this effort.*

4. A. Is the proposed project consistent with adopted strategic plans?

Yes No N/A

If the answer is No or N/A, move on to the next question.

If the answer is Yes, provide the following information in the space indicated below.

Be sure to address each question:

- a. What strategic plans reference the proposed project (note any timelines, responsible parties, etc.)?
- b. What agency sponsored the strategic plan?
- c. How was the plan developed?
- d. Has the plan been adopted/endorsed by County Council?

1. *The Economic Development Commission Strategic Plan of 2007 provided guidance about the need for product to attract new investment and job creators. County Council in their latest Retreat confirmed that Job Creation and Economic development is their number one goal.*
2. *The Economic Development Commission.*
3. *With professional and public input.*
4. *Although no formal vote has taken Council has endorsed the need for the actions suggested many times over the last four years.*

B. Does the proposed project implement the recommendations of a previous study?

Yes No N/A

If the answer is No or N/A, move on to the next question; if the answer is Yes, provide the following information in the space indicated below. Be sure to address each question:

- a. What agency sponsored the study (note the source of any funding)?
- b. What was the purpose of the study, and when was it performed?
- c. What factors considered in the study have changed since the work was done?
- d. Have the results of the study been presented to County Council?

1. The Economic Development Commission (funding was done by Santee Cooper - \$40,000/the EDC provided approximately \$4,000)
2. To provide the first Strategic Plan the EDC had ever had. It was completed in late 2007. It has been reviewed every two years and is another update it being planned within the next 4-5 months.
3. What other industrial parks are available in our region and well as the economy.
4. They are indirectly provided to Council in quarterly Planning & Economic Development Commissions Committee meetings and at monthly EDC meetings which has 2-3 Council members attending on a regular basis.

5. Has the proposed project been consistently included in previous Capital Improvement Plans?
 Yes No N/A

If the answer is No or N/A, move on to the next question; if the answer is Yes, provide the following information in the space indicated below. Be sure to address each question:

- a. When was the project first proposed?
- b. What was the original proposed date of construction/acquisition/implementation?
- c. Has any other agency also included the proposed project (or significant portion of) on their capital improvement plan?

1. 2000.
2. 2010.
3. No agency but the Administrator has supported the project.

Criteria 3: Economic Development

6. *Will the proposed project result in the creation [directly or indirectly] of (or retention of) jobs?*
Yes No N/A

If the answer is No or N/A, move on to the next question; if the answer is Yes, provide the following information in the space indicated below. Be sure to address each question:

- a. How many jobs will be created?
- b. How many jobs will be retained that would otherwise be lost without the proposed project?
- c. What types of jobs?
- d. What is that anticipated pay range of the jobs?
- e. Are there other known job-related benefits associated with the proposed project?

1. *Unknown at this time, depends on the speed of the development of the property.*
2. *N/A*
3. *Unknown.*
4. *Unknown but expect any jobs created in this park to average \$12.00/hour and up.*
5. *Almost all manufacturing jobs come with health benefits.*

7. *Will the proposed project facilitate development that directly enhances revenues through taxes or fees?*
Yes No N/A

If the answer is No or N/A, move on to the next question; if the answer is Yes, provide the following information in the space indicated below. Be sure to address each question:

- a. What sources of increased revenues (taxes, fees, etc.) are anticipated to stem from the proposed project?
- b. What is the anticipated annual impact on each revenue source?
- c. Are there other possible enhancements to revenues that may be associated with the proposed project?

1. *Unknown at this time but the EDC predicts 100-250 new jobs within the next 5 years once the appropriate infrastructure (roads, water, sewer, natural gas, communications and sites) is construction ready.*
2. *Unable to predict at this time.*
3. *Jobs created add addition tax base to the county and drive development of many other businesses. The manufacturing multiplier is estimated to be 4:1 meaning 4 additional jobs are created to support one manufacturing job.*

8. Will the proposed project enhance the County's image, thereby attracting potential investors?
Yes No N/A

If the answer is No or N/A, move on to the next question; if the answer is Yes, provide the following information in the space indicated below. Be sure to address each question:

- How will the proposed project be viewed by the 'average' citizen?
- How 'visible' will the proposed project (or its benefits) be?
- What type(s) of, and how much, private investment is the proposed project anticipated to attract?
- What level and type of promoting will be necessary to achieve the proposed project's maximum potential in attracting investment?

- It will be as very positive by the well informed average citizen.*
- The park will have limited visibility from Highway 11 but I am sure the local media will keep the public well informed.*
- Unknown at this time but the EDC predicts \$200M - \$400M of private investment within 10 years once the park is opened and has appropriate infrastructure available.*
- Constant marketing via Trade Shows, Mission Trips, printed media, website usage and coordination with the Upstate Alliance, the SC Power Team and the SC Department of Commerce will assist in getting the availability of the park before industrial prospects. Additional efforts will be made to ensure consultants and Centers of Influence (COIs) are aware of the park.*

9. Will the proposed project help prevent the loss of jobs and/or revenue (other than any discussed above in this section) from Oconee County?
Yes No N/A

If the answer is No or N/A, move on to the next question; if the answer is Yes, provide the following information in the space indicated below. Be sure to address each question:

- What types of jobs/revenue are subject to loss without the proposed project?
- Has a project similar to the one proposed been completed in the county/jurisdiction to which the jobs/revenue will potentially be lost? If so, describe.
- Are there known alternatives to the proposed project that may effectively save the jobs/revenue?

- Without having product (Industrial Parts and Buildings) available local companies having the need to expand would and do look elsewhere. That was the case of Life-Tek several years ago. They actually moved an operation from Canada to the Oconee County Commerce Center but if the shell had not been available the whole plant could have moved to Canada and that was considered.*
- Yes. The first park saved Compact Automation from moving elsewhere.*
- Not that the EDC is aware of.*

Criteria 4: Capital Fiscal Impact

10. Will proposed project have a positive impact on the General Fund budget?

Yes No N/A

If the answer is No or N/A, move on to the next question; if the answer is Yes, provide the following information in the space indicated below. Be sure to address each question:

- a. How will the proposed project enhance revenues?
- b. What is the anticipated annual impact to the General Fund budget?
- c. What is the anticipated cost of delaying construction/acquisition of the proposed project?

1. The development of the park is expected to broaden the tax base from taxes and fees paid by the companies moving there.
2. Unknown at this time.
3. Missed opportunities. Within the past 9 months we have had contact with 4 separate projects that needed a 200,000sf site (or bigger) and all four would have invested more than \$50.0M. One project was in the \$200.0M category. All of the projects would have created more than 60 jobs.

11. Will the proposed project facilitate acquisition of grants and/or other outside funding?

Yes No N/A

If the answer is No or N/A, move on to the next question; if the answer is Yes, provide the following information in the space indicated below. Be sure to address each question:

- a. What types of grants and/or other outside funding sources are expected to be made available by construction/acquisition of the proposed project?
- b. Have other jurisdictions successfully leveraged such funds with similar projects? If so, provide a brief overview.

1. Utility tax credit (UTCs) funds may become available to assist in the purchase and the development of the park.
2. Yes. Many other counties have used UTC funding for many years. Oconee County has received over \$2,000,000 of UTCs since 2000.

12. Will the project be economically sustainable?

Yes No N/A

If the answer is No or N/A, move on to the next question; if the answer is Yes, provide the following information in the space indicated below. Be sure to address each question:

- a. What resources (staffing, maintenance, upgrades, etc.) are anticipated to be required to operate and maintain the proposed project?

- b. How will the proposed project offset the cost of operation and maintenance?
- c. Are there additional potential sources of economic benefit available?

- 1. *The Roads and Bridges Department will be used to maintain the park and the EDC will market the park.*
- 2. *Attraction of new businesses will increase the tax base for the county many times over the cost of maintaining the park.*
- 3. *Job creation for the citizens of the county which in turn will create additional taxes to support the county.*

13. *Is the proposed project supported by available or previously designated funding?*

Yes No N/A

If the answer is No or N/A, move on to the next question; if the answer is Yes, provide the following information in the space indicated below. Be sure to address each question:

- a. What funding sources are designated for the proposed project?
- b. If the construction/acquisition of the proposed project is to be phased or otherwise completed over a period of 2 or more fiscal years, are the designated funds available for each fiscal year?

- 1. *The Economic Development mill is available to fund this project. These funds have been saved for several years.*
- 2. *The development of the park will be phased over multiple years. The first phase is expected to develop approximately 150 acres and will take approximately two years. Funds are currently planned to be available.*

14. *Will construction/acquisition of the proposed project now result in significant savings or economies of scale?*

Yes No N/A

If the answer is No or N/A, move on to the next question; if the answer is Yes, provide the following information in the space indicated below. Be sure to address each question:

- a. What are the anticipated costs to delaying the project?
- b. Are there factors other than inflation that may result in additional costs?

Click on this box to insert response - box will expand as needed:

Criteria 5: Operation and Maintenance Fiscal Impact

15. Will the proposed project have a positive impact on operation and maintenance budgets?

Yes No N/A

If the answer is No or N/A, move on to the next question; if the answer is Yes, provide the following information in the space indicated below. Be sure to address each question:

- a. What is the anticipated annual cost to operate and maintain the proposed project?
- b. What existing asset is to be replaced or modified by the proposed capital project? Include annual cost to operate and maintain, and note expected savings.

Click on this box to insert response -box will expand as needed:

16. Will the proposed project improve the efficiency of existing operations?

Yes No N/A

If the answer is No or N/A, move on to the next question; if the answer is Yes, provide the following information in the space indicated below. Be sure to address each question:

- a. What existing services will be impacted by the proposed project?
- b. In what way will the proposed project improve existing services?
- c. Are there options to the proposed project to gain similar improvements in efficiency?

1. The EDC will have first class product to market to prospects.
2. The EDC will have first-class product to market to Industrial and Business prospects.
3. No.

17. Is the proposed project considered "low-maintenance"?

Yes No N/A

If the answer is No or N/A, move on to the next question; if the answer is Yes, provide the following information in the space indicated below. Be sure to address each question:

- a. If the proposed project is the construction/acquisition of a replacement or improvement of an existing asset, how will it compare to current requirements?
- b. What are the key features related to ensuring the proposed project will require little maintenance?
- c. Are there warranties or guarantees associated with the proposed project?

18. Will the proposed project require additional resources (staff, funding, etc.) to support its operation?

Yes No N/A

If the answer is No or N/A, move on to the next question; if the answer is Yes, provide the following information in the space indicated below. Be sure to address each question:

- a. What additional resources will be required?
- b. Can some resources be 'shared' with other assets?
- c. Are there options available that will limit need for additional resources?

1. If the park is developed and grows as expected additional staff may be required to market and "sell" the park.
2. N/A
3. Industrial parks might be contracted to developers for future development.

19. Are there any existing assets which will be rendered obsolete/surplus or otherwise unneeded by the proposed project?

Yes No N/A

If the answer is No or N/A, move on to the next question; if the answer is Yes, provide the following information in the space indicated below. Be sure to address each question:

- a. What assets will be rendered obsolete/surplus or otherwise unneeded by the proposed project?
- b. How functional are the assets in their current condition?
- c. What are the potential uses for the assets?
- d. What is the estimated costs to recondition/upgrade the assets for these identified potential uses? How much to demolish?

Click on this box to insert response - box will expand as needed:

Criteria 6: Impact on Service Levels

20. Will proposed project bring service up to desired level?

Yes No N/A *X*

If the answer is No or N/A, move on to the next question; if the answer is Yes, provide the following information in the space indicated below. Be sure to address each question:

- a. What is the desired level of service?
- b. Was the target service level determined through a formal study? If not, what is determination based on?

Click on this box to insert response -box will expand as needed:

21. Will the proposed project improve levels of service provided by more than one asset or function?

Yes No N/A *X*

If the answer is No or N/A, move on to the next question; if the answer is Yes, provide the following information in the space indicated below. Be sure to address each question:

- a. What other asset or function will be enhanced by the proposed project?
- b. How will levels of service be enhanced?

Click on this box to insert response -box will expand as needed:

Criteria 7: Relationship to Other Projects/Coordination

22. Does the proposed project coordinate well with other ongoing or planned projects?

Yes No N/A

If the answer is No or N/A, move on to the next question; if the answer is Yes, provide the following information in the space indicated below. Be sure to address each question:

- a. What other projects may be impacted by the decision to construct/acquire the proposed project at this time?
- b. Are there any special concerns that need to be addressed to ensure the development of the proposed project does not negatively impact other projects?

1. The development of the Golden Corner Commerce Park is also key to the growth of the county.
2. There are many projects that must be considered by Council but the EDC believes the development of the Echo Hills Park and the Golden Corner Commerce Park are critical to the future growth and job creation in this county.

23. Can the project be effectively coordinated with other projects in the same area?

Yes No N/A

If the answer is No or N/A, move on to the next question; if the answer is Yes, provide the following information in the space indicated below. Be sure to address each question:

- a. What other capital projects are being constructed/acquired in the same area?
- b. What are the steps necessary to ensure the proposed project does not negatively impact (or are negatively impacted by) other projects?

Click on this bar to insert response -box will expand as needed:

24. Does the proposed project address needs or otherwise benefit other jurisdictions?

Yes No N/A

If the answer is No or N/A, move on to the next question; if the answer is Yes, provide the following information in the space indicated below. Be sure to address each question:

- a. What jurisdiction(s) will benefit from the proposed project?
- b. What are the potential benefits?
- c. Is there a potential for partnership with the jurisdiction? Click on grey area to insert response -box will expand as needed:

1. This project benefits the whole county.
2. Expansion of the tax base and job creation.
3. Possible partnership with a developer in the future.

25. *Is the project timely or subject to a window of opportunity?*

Yes No N/A

If the answer is No or N/A, move on to the next question; if the answer is Yes, provide the following information in the space indicated below. Be sure to address each question:

- a. What is the timeframe for constructing/acquiring the proposed project?
- b. What are the potential negative impacts of delaying the project?
- c. Can construction/acquisition of the proposed project be phased or otherwise accomplished over multiple years?

Click on this box to insert response -box will expand as needed:

26. *Will the project create any disruption or inconvenience to the public?*

Yes No N/A

If the answer is No or N/A, move on to the next question; if the answer is Yes, provide the following information in the space indicated below. Be sure to address each question:

- a. What are the potential sources of disruption or inconvenience to the public?
- b. What steps can be taken to mitigate the problems?

Click on this box to insert response -box will expand as needed:

27. *Is the proposed project the best use of the funding available for its category of project?*

Yes No N/A

If the answer is Yes, provide the following information in the space indicated below. Be sure to address each question:

- a. Are there other similar projects proposed (or expected to be proposed in the near future)?
- b. Why is the proposed project the best use of the funds?

1. *Infrastructure for the Golden Corner Commerce Park is also top priority.*
2. *Osceola County citizens need jobs!*



Oconee County, South Carolina Capital Project Advisory Committee Project Scoring Sheet **FINAL COPY**

Project: **ECHO HILLS INFRASTRUCTURE**

Sponsor: **ECONOMIC DEVELOPMENT**

Date Submitted: 4/4/2012

Date Scored Validated: 4/4/2012

Reviewer	Public Health, Safety, and Mandates 30%	Goals Established in Adopted Plans 20%	Economic Development 20%	Budgetary Impact 20%	Impact on Service Levels and Relationship to Other Projects 10%
County Council Rep	10.0	30.0	38.0	70.0	76.0
County Administrator	-	36.0	34.0	54.0	58.0
Infrastructure Adv. Rep	-	-	-	-	-
At-Large 1 (JR)	-	38.0	27.0	30.0	36.0
At-Large 2 (DM)	-	39.0	34.0	78.0	51.0
Total Score	10.0	143.0	133.0	227.0	221.0
Average Score	2.5	35.8	33.3	56.8	55.3

Group Score Calculation		
Criteria	Number of Considerations	Weighted Score
Public Health, Safety, and Mandates	2	3.8
Goals Established in Adopted Plans	4	17.9
Economic Development	4	16.6
Budgetary Impact	9	12.6
Impact on Service Levels and Relationship to Other Projects	8	6.9
Total Project Score (Out of Possible 100)		57.8



Oconee County, South Carolina

Capital Project Advisory Committee

Reviewer's Scoring Sheet

Project Description/Name: **ECONOMIC DEVELOPMENT / ECHO HILLS INFRASTRUCTURE**

CPAC Reviewer's Name: Paul Corbell Date 3/30/12 Project Score: 38.2

Instructions: Evaluate each statement listed in the Considerations column in terms of applicability to the proposed project. Score each consideration between 0 and 10, with 0 indicating the consideration is definitely False, and 10 indicating the stated consideration is definitely True. Scores between 0 and 10 indicate varying degrees of probability that the statement is true or false, with 5 indicating there is an equal chance the statement is either true or false.

Criteria	Considerations	Score (0-10)	Total Criteria Score
Public Health, Safety and Mandates- 30% of Score	Project directly addresses a health and/or safety need	0	3
	Project directly addresses a regulatory mandate	10	
Goals Established in Adopted Plans- 20% of Score	Project helps implement goals established in the Comprehensive Plan	10	2
	Project is consistent with adopted strategic plans	10	
	Project implements some or all recommendations of a previous study	10	
	Project has been consistently included in previous Capital Improvement Programs (CIP's)	0	
Economic Development- 20% of Score	Project will facilitate production of jobs	10	1.5
	Project will facilitate development that directly enhances revenues	10	
	Project will enhance County's image, thereby attracting potential investors	10	
	Project will help prevent jobs/revenue leakage from the county	8	

Criteria	Considerations	Score (0-10)	Total Criteria Score
Budgetary Impact- 20% of Score	Project will have positive impact on General-Fund budget	10	2
	Project will facilitate acquisition of grants and other outside funding	7	1.4
	Project will be economically sustainable	10	2
	Project is supported by available or previously designated funding	10	2
	Project construction/acquisition now will result in significant savings or economies of scale	10	2
	Project will have a positive impact on operation and maintenance budgets	3	.6
	Project will improve efficiency of existing operations	3	.6
	Project will be low-maintenance	10	2
	Project can be supported by existing resources (staff, funding, etc.)	7	1.4
Impact on Service Levels and Relationship to Other Projects- 10% of Score	Project will bring service up to desired level	10	1
	Project will improve service levels of other assets or functions	8	.8
	Project coordinates well with other projects either ongoing or approved for near future	10	1
	Project can be effectively coordinated with other projects in same area	10	1
	Project will benefit other jurisdictions	10	1
	Project is timely or is subject to a window of opportunity	10	1
	Project is planned to create minimal disruption and inconvenience to the public	10	1
	Project is ranked as best use of funding for category of project	8	.8



Oconee County, South Carolina

Capital Project Advisory Committee

Reviewer's Scoring Sheet

Project Description/Name: **ECONOMIC DEVELOPMENT / ECHO HILLS INFRASTRUCTURE**

CPAC Reviewer's Name: Scott Moulton Date 3/29/12 Project Score: 182

Instructions: Evaluate each statement listed in the Considerations column in terms of applicability to the proposed project. Score each consideration between 0 and 10, with 0 indicating the consideration is definitely False, and 10 indicating the stated consideration is definitely True. Scores between 0 and 10 indicate varying degrees of probability that the statement is true or false, with 5 indicating there is an equal chance the statement is either true or false.

Criteria	Considerations	Score (0-10)	Total Criteria Score
Public Health, Safety and Mandates- 30% of Score	Project directly addresses a health and/or safety need	0	0
	Project directly addresses a regulatory mandate	0	
Goals Established in Adopted Plans- 20% of Score	Project helps implement goals established in the Comprehensive Plan	9	36
	Project is consistent with adopted strategic plans	9	
	Project implements some or all recommendations of a previous study	8	
	Project has been consistently included in previous Capital Improvement Programs (CIP's)	10	
Economic Development- 20% of Score	Project will facilitate production of jobs	10	34
	Project will facilitate development that directly enhances revenues	8	
	Project will enhance County's image, thereby attracting potential investors	9	
	Project will help prevent jobs/revenue leakage from the county	7	

Criteria	Considerations	Score (0-10)	Total Criteria Score
Budgetary Impact- 20% of Score	Project will have positive impact on General Fund budget	7	54
	Project will facilitate acquisition of grants and other outside funding	5	
	Project will be economically sustainable	7	
	Project is supported by available or previously designated funding	8	
	Project construction/acquisition now will result in significant savings or economies of scale	6	
	Project will have a positive impact on operation and maintenance budgets	5	
	Project will improve efficiency of existing operations	4	
	Project will be low-maintenance	4	
	Project can be supported by existing resources (staff, funding, etc.)	8	
Impact on Service Levels and Relationship to Other Projects- 10% of Score	Project will bring service up to desired level	9	58
	Project will improve service levels of other assets or functions	6	
	Project coordinates well with other projects either ongoing or approved for near future	7	
	Project can be effectively coordinated with other projects in same area	6	
	Project will benefit other jurisdictions	7	
	Project is timely or is subject to a window of opportunity	6	
	Project is planned to create minimal disruption and inconvenience to the public	8	
	Project is ranked as best use of funding for category of project	9	



Oconee County, South Carolina

Capital Project Advisory Committee

Reviewer's Scoring Sheet

Project Description/Name: **ECONOMIC DEVELOPMENT / ECHO HILLS INFRASTRUCTURE**

CPAC Reviewer's Name: RAU Date: 3-3-2012 Project Score: _____

Instructions: Evaluate each statement listed in the Considerations column in terms of applicability to the proposed project. Score each consideration between 0 and 10, with 0 indicating the consideration is definitely False, and 10 indicating the stated consideration is definitely True. Scores between 0 and 10 indicate varying degrees of probability that the statement is true or false, with 5 indicating there is an equal chance the statement is either true or false.

Criteria	Considerations	Score (0-10)	Total Criteria Score
Public Health, Safety and Mandates- 30% of Score	Project directly addresses a health and/or safety need	0	0
	Project directly addresses a regulatory mandate	0	
Goals Established in Adopted Plans- 20% of Score	Project helps implement goals established in the Comprehensive Plan	10	38
	Project is consistent with adopted strategic plans	10	
	Project implements some or all recommendations of a previous study	10	
	Project has been consistently included in previous Capital Improvement Programs (CIP's)	8	
Economic Development- 20% of Score	Project will facilitate production of jobs	7	27
	Project will facilitate development that directly enhances revenues	9	
	Project will enhance County's image, thereby attracting potential investors	6	
	Project will help prevent jobs/revenue leakage from the county	5	

Criteria	Considerations	Score (0-10)	Total Criteria Score
Budgetary Impact- 20% of Score	Project will have positive impact on General Fund budget.	5	30
	Project will facilitate acquisition of grants and other outside funding	6	
	Project will be economically sustainable	2	
	Project is supported by available or previously designated funding	6	
	Project construction/acquisition now will result in significant savings or economies of scale	0	
	Project will have a positive impact on operation and maintenance budgets	0	
	Project will improve efficiency of existing operations	0	
	Project will be low-maintenance	8	
	Project can be supported by existing resources (staff, funding, etc.)	3	
Impact on Service Levels and Relationship to Other Projects- 10% of Score	Project will bring service up to desired level	0	36
	Project will improve service levels of other assets or functions	0	
	Project coordinates well with other projects either ongoing or approved for near future	5	
	Project can be effectively coordinated with other projects in same area	0	
	Project will benefit other jurisdictions	7	
	Project is timely or is subject to a window of opportunity	5	
	Project is planned to create minimal disruption and inconvenience to the public	10	
	Project is ranked as best use of funding for category of project	8	

Tues. 4/3



Oconee County, South Carolina Capital Project Advisory Committee Reviewer's Scoring Sheet

Project Description/Name: **ECONOMIC DEVELOPMENT / ECHO HILLS INFRASTRUCTURE**

CPAC Reviewer's Name: David Mead Date 3/29/2012 Project Score: 197

Instructions: Evaluate each statement listed in the Considerations column in terms of applicability to the proposed project. Score each consideration between 0 and 10, with 0 indicating the consideration is definitely False, and 10 indicating the stated consideration is definitely True. Scores between 0 and 10 indicate varying degrees of probability that the statement is true or false, with 5 indicating there is an equal chance the statement is either true or false.

Criteria	Considerations	Score (0-10)	Total Criteria Score
Public Health, Safety and Mandates- 30% of Score	Project directly addresses a health and/or safety need	N/A	0
	Project directly addresses a regulatory mandate	N/A	
Goals Established in Adopted Plans- 20% of Score	Project helps implement goals established in the Comprehensive Plan	10	39
	Project is consistent with adopted strategic plans	10	
	Project implements some or all recommendations of a previous study	9	
	Project has been consistently included in previous Capital Improvement Programs (CIP's)	10	
Economic Development- 20% of Score	Project will facilitate production of jobs	8	34
	Project will facilitate development that directly enhances revenues	7	
	Project will enhance County's image, thereby attracting potential investors	10	
	Project will help prevent jobs/revenue leakage from the county	9	

Criteria	Considerations	Score (0-10)	Total Criteria Score
Budgetary Impact- 20% of Score	Project will have positive impact on General Fund budget	8	43
	Project will facilitate acquisition of grants and other outside funding	10	
	Project will be economically sustainable	8	
	Project is supported by available or previously designated funding	9	
	Project construction/acquisition now will result in significant savings or economies of scale	8	
	Project will have a positive impact on operation and maintenance budgets	6	
	Project will improve efficiency of existing operations	9	
	Project will be low-maintenance	7	
	Project can be supported by existing resources (staff, funding, etc.)	8	
Impact on Service Levels and Relationship to Other Projects- 10% of Score	Project will bring service up to desired level	10/A	51
	Project will improve service levels of other assets or functions	N/A	
	Project coordinates well with other projects either ongoing or approved for near future	10	
	Project can be effectively coordinated with other projects in same area	8	
	Project will benefit other jurisdictions	8	
	Project is timely or is subject to a window of opportunity	10	
	Project is planned to create minimal disruption and inconvenience to the public	7	
	Project is ranked as best use of funding for category of project	8	



Oconee County, South Carolina
 Capital Project Advisory Committee
 Project Scoring Sheet

FINAL COPY - Amended [10/2012]

Project: ECHO HILLS INFRASTRUCTURE

Sponsor: ECONOMIC DEVELOPMENT

Date Submitted: 4/4/2012

Date Scored Validated: 4/4/2012

Reviewer	Public Health, Safety, and Mandates 10%	Goals Established in Adopted Plans 20%	Economic Development 40%	Budgetary Impact 20%	Impact on Service Levels and Relationship to Other Projects 10%
County Council Rep	10.0	30.0	38.0	70.0	76.0
County Administrator	-	36.0	34.0	54.0	58.0
Infrastructure Adv. Rep.					
At-Large 1 (JR)	-	38.0	27.0	30.0	36.0
At-Large 2 (DM)	-	39.0	34.0	73.0	51.0
Total Score	10.0	148.0	133.0	227.0	221.0
Average Score	2.5	35.8	33.3	56.8	55.3

Group Score Calculation

Criteria	Number of Considerations	Weighted Score
Public Health, Safety, and Mandates	2	1.3
Goals Established in Adopted Plans	4	17.9
Economic Development	4	33.3
Budgetary Impact	9	12.6
Impact on Service Levels and Relationship to Other Projects	8	6.9
Total Project Score (Out of Possible 100)		71.9



Oconee County, South Carolina Capital Project Advisory Committee

Project Scoring Sheet

FINAL COPY

Project: **ECHO HILLS INFRASTRUCTURE**

Sponsor: **ECONOMIC DEVELOPMENT**

Date Submitted: 4/4/2012

Date Scored Validated: 4/4/2012

Reviewer	Public Health, Safety, and Mandates 30%	Goals Established in Adopted Plans 20%	Economic Development 20%	Budgetary Impact 20%	Impact on Service Levels and Relationship to Other Projects 10%
County Council Rep	10.0	30.0	38.0	70.0	76.0
County Administrator	-	36.0	34.0	54.0	58.0
Infrastructure Adv. Rep					
At-Large 1 (JR)	-	38.0	27.0	30.0	36.0
At-Large 2 (DM)	-	39.0	34.0	73.0	51.0
Total Score	10.0	143.0	133.0	227.0	221.0
Average Score	2.9	35.8	33.3	56.8	55.3

Group Score Calculation		
Criteria	Number of Considerations	Weighted Score
Public Health, Safety, and Mandates	2	3.8
Goals Established in Adopted Plans	4	17.9
Economic Development	4	16.6
Budgetary Impact	9	12.6
Impact on Service Levels and Relationship to Other Projects	8	6.9
Total Project Score (Out of Possible 100)		57.8



Oconee County, South Carolina Capital Project Advisory Committee

Project Scoring Sheet

DRAFT COPY

Project: **ECHO HILLS INFRASTRUCTURE**

Sponsor: **ECONOMIC DEVELOPMENT**

Date Submitted: 4/4/2012

Date Scored Validated: _____

Reviewer	Public Health, Safety, and Mandates 30%	Goals Established in Adopted Plans 20%	Economic Development 20%	Budgetary Impact 20%	Impact on Service Levels and Relationship to Other Projects 10%
County Council Rep	10.0	30.0	38.0	70.0	76.0
County Administrator	-	36.0	34.0	54.0	58.0
Infrastructure Adv. Rep					
At-Large 1 (JR)	8.0	38.0	27.0	30.0	36.0
At-Large 2 (DM)	0	39.0	34.0	73.0	51.0
Total Score	10.0	143.0	133.0	227.0	221.0
Average Score	2.5	35.8	33.3	56.8	55.3

Group Score Calculation		
Criteria	Number of Considerations	Weighted Score
Public Health, Safety, and Mandates	2	3.8
Goals Established in Adopted Plans	4	17.9
Economic Development	4	16.6
Budgetary Impact	9	12.6
Impact on Service Levels and Relationship to Other Projects	8	6.9
Total Project Score (Out of Possible 100)		57.8



Oconee County, South Carolina

Capital Project Advisory Committee

Reviewer's Scoring Sheet

Project Description/Name: **ECONOMIC DEVELOPMENT / ECHO HILLS INFRASTRUCTURE**

CPAC Reviewer's Name: Paul Corbell Date 3/30/12 Project Score: 38.2

Instructions: Evaluate each statement listed in the Considerations column in terms of applicability to the proposed project. Score each consideration between 0 and 10, with 0 indicating the consideration is definitely false, and 10 indicating the stated consideration is definitely True. Scores between 0 and 10 indicate varying degrees of probability that the statement is true or false, with 5 indicating there is an equal chance the statement is either true or false.

Criteria	Considerations	Score (0-10)	Total Criteria Score
Public Health, Safety and Mandates- 30% of Score	Project directly addresses a health and/or safety need	0	0
	Project directly addresses a regulatory mandate	10	3
Goals Established in Adopted Plans- 20% of Score	Project helps implement goals established in the Comprehensive Plan	10	2
	Project is consistent with adopted strategic plans	10	2
	Project implements some or all recommendations of a previous study	10	2
	Project has been consistently included in previous Capital Improvement Programs (CIP's)	0	0
Economic Development- 20% of Score	Project will facilitate production of jobs	10	2
	Project will facilitate development that directly enhances revenues	10	2
	Project will enhance County's image, thereby attracting potential investors	10	2
	Project will help prevent jobs/revenue leakage from the county	8	16

Criteria	Considerations	Score (0-10)	Total Criteria Score
Budgetary Impact- 20% of Score	Project will have positive impact on General Fund budget	10	2
	Project will facilitate acquisition of grants and other outside funding	7	1.4
	Project will be economically sustainable	10	2
	Project is supported by available or previously designated funding	10	2
	Project construction/acquisition now will result in significant savings or economies of scale	10	2
	Project will have a positive impact on operation and maintenance budgets	3	.6
	Project will improve efficiency of existing operations	3	.6
	Project will be low-maintenance	10	2
	Project can be supported by existing resources (staff, funding, etc.)	7	1.4
Impact on Service Levels and Relationship to Other Projects- 10% of Score	Project will bring service up to desired level	10	1
	Project will improve service levels of other assets or functions	8	.8
	Project coordinates well with other projects either ongoing or approved for near future	10	1
	Project can be effectively coordinated with other projects in same area	10	1
	Project will benefit other jurisdictions	10	1
	Project is timely or is subject to a window of opportunity	10	1
	Project is planned to create minimal disruption and inconvenience to the public	10	1
	Project is ranked as best use of funding for category of project	8	.8



Oconee County, South Carolina

Capital Project Advisory Committee

Reviewer's Scoring Sheet

Project Description/Name: **ECONOMIC DEVELOPMENT / ECHO HILLS INFRASTRUCTURE**

CPAC Reviewer's Name: Scott Moninger Date 3/29/12 Project Score: 182

Instructions: Evaluate each statement listed in the Considerations column in terms of applicability to the proposed project. Score each consideration between 0 and 10, with 0 indicating the consideration is definitely False, and 10 indicating the stated consideration is definitely True. Scores between 0 and 10 indicate varying degrees of probability that the statement is true or false, with 5 indicating there is an equal chance the statement is either true or false.

Criteria	Considerations	Score (0-10)	Total Criteria Score
Public Health, Safety and Mandates- 30% of Score	Project directly addresses a health and/or safety need	0	0
	Project directly addresses a regulatory mandate	0	
Goals Established in Adopted Plans- 20% of Score	Project helps implement goals established in the Comprehensive Plan	9	36
	Project is consistent with adopted strategic plans	9	
	Project implements some or all recommendations of a previous study	8	
	Project has been consistently included in previous Capital Improvement Programs (CIP's)	10	
Economic Development- 20% of Score	Project will facilitate production of jobs	10	34
	Project will facilitate development that directly enhances revenues	8	
	Project will enhance County's image, thereby attracting potential investors	9	
	Project will help prevent jobs/revenue leakage from the county	7	

Criteria	Considerations	Score (0-10)	Total Criteria Score
Budgetary Impact- 20% of Score	Project will have positive impact on General Fund budget	7	54
	Project will facilitate acquisition of grants and other outside funding	5	
	Project will be economically sustainable	7	
	Project is supported by available or previously designated funding	8	
	Project construction/acquisition now will result in significant savings or economies of scale	6	
	Project will have a positive impact on operation and maintenance budgets	5	
	Project will improve efficiency of existing operations	4	
	Project will be low-maintenance	4	
	Project can be supported by existing resources (staff, funding, etc.)	8	
Impact on Service Levels and Relationship to Other Projects- 10% of Score	Project will bring service up to desired level	9	58
	Project will improve service levels of other assets or functions	6	
	Project coordinates well with other projects either ongoing or approved for near future	7	
	Project can be effectively coordinated with other projects in same area	6	
	Project will benefit other jurisdictions	7	
	Project is timely or is subject to a window of opportunity	6	
	Project is planned to create minimal disruption and inconvenience to the public	8	
	Project is ranked as best use of funding for category of project	9	



Oconee County, South Carolina

Capital Project Advisory Committee

Reviewer's Scoring Sheet

Project Description/Name: **ECONOMIC DEVELOPMENT / ECHO HILLS INFRASTRUCTURE**

CPAC Reviewer's Name: RAU Date 3-3-2012 Project Score: _____

Instructions: Evaluate each statement listed in the Considerations column in terms of applicability to the proposed project. Score each consideration between 0 and 10, with 0 indicating the consideration is definitely False, and 10 indicating the stated consideration is definitely True. Scores between 0 and 10 indicate varying degrees of probability that the statement is true or false, with 5 indicating there is an equal chance the statement is either true or false.

Criteria	Considerations	Score (0-10)	Total Criteria Score
Public Health, Safety and Mandates- 30% of Score	Project directly addresses a health and/or safety need	0	0
	Project directly addresses a regulatory mandate	0	
Goals Established in Adopted Plans- 20% of Score	Project helps implement goals established in the Comprehensive Plan	10	38
	Project is consistent with adopted strategic plans	10	
	Project implements some or all recommendations of a previous study	10	
	Project has been consistently included in previous Capital Improvement Programs (CIP's)	8	
Economic Development- 20% of Score	Project will facilitate production of jobs	7	27
	Project will facilitate development that directly enhances revenues	9	
	Project will enhance County's image, thereby attracting potential investors	6	
	Project will help prevent jobs/revenue leakage from the county	5	

Criteria	Considerations	Score (0-10)	Total Criteria Score
Budgetary Impact- 20% of Score	Project will have positive impact on General Fund budget	5	30
	Project will facilitate acquisition of grants and other outside funding	6	
	Project will be economically sustainable	2	
	Project is supported by available or previously designated funding	6	
	Project construction/acquisition now will result in significant savings or economies of scale	0	
	Project will have a positive impact on operation and maintenance budgets	0	
	Project will improve efficiency of existing operations	0	
	Project will be low-maintenance	8	
	Project can be supported by existing resources (staff, funding, etc.)	3	
Impact on Service Levels and Relationship to Other Projects- 10% of Score	Project will bring service up to desired level	0	36
	Project will improve service levels of other assets or functions	0	
	Project coordinates well with other projects either ongoing or approved for near future	5	
	Project can be effectively coordinated with other projects in same area	0	
	Project will benefit other jurisdictions	7	
	Project is timely or is subject to a window of opportunity	5	
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	Project is ranked as best use of funding for category of project	8	



Oconee County, South Carolina

Capital Project Advisory Committee

Reviewer's Scoring Sheet

Project Description/Name: **ECONOMIC DEVELOPMENT / ECHO HILLS INFRASTRUCTURE**

CPAC Reviewer's Name: DAVID MEAD Date 3/29/2012 Project Score: 197

Instructions: Evaluate each statement listed in the Considerations column in terms of applicability to the proposed project. Score each consideration between 0 and 10, with 0 indicating the consideration is definitely False, and 10 indicating the stated consideration is definitely True. Scores between 0 and 10 indicate varying degrees of probability that the statement is true or false, with 5 indicating there is an equal chance the statement is either true or false.

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Criteria	Considerations	Score (0-10)	Total Criteria Score
Budgetary Impact- 20% of Score	Project will have positive impact on General Fund budget.	8	43
	Project will facilitate acquisition of grants and other outside funding	10	
	Project will be economically sustainable	8	
	Project is supported by available or previously designated funding	9	
	Project construction/acquisition now will result in significant savings or economies of scale	8	
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	Project will improve efficiency of existing operations	9	
	Project will be low-maintenance	7	
	Project can be supported by existing resources (staff, funding, etc.)	9	
Impact on Service Levels and Relationship to Other Projects- 10% of Score	Project will bring service up to desired level	10/A	51
	Project will improve service levels of other assets or functions	N/A	
	Project coordinates well with other projects either ongoing or approved for near future	10	
	Project can be effectively coordinated with other projects in same area	8	
	Project will benefit other jurisdictions	8	
	Project is timely or is subject to a window of opportunity	10	
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Oconee County, South Carolina
Capital Project Advisory Committee
Listing of Projects by Priority

Department Name	CPAC Priority Ranking	Description	Request	Presentation Date	Status of Project	Priority Totals
High Falls	H	Campsite Renovations (water, electric, rebuild)	\$ 300,000	1/2012	Project Presented Moving Forward	
Solid Waste	H	Expand 2nd Busiest MCC	\$ 850,000	2/2012	On Hold	
Rock Quarry	H	Upgrade Crushing Plant	\$ 1,000,000	2/2012	Removed <\$250,000	
Economic Development	H	Echo Hills infrastructure	\$ 5,000,000	3/2012	Project Presented Moving Forward	
Economic Development	H	Sewer Line to Conross I-85 & GCCP	\$ 8,000,000	On Hold	On Hold	
Library	H	Seneca Branch	\$ 9,100,000	On Hold	On Hold	
						\$ 24,250,000
South Cove	M	Construct new Office	\$ 200,000			
Rock Quarry	M	Land for Rock Quarry	\$ 550,000			
Library	M	Renovate Interior of Waihalla Library	\$ 600,000			
Facilities Maintenance	M	Brown Building - up-fit into office space	\$ 750,000			
Economic Development	M	Golden Corner Commerce Park	\$ 3,500,000			\$ 5,600,000
Sheriff	L	Shoot house for Firearms Training	\$ 315,000			
Economic Development	L	Exit 1 Business Development	\$ 500,000			
Sheriff	L	Driving Range for Training (cost could be spread out over several years)	\$ 750,000			
Solid Waste	L	Landfill Expansion Seneca C&D 1	\$ 750,000			
Library	L	Westminster Library Expansion	\$ 1,000,000			
Economic Development	L	Extend Commerce Way to Armstrong Road	\$ 1,200,000			
Economic Development	L	Land for Oconee County Commerce Center	\$ 1,500,000			
Economic Development	L	Revolving Shell Building	\$ 2,000,000			
Library	L	7,400 SF South County Library	\$ 2,000,000			
Economic Development	L	Exit 3 Development & Construction	\$ 5,000,000			\$ 15,015,000
						\$ 44,865,000

Beth Hulse

From: Beth Hulse
Sent: Friday, April 06, 2012 11:51 AM
To: Art Holbrooks; Beth Hulse; Bobby Williams (thebobbywilliams@bellsouth.net); David Mead; Glenn Breed; John Rau; Lake Julian; Paul Corbeil (cpaulcorbeil@gmail.com); Ryan Honea; Sally Lowery; Scott Moulder
Subject: Council Strategic Plan

Good Morning All;

Mr. Corbeil asked that as a result of this week's meeting that I forward to all Committee members the latest Oconee County Council Strategic Planning Report; to be reviewed and used to assist when scoring a capital project brought before the Committee in the future.

Council establishes these goals yearly and any updates will be forwarded for the Committee in the future.

Thanks and Happy Easter to All!

Elizabeth G. Hulse

Clerk to County Council

Oconee County Administrative Offices

415 South Pine Street

Walhalla, SC 29691

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bhulse@oconeesc.com

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OCONEE COUNTY COUNCIL RETREAT

February 7, 2012

OCONEE COUNTY COUNCIL CHAMBERS
WALHALLA, SC 29691

Background

Oconee County Council met on Tuesday, February 7, 2012 in council chambers to develop, review and revise short-term and long-term goals for the county that were established during the first council retreat in January 2011. Short-term goals were identified as those issues which need to be addressed in the next 12 to 24 months. Long-term goals were identified as those issues which need to be addressed in the next three to five years. The purpose of short-term goals is to provide staff direction in recommending a budget for Fiscal Year 2013. The purpose of long-term goals is to establish the priority issues that council has determined are necessary to meet the future needs of the citizens of Oconee County. All council members were present and participated in the long term goals discussion. However, because of a prior commitment, one member of council was unable to fully participate in the discussion of short-term goals.

Process

The County Administrator reviewed the progress made on the goals established in 2011 and in other county government activities. He then reviewed the vision, mission and values statements that were developed during the 2011 retreat.

VISION

Oconee County – A diverse, growing, safe, vibrant community guided by rural traditions and shaped by natural beauty; where employment, education and recreation offer a rich quality of life for all generations, both today and tomorrow.

MISSION

Oconee County's current mission statement is:

It is the mission of Oconee County to provide our current and future citizens and visitors quality services and to protect our neighborhoods, heritage and environment by managing growth and change through smart, inclusive planning.

VALUES

- Elected by the people
- Proactive in addressing issues important to the county
- Congeniality
- Diversity in population, workforce, and ideas
- Citizen input in open, unbiased, civil, and respectful discourse
- Concerned about the entire county as well as individual district
- After decisions made council speaks with one voice
- Ethical behavior
- Set example for staff
- Make fact-based decisions
- Balance today's needs with future needs

SWOT ANALYSIS

Facilitators from the University of South Carolina's Institute for Public Service and Policy Research led the council through a brief review and update of the SWOT analysis from 2011. Following is the revised list:

Strengths

- Strong financial base of county
- Geographic location
- Climate
- Water supply
- Organizational size – small enough to do great things in a timely fashion (if the will is there)
- Dependable, hard-working workforce
- Low taxes
- Low cost of living
- Natural resources
- Forestry
- Sound, productive farm community
- First rate school system – K-12, Tri-County Tech, Clemson University
- First rate medical center
- Access to electricity
- Potential for water and sewer expansion
- On main rail line – CSX and Norfolk Southern
- Diverse talents in community
- Strong sense of volunteerism
- Great volunteer fire system and rescue system
- Strong industrial base – Duke Energy
- Availability of product for economic development
- Cultural infrastructure available throughout surrounding communities

Weaknesses

- Generational poverty
- Education is not valued
- Ability to get high school diploma or GED for those who want
- Impact of special interest groups
- Form of government not always recognized
- Sewer services not always where needed
- High unemployment
- Drug abuse is a local and national issue
- Failure to communicate plans (strategic, comprehensive, etc.) and successes
- Need to do a better job of communication
- Negative impact of both internal and external change

Opportunities

- View landfill as a resource
- Attract new business and industry
- Help existing industries grow in county
- Attract 'sister companies' of existing industries to county
- Tourism growth
- Convention Center as a new attraction and to build on strengths of the county
- More active participant in regional efforts
- Be more competitive for grant opportunities
- Work with existing providers to expand sewer infrastructure that plans for future needs
- Continue to develop and strengthen intergovernmental relationships within the county
- Privatization of services
- Expand recycling
- Improve efficiencies in government operations
- Production of bio-fuels
- Consolidation of services while maintaining quality

Threats

- Unfunded mandates, both Federal and State
- Uncertainty about the impact of Federal and State government decisions on county government
- Ability to fill vacant jobs/willingness of individuals to take available jobs
- Financial stability of hospital resulting in sale of hospital or the need to begin government subsidy of services
- Need to increase tax revenue
- County government is not 'user friendly'
- Not utilizing existing buildings to attract business and industry
- Unfunded or under-funded local liabilities (health benefits, retirement, etc.)
- County ordinances can hinder economic development

- Lack of diverse revenue sources for funding county government
- Upgrading and maintaining roads throughout county
- Timing and duration of recovery from recession

The facilitators then led the council through a process of updating and prioritizing the short and long term goals. The results are as follows:

SHORT TERM GOALS

1. Jobs and Job Retention
2. Sewer Infrastructure
3. Completing a New Jail
4. Developing a Communications Plan
5. Administrative Review
6. Zoning
7. Continue the EMS Plan
8. Addressing the Old Courthouse
9. County Transportation
10. Reassessment

After identifying and prioritizing short-term issues and goals, council identified strategies and goals within each issue area. Council reinforced its reliance on and confidence in the County Administrator and staff to keep council informed of action taken and action needed. Council also reinforced its desire to provide the County Administrator the resources, both human and capital, needed to facilitate accomplishment of the goals that they have identified.

Jobs and Job Retention

- Ensure ongoing review of available economic development incentives available to both existing and prospective industries and businesses
- Maximize use of economic development incentives available to existing industries
- Continue to work with the legislative delegation to emphasize the growth issues and employment needs of Oconee County
- Continue implementation of the Economic Development Strategic Plan to include ongoing review and updates as appropriate
- Make a decision on sewer services to the Golden Corner Commerce Park
- Work with organizations and agencies in the county to identify existing job vacancies and develop training program to provided the county workforce the skills needed to fill those jobs
- Work with the Upstate Alliance to increase the number of referrals to Oconee County
- Develop a public/private partnership for Echo Hills
- Continue relationship with MLBDC for small business development incubator
- Increase agri-business in county

(It should be noted that several of the goals identified in the area of jobs and job retention could also be included within sewer infrastructure. They were placed within Jobs and Job Retention to reinforce their important to retaining current employment and planning for future economic development and the jobs that need to be created to meet the growing needs of Oconee County.)

Sewer Infrastructure

- Use both public and private resources to provide services to meet county-wide current and future needs
- Consider multiple ZOB authorities
- Revisit 1976 referendums
- Resolve long-term sewer issues and relationships
- Update sewer master plan with future growth in mind - link with comprehensive plan
- Update sewer basin plan

New Jail

- Make a decision on jail construction issues
- Expedite contracting process to begin construction as soon as realistically possible
- Provide council with an implementation schedule/timeline for construction of the new jail from current status through completion.

Communications Plan

- Fully develop and implement a county communications plan with the goal of keeping the public informed on the activities of county government to include items such as a quarterly progress report emphasizing accomplishments and costs as well as an annual report on actions taken.
- Schedule regular press releases to keep the public informed
- Emphasize the accomplishments that have been made
- Tie activities of county government to the comprehensive plan
- Council will develop goals to be used as part of an annual action plan
- Schedule ongoing town hall question and answer sessions – work with the Chamber of Commerce as appropriate to facilitate these sessions
- Administrator continue to do public presentations, using staff as appropriate to keep the public informed

Administrative Review

- Council will work with the County Administrator to provide additional short-term and long-term resources as needed to fully implement ongoing review of county administration to ensure that the citizens of Oconee County are provided quality, cost effective services.
- Continue process improvement project
- Develop and use performance management information

Zoning

- Provide training/workshops for Council, Planning Commission, Staff, and Citizens on the county's implementation policy for community zoning.
- Support Planning Commission 2012 goals
- Work with communities that desire zoning to ensure timely implementation of appropriate zoning

Public Safety

- Complete the phased implementation schedule for the EMS Plan
- Implement Fire and Rescue Service Plan
- Develop and plan for capital and operational expenses associated with implementation
- Monitor impact of mandated training on encouraging and attracting volunteers

Old Courthouse

- Issue is being sent to the Real Estate/Facilities/Land Management Committee for review and recommendation. Results of committee discussion are due to Council on March 15th, 2012.
- Develop and recommend a policy for addressing vacant county property.

County Transportation

- Continue the development and implementation of a county road master plan
- Complete CAT bus study for expansion of mass transit in county

Reassessment

- Finalize appeals process
- Begin planning for 2016 reassessment

LONG-TERM GOALS

Council next moved to reviewing and prioritizing long terms issues and goals established last year. The following goals were prioritized and revised by council:

1. Economic Development
2. Revenue Alternatives
3. Address Branch Library
4. Expand Tourism
5. Solid Waste
6. Recreation
7. 2-4 Year Campus
8. Resolve Road Issues

Within each of these priority issues, specific goals or strategies were identified.

Economic Development

- This is an ongoing priority issue and council needs to continue to do what is can to facilitate economic development throughout the county.
- Work with Tri-County Technical College to better prepare the workforce for future jobs
- Develop public/private economic development program
- Implement development plan for GCCP and Echo Hills

Revenue Alternatives – Funding Local Government

- Begin a public education process on how government is funded and alternative funding sources that are available to help pay for government services
- Create a citizen committee to provide recommendations on funding alternatives to council
- Invest in the expansion of the Rock Quarry
- Ensure broadband capabilities become a revenue source
- Further develop recycling program

Address Branch Libraries

- Replace Seneca branch
- Support Library Board's capital plan

Expand Tourism

- Grow tourism and create jobs in that sector
- Support the plans for a convention center
- Coordinate activities with SC FRT

Recreation

- Define and implement a long-term recreation plan

Solid Waste

- Keep ongoing review of usage and costs
- Continue to look for alternatives
- Educate public about the need for recycling
- Identify "sort and sell" recycling opportunities (electronics)

2-4 Year Campus

- Continue discussions with Tri-County Technical College
- Identify funding sources
- Identify incentives that may be available or could be offered
- Decide where campus should be located

Resolve Road Issues

- Develop long-term funding strategy
- Develop continuous maintenance program