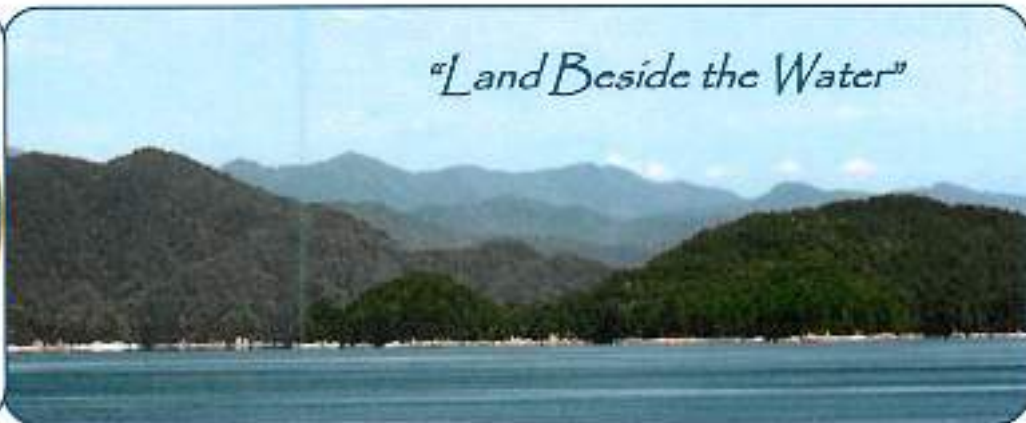




*"Land Beside the Water"*



# Oconee County

South Carolina



## Strategic Planning Retreat





**JUNE 30, 2012  
COMPREHENSIVE ANNUAL  
FINANCIAL REPORT**

Oconee County, South Carolina



# Agenda

## ▣ Government-wide Statements

- Financial Highlights
- Revenue by Source Chart
- Expenses by Program Chart
- General Characteristics of Government-wide Statements
- Government-wide Statements Details

## ▣ Fund Financial Statements

- Financial Highlights
- General Characteristics of Fund Financial Statements
- Fund Balance Evaluation of the General Fund

## ▣ Budget Comparisons

- Financial Highlights
- General Fund Details
- Other Fund Details



# Financial Highlights

## ▣ Government-wide Financial Statements

### ▪ Total Net Assets

#### ▣ Oconee County

- Assets exceeded liabilities by \$156,079,197
- An increase from the prior year of \$4,923,071
- Unrestricted net assets = \$29,475,056

#### ▣ Governmental Activities

- Assets exceeded liabilities by \$143,603,705
- Decreased from FY10-11 by \$1,512,261

#### ▣ Business-type Activities

- Assets exceeded liabilities by \$12,475,492
- Increased from FY10-11 by \$6,435,332



# Financial Highlights

## ■ Government-wide Financial Statements – *cont.*

### ■ Revenues and Expenses

#### ■ Oconee County

- Revenues = \$59,257,959
- Expenses = \$54,334,888
- Revenues exceeded expenses by \$4,923,071

#### ■ Governmental Activities

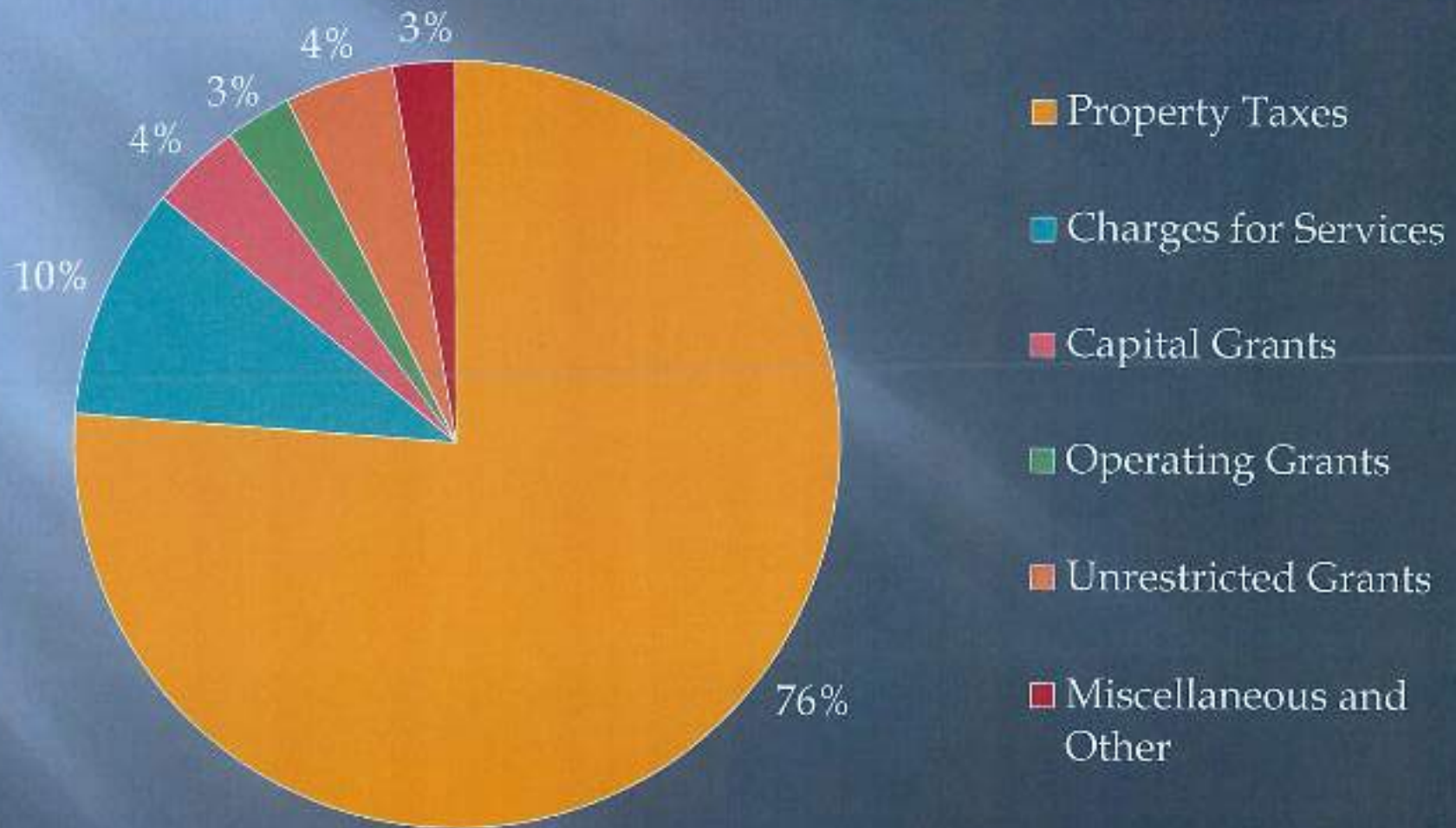
- Revenues = \$49,942,266
- Expenses = \$52,087,836
- Expenses exceeded revenues by \$2,145,570

#### ■ Business-type Activities

- Revenues = \$9,315,693
- Expenses = \$2,247,052
- Revenues exceeded expenses by \$7,068,641

# Governmental Activities

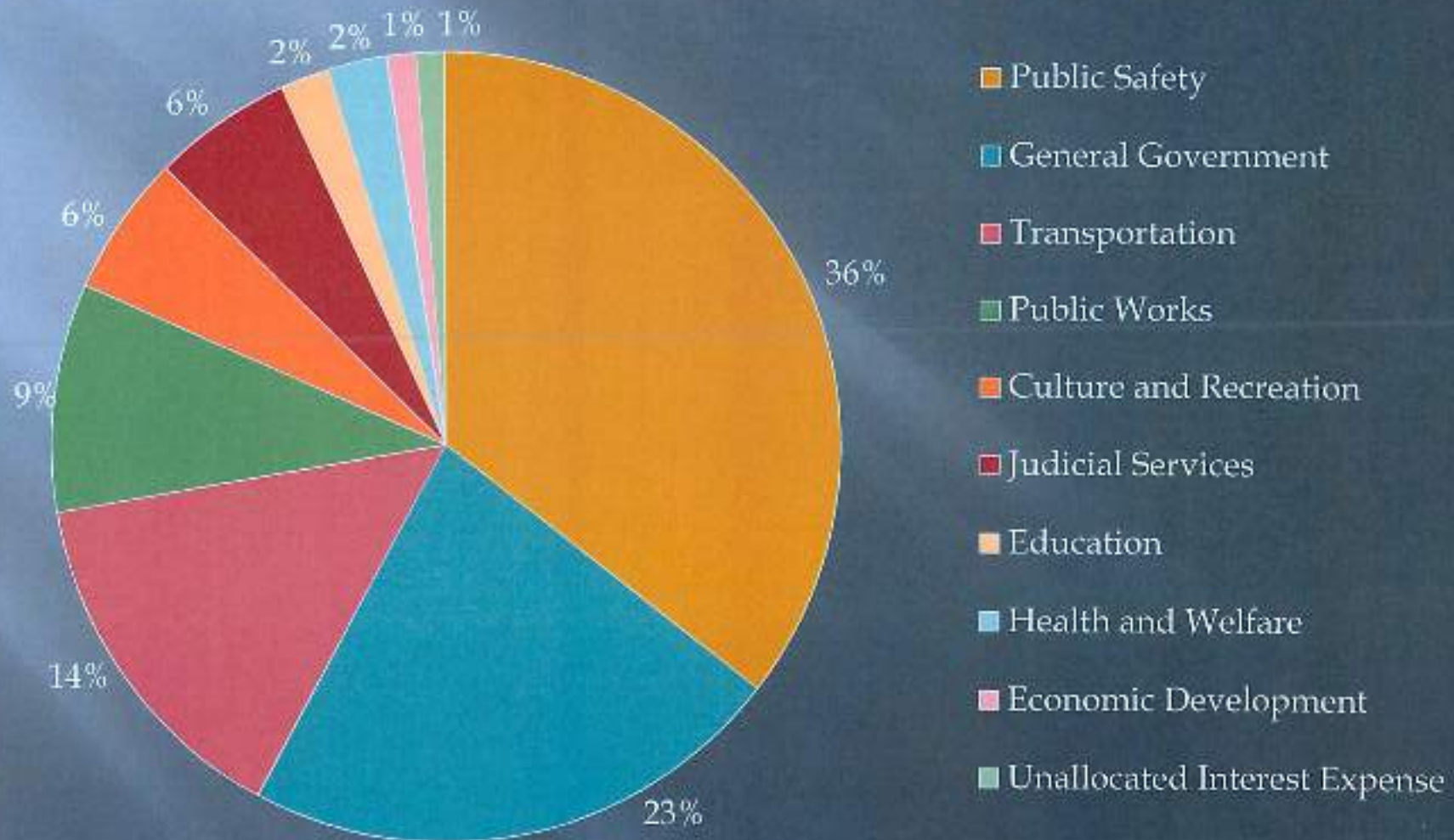
## Revenues by Source





# Governmental Activities

## Expenses by Program



# Government-Wide Statements

- Show financial position using “business” accounting rather than governmental accounting
- Show the activity of the County as a whole
- All governmental funds are combined and classified as governmental activities
- All proprietary funds are combined and classified as business -type activities
  
- Statements include:
  - Statement of Net Assets (Exhibit A, page 25)
  - Statement of Activities (Exhibit B, page 26)



# Statement of Net Assets

Assets	Notes
Inventories	Vehicle Maintenance supplies, Airport fuels, and Rock Quarry rock products
Prepaid items	Various invoices requiring payment prior to the occurrence of the actual expenditure including the remaining 2 years of a 5-year software maintenance contract for Communications and the prepayment of taxes for Tri-County Technical College
Assets Held for Resale	Economic Development's commerce park properties and items/properties seized as part of the Sheriff's narcotics operations that will be sold by the County
Capital Assets	Includes non-depreciable capital assets for land and construction in progress and depreciable capital assets for buildings and improvements, vehicles and equipment, infrastructure, and other assets. The largest category of capital assets is infrastructure which represents 34.5% of all the governmental activities capital assets. These are not reported on the governmental fund financial statements.



# Statement of Net Assets – cont.

Liabilities	Notes
Bank Overdraft	Not a true bank overdraft, rather a negative cash balance related to reimbursable grants accounted for in the Miscellaneous Special Revenue Fund.
Internal Balances	Primarily consists of a General Fund advance to the FOCUS Fund to be repaid in future years from FOCUS's operating income
Long-term Liabilities: Due within One Year	Includes a one year's portion of the liabilities for bonds, capital leases, compensated absences, and post closure care costs for the governmental activities and vacation payable for the business-type activities. The liabilities for the governmental activities are not reported on the governmental fund financial statements.
Long-term Liabilities: Due in More Than One Year	Includes the liabilities for bonds, capital leases, compensated absences, post closure care costs, and net post employment benefit obligation for the governmental activities and vacation payable and net post employment benefit obligation for the business-type activities. The liabilities for the governmental activities are not reported on the governmental fund financial statements.



# Statement of Net Assets – *cont.*

Net Assets	Notes
Invested in Capital Assets, Net of Related Debt	Equals the value, net of accumulated depreciation, of all capital assets less the outstanding balances of any debt for capital construction or acquisition.
Restricted for: Public Safety Capital Projects Debt Service Culture and Recreation Other Purposes	Only those amounts restricted by outside parties (i.e. grantors, donors, other governments), constitutional provisions, or by the enabling legislation that created the revenue source are considered restricted. For governmental activities, these are restricted by the purpose (program/function) for which those resources can be used only if the purpose is narrower than the purpose of the government and include unspent capital-related debt proceeds.
Unrestricted	The remaining balance of Net Assets that do not meet the above criteria.

# Statement of Activities - Expenses

(Reported by program/function of the department incurring the expense)

Program Revenue	Notes
Public Safety - Operating Grants	Includes local, state, and federal grants for law enforcement and emergency services, as well as drug seizure revenue and assessment and surcharges
Public Safety - Capital Grants	Funding from the capital lease for the communications tower.
Transportation - Operating Grants	Federal grants for road and bridges repairs
Transportation - Capital Grants	Federal and state grants for Airport improvements and state C-Fund grants for paving
Economic Development - Capital Grants	Utility tax credits for the development of industrial properties and a pass through grant for industry



# Statement of Activities – cont.

Revenues	Notes
General Revenues	Includes all Property Taxes and other revenues that are <b>not</b> program-specific revenues from Charges for Services, Operating Grants and Contributions, or Capital Grants and Contributions
Property Taxes	Include property tax revenues levied for: General Purposes - County's Operational mills Public Safety - Emergency Services Protection District mill Debt Service - County's Debt Service mills Capital Projects - Roads and Bridges mill Economic Development - Economic Development mill Education - Tri-County Technical College mill
Other Taxes and Licenses	Cable TV franchise taxes, telecommunications E-911 surcharges, and State and local accommodations taxes
Unrestricted Grants and Contributions	State Aid to Subdivisions
Transfers	Transfers from the Rock Quarry to the General Fund and the Bridges and Culverts Fund

# Financial Highlights

## ■ Fund Financial Statements

### ■ Governmental Funds

#### ■ Fund Balances

- General Fund = \$24,633,149
  - Decrease of \$538,902 from prior year
  - Unassigned fund balance = \$7,521,789
- Major Governmental Funds
  - Emergency Services Protection District fund balance = \$1,859,948
    - Restricted for Public Safety
  - Capital Projects fund balance = \$19,992,177
    - Restricted = \$17,320,297
    - Assigned = \$2,671,880
  - Economic Development fund balance = \$6,220,330
    - Nonspendable = \$4,382,453 (Industrial park assets for resale)
    - Assigned for Capital Projects = \$1,837,877
- Other Governmental Funds
  - FY11-12 fund balances = \$5,332,305



# Financial Highlights

## ▣ Fund Financial Statements

### ▪ Governmental Funds – *cont.*

#### ▣ Revenues and Expenditures

##### ▪ General Fund

▣ Revenues = \$39,315,207 (decrease from prior year \$2,291,997)

▣ Expenditures = \$41,949,475 (increase from prior year \$1,817,621)

▣ Expenditures exceeded Revenues by \$2,634,268

▪ This deficiency is also funded by Other Financing Sources that are required to be categorized separately from the Revenues (e.g., long-term debt issuance, capital lease debt, sales of capital assets, insurance recoveries, and interfund transfers)

##### ▪ Major Governmental Funds

▣ Revenues = \$4,689,614

▣ Expenditures = \$4,360,490

▣ Revenues exceeded expenditures by \$329,124

##### ▪ Other Nonmajor Governmental Funds

▣ Revenues = \$7,449,401

▣ Expenditures = \$6,867,216

▣ Revenues exceeded Expenditures by \$582,185

# Financial Highlights

## ■ Fund Financial Statements

### ■ Governmental Funds – *cont.*

#### ■ Other Financing Sources (Uses)

##### ■ Non-revenue funding sources or non-expenditure funding uses

###### ■ General Fund

- Sale of Capital Assets = \$42,326
  - Capital assets no longer used by the County are sold at auction to the general public
- Insurance Recoveries = \$14,992
- Capital Lease Transaction = \$1,614,812
  - Proceeds from the 2011 Capital Lease Purchase Agreement
- Transfers In = \$586,844
  - \$533,309 from the Rock Quarry Fund to provide operational funds
  - \$23,500 from the Miscellaneous Special Revenue Funds Duke Power FNI Grant to Emergency Services to subsidize salaries
  - \$30,035 from the Local Accommodations Tax Fund to reimburse operational expenditures
- Transfers Out = \$163,608
  - \$113,208 to the Sheriff's Victims' Assistance Fund to provide additional operational funds
  - \$50,400 to the Solicitor's Victims' Assistance Fund to provide additional operational funds

###### ■ Other Nonmajor Governmental Funds

- Transfers In = \$263,608
  - \$100,000 from the Rock Quarry Fund to the Bridges and Culverts Fund to provide additional operational funds
  - \$113,208 from the General Fund to the Sheriff's Victims' Assistance Fund
  - \$50,400 from the General Fund to the Solicitor's Victims' Assistance Fund
- Transfers Out = \$53,535
  - \$23,500 to the General Fund from the Miscellaneous Special Revenue Fund
  - \$30,035 to the General Fund from the Local Accommodation Tax Fund



# Financial Highlights

## ▣ Fund Financial Statements – *cont.*

### ▪ Proprietary Funds

#### ▣ Net Assets

- Rock Quarry Fund = \$5,899,000
- FOCUS Fund = \$6,576,492

#### ▣ Revenues and Expenses

##### ▪ Rock Quarry Fund

- ▣ Operating Revenues = \$2,854,380
- ▣ Operating Expenses = \$2,228,448
- ▣ Net Operating Income = \$625,932
- ▣ Non-operating Revenues = \$7,377

##### ▪ FOCUS Fund

- ▣ Operating Revenues = \$1,110
- ▣ Operating Expenses = \$18,604
- ▣ Net Operating Loss = \$17,494
- ▣ Non-operating Revenues = \$6,452,826

# Fund Statements

- Show financial position using “governmental” accounting
- The General Fund is the chief operating fund
- Capital projects funds are used to account for major capital construction, improvement, or acquisition projects
- Special revenue funds are used to account for certain revenues that can only be used for specified purposes
- Proprietary funds are used to account for business-type activities (Rock Quarry and FOCUS funds)



# Fund Statements – *cont.*

## ■ Governmental Funds

- Balance Sheet (Exhibit C-1, page 27)
- Statement of Revenues, Expenditures and Changes in Fund Balances (Exhibit D-1, page 29)

## ■ Proprietary Funds

- Statement of Net Assets (Exhibit E, page 31)
- Statement of Revenues, Expenses, and Changes in Net Assets (Exhibit F, page 32)
- Statement of Cash Flows (Exhibit G, page 33)

# Balance Sheet

- ▣ Governmental Funds
  - General Fund
  - Capital projects funds
  - Special revenue funds
  - Debt service funds
- ▣ Major funds are displayed separately
- ▣ Non-major funds are combined
  - See combining statement on page 63
- ▣ Bank overdrafts are not bank overdrafts, but negative cash balances related to reimbursable grants



# Balance Sheet – *cont.*

## ▣ Fund Balance Classifications

- Nonspendable – Related to assets that are not spendable in form (e.g., supplies inventories, prepaid items)
- Restricted – Externally enforceable constraints most often by creditors, grantors, donors, other government laws or regulations, constitutional provisions, or enabling legislation
- Committed (*none reported for FY2012*) – Self-imposed constraint by Council that is legally binding and must be removed in the same formal manner as enacted
- Assigned – Funds set aside for a desired use and do not require a formal, legally binding action by Council
- Unassigned – Only the General Fund can have a positive unassigned balance, all other governmental funds reports positive balances are at the minimum classification of Assigned

# Statement of Revenues, Expenditures and Changes in Fund Balance

- ▣ Governmental Funds Only
- ▣ Major funds shown separately
- ▣ Non-major funds are combined
  - See combining statement on page 64
- ▣ Purchases of assets held for resale are not included in expenditures



# Fund Balance Evaluation - General Fund

	Amount
General Fund Expenditure Budget (FY 2013)	\$ 43,179,332
Minimum General Fund Balance (25%)	\$ 10,794,833
Maximum General Fund Balance (30%)	\$ 12,953,800
Unassigned Fund Balance (June 30, 2012)	\$ 7,521,789
Amount Under Minimum	\$ 3,273,044

# Financial Highlights

## ▣ Budgetary Comparison Schedule

### ▪ General Fund

▣ Actual Revenues were under budget by \$977,983

▣ Actual Expenditures were under budget by \$2,221,490

### ▪ Emergency Services Protection District

▣ Actual Revenues were over budget by \$91,460

▣ Actual Expenditures were under budget by \$432,487

**Spending freeze implemented June 1, 2012**



# Budgetary Comparisons - General Fund Revenues

Revenues	Variance - Over / (Under)	Notes
Property Taxes	(\$215,613)	Collections less than anticipated
Intergovernmental	(\$139,372)	State aid to the County less than expected
Licenses, Permits, and Fees	(\$456,451)	Less Building Codes and Planning fees and permits, Animal Control dog adoption fees, and Clerk of Court fees
Fines and Forfeitures	(\$231,589)	Lower Magistrate fines
Charges for Services	\$127,403	Airport fuel sales and other charges for services and Solid Waste recycling fees increased
Interest	(\$24,319)	Interest and investment income less
Miscellaneous and Other	(\$38,042)	Master in Equity and COG Annual Reimbursement less

# Budgetary Comparisons – General Fund Expenditures

Department	Variance Under / (Over)	Notes <i>(for major variances only)</i>
County Council	\$357,872	Unused contingency funds
Non-departmental	(\$139,148)	Legal expenses related to Airport litigation and higher than anticipated telecommunications expenditures due to delays in VoIP installation
Sheriff's Department	\$113,954	Ammunition ordered on a purchase order but not received and therefore not expended
Communications	\$396,131	Capital lease funds for the construction of a communications tower unspent at fiscal year end due to permitting issues
Law Enforcement Center	\$191,322	Less expensive medications and medical services for inmates



# Budgetary Comparisons – General Fund Expenditures – *cont.*

Department	Variance Under / (Over)	Notes <i>(for major variances only)</i>
Emergency Services	\$252,706	Unused allocations to volunteer departments and unspent encumbered funds for substation construction
Road Department	\$379,269	Paving and patching purchase orders with unspent balance at fiscal year end
Solid Waste	\$166,531	Increased costs associated with municipal waste disposal and employee salaries

# Budgetary Comparisons - Emergency Services Protection Fire District

Revenues	Variance - Over / (Under)	Notes
Emergency Services Protection District	\$91,460	Property tax revenue greater than expected

Expenditures	Variance Under / (Over)	Notes <i>(for major variances only)</i>
Emergency Services Protection District	\$432,487	Purchase orders for the substations' construction and equipment and fire truck acquisitions were not fully expended by fiscal year



The PDF file for the 2011-2012 CAFR is available  
on the Finance Department's web page at

<http://www.oconeesc.com/Departments/A1/Finance/FinancialStatementsBudgets.aspx>

Questions – Comments?

**OCONEE COUNTY, SOUTH CAROLINA**  
**STATEMENT OF NET ASSETS**  
 JUNE 30, 2012

	<u>Governmental Activities</u>	<u>Business-type Activities</u>	<u>Total</u>
<b>Assets</b>			
Cash	\$ 23,630,706	\$ 2,284,994	\$ 25,915,700
Investments	23,365,749	1,678,355	25,044,104
Receivables:			
Taxes - net	1,187,140	-	1,187,140
Accounts	506,250	186,917	693,167
Intergovernmental	1,715,721	470,353	2,186,074
Inventories	281,707	580,004	861,711
Prepays	1,033,114	10,000	1,043,114
Unamortized bond issue costs	173,390	-	173,390
Seized assets	103,160	-	103,160
Assets held for sale	7,136,478	-	7,136,478
Capital assets - not being depreciated	48,645,443	9,645,388	58,290,831
Capital assets - net of accumulated depreciation	68,061,591	1,722,174	69,783,765
	<u>\$ 175,840,449</u>	<u>\$ 16,578,185</u>	<u>\$ 192,418,634</u>
<b>Liabilities</b>			
Accounts payable	\$ 1,887,479	\$ 687,912	\$ 2,575,391
Bank overdrafts	31,168	-	31,168
Retainage payable	177,940	72,978	250,918
Accrued payroll liabilities	592,136	8,862	600,998
Unearned revenue	217,186	-	217,186
Accrued interest payable	228,041	-	228,041
Internal balances	(3,198,245)	3,198,245	-
Long-term liabilities:			
Due within one year	3,827,964	20,775	3,848,739
Due in more than one year	28,473,075	113,921	28,586,996
	<u>32,236,744</u>	<u>4,102,693</u>	<u>36,339,437</u>
<b>Net Assets</b>			
Invested in capital assets, net of related debt	110,431,532	11,367,562	121,799,094
Restricted for:			
Public safety	3,254,797	-	3,254,797
Capital projects	112,981	-	112,981
Debt service	1,287,049	-	1,287,049
Culture and recreation	113,196	-	113,196
Other purposes	37,024	-	37,024
Unrestricted	28,367,126	1,107,930	29,475,056
	<u>143,603,705</u>	<u>12,475,492</u>	<u>156,079,197</u>
	<u>\$ 175,840,449</u>	<u>\$ 16,578,185</u>	<u>\$ 192,418,634</u>

Oconee County

- Unrestricted Net Assets
- Total Net Assets

Governmental Activities

- Total Net Assets

Business-type Activities

- Total Net Assets

The accompanying financial statements.



OCONEE COUNTY, SOUTH CAROLINA  
**STATEMENT OF ACTIVITIES**  
 FOR THE YEAR ENDED JUNE 30, 2012

Functions/Programs	Expenses	Program Revenues			Net (Expense) Revenue and Changes in Net Assets		
		Charges for Services	Operating Grants and Contributions	Capital Grants and Contributions	Governmental Activities	Business-type Activities	Total
<b>Primary Government</b>							
<b>Governmental activities</b>							
General government	\$ 11,897,494	\$ 699,104	\$ 48,521	\$ -	\$ (10,949,859)	\$ -	\$ (10,949,859)
Public safety	18,483,001	545,666	508,358	381,404	(17,047,573)	-	(17,047,573)
Transportation	7,495,563	911,261	224,567	1,119,878	(5,239,757)	-	(5,239,757)
Public works	4,901,973	1,221,323	16,850	-	(3,663,800)	-	(3,663,800)
Culture and recreation	3,019,172	377,337	101,521	3,317	(2,536,997)	-	(2,536,997)
Judicial services	2,970,949	1,109,336	204,304	-	(1,657,309)	-	(1,657,309)
Education	1,048,376	-	-	-	(1,048,376)	-	(1,048,376)
Health and welfare	1,262,341	67,487	232,435	-	(942,419)	-	(942,419)
Economic development	617,995	-	55,245	394,332	(168,418)	-	(168,418)
Unallocated interest expense	690,972	-	-	-	(590,972)	-	(590,972)
	<u>52,067,838</u>	<u>4,951,514</u>	<u>1,391,801</u>	<u>1,899,031</u>	<u>(43,845,490)</u>	<u>-</u>	<u>(43,845,490)</u>
<b>Business-type activities</b>							
FOCUS	18,604	1,110	-	6,452,604	-	6,435,110	6,435,110
Rock quarry	2,228,448	2,854,390	-	3,121	-	629,053	629,053
	<u>2,247,052</u>	<u>2,855,490</u>	<u>-</u>	<u>6,455,725</u>	<u>-</u>	<u>7,064,163</u>	<u>7,064,163</u>
<b>Total primary government</b>	<b>\$ 54,334,888</b>	<b>\$ 7,807,004</b>	<b>\$ 1,391,801</b>	<b>\$ 8,354,756</b>	<b>\$ (43,845,490)</b>	<b>\$ 7,064,163</b>	<b>\$ (36,781,327)</b>

26

**Oconee County**

- Revenues
- Expenses

**Governmental Activities**

- Revenues
- Expenses

**Business-type Activities**

- Revenues
- Expenses

<b>General Revenues</b>			
Property taxes levied for:			
General purposes	<b>Total Property</b>	\$ 31,122,090	\$ -
Public safety	<b>Taxes =</b>	1,375,570	-
Debt service		3,394,499	-
Capital projects		537,948	-
Economic development		537,925	-
Education		1,125,062	-
Other taxes and licenses		755,113	-
Unrestricted grants and contributions		2,286,169	-
Unrestricted investment earnings		427,725	4,478
Miscellaneous		137,819	-
Transfers		633,309	(833,309)
<b>Total general revenues, special items and transfers</b>		<u>42,333,229</u>	<u>(628,631)</u>
Change in net assets		(1,512,261)	6,435,332
Net assets - beginning of year		145,115,965	6,040,160
Net assets - end of year		<u>\$ 143,603,705</u>	<u>\$ 12,475,492</u>

The accompanying notes are an integral part of the financial statements.

OCONEE COUNTY, SOUTH CAROLINA  
BALANCE SHEET  
GOVERNMENTAL FUNDS  
JUNE 30, 2012

Exhibit C-1

	General	Emergency Services Protection District	Capital Projects	Economic Development	Other Nonmajor Governmental Funds	Total Governmental Funds
<b>Assets</b>						
Cash	\$ 10,390,020	\$ 1,842,044	\$ 4,593,600	\$ 2,589,509	\$ 4,140,403	\$ 23,630,706
Investments	7,980,416	-	15,795,333	-	-	23,365,749
Receivables						
Taxes - net	1,002,507	37,905	-	16,497	130,231	1,187,140
Accounts	421,754	7,078	-	-	77,420	506,250
Intergovernmental	681,642	-	76,387	-	757,682	1,715,721
Advances to other funds	4,088,245	-	-	-	-	4,088,245
Prepays	284,713	-	-	-	768,401	1,033,114
Inventories	281,707	-	-	-	-	281,707
Seized assets	-	-	-	-	103,160	103,160
Assets held for sale	2,754,025	-	-	4,382,453	-	7,136,478
	<u>\$ 27,042,029</u>	<u>\$ 1,987,025</u>	<u>\$ 20,486,410</u>	<u>\$ 6,985,509</u>	<u>\$ 5,977,297</u>	<u>\$ 63,058,270</u>
<b>Liabilities</b>						
Accounts payable	\$ 1,535,080	\$ 88,940	\$ 106,078	\$ 2,970	\$ 90,410	\$ 1,867,478
Bank overdrafts	-	-	-	-	31,168	31,168
Refinance payable	80,854	10,093	87,050	-	-	177,947
Accrued payroll liabilities	688,879	-	-	-	2,157	691,036
Deferred revenue						
Property taxes	748,570	30,101	-	12,209	88,501	879,381
Intergovernmental	-	-	76,387	-	100,027	176,414
Other	63,387	-	-	-	103,160	166,547
Unearned revenues	-	-	144,707	-	72,479	217,186
Advances from other funds	-	-	-	750,000	150,000	900,000
	<u>3,028,690</u>	<u>127,077</u>	<u>474,233</u>	<u>765,179</u>	<u>644,892</u>	<u>5,039,971</u>
<b>Fund Balances</b>						
<b>Nonspendable</b>						
Inventories	281,707	-	-	-	-	281,707
Prepays	284,713	-	-	-	768,401	1,033,114
Assets held for resale	2,754,025	-	-	4,382,453	-	7,136,478
Long-term portion of receivables	105,094	-	-	-	-	105,094
Long-term portion of advances	4,088,245	-	-	-	-	4,088,245
<b>Restricted</b>						
Public safety	-	1,850,048	-	-	1,212,203	3,062,251
Debt service	-	-	-	-	1,235,487	1,235,487
Capital projects	1,401,606	-	17,320,297	-	-	18,721,903
Culture and recreation	-	-	-	-	98,139	98,139
Other purposes	-	-	-	-	37,024	37,024
<b>Assigned</b>						
Solid waste reserve	2,811,838	-	-	-	-	2,811,838
Health care reserve	3,215,844	-	-	-	-	3,215,844
Subsequent year's budget	2,208,789	-	-	-	-	2,208,789
Capital projects	-	-	2,671,880	1,037,077	1,663,817	6,173,574
Transportation	-	-	-	-	22,245	22,245
Public safety	-	-	-	-	94,241	94,241
Education	-	-	-	-	215,578	215,578
Other purposes	-	-	-	-	8,874	8,874
Unassigned	7,521,785	-	-	-	(21,702)	7,500,083
	<u>24,033,149</u>	<u>1,850,048</u>	<u>19,992,177</u>	<u>6,220,330</u>	<u>5,332,305</u>	<u>58,027,909</u>
<b>Total Fund Balances</b>	<u>\$ 27,042,029</u>	<u>\$ 1,987,025</u>	<u>\$ 20,486,410</u>	<u>\$ 6,985,509</u>	<u>\$ 5,977,297</u>	<u>\$ 63,058,270</u>

Total  
Liabilities  
and Fund  
Balances

The accompanying notes are an integral part of the financial statements.



OCONEE COUNTY, SOUTH CAROLINA  
 STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES  
 GOVERNMENTAL FUNDS  
 FOR THE YEAR ENDED JUNE 30, 2012

	General	Emergency Services Protection District	Capital Projects	Economic Development	Other Nonmajor Governmental Funds	Total Governmental Funds
<b>Revenues</b>						
Property taxes	\$ 31,009,938	\$ 1,370,334	\$ -	\$ 635,718	\$ 5,024,324	\$ 38,020,282
Other taxes	-	-	-	-	502,288	502,288
Intergovernmental	2,968,028	-	2,242,094	141,332	1,693,237	7,063,591
Licenses, permits and fees	2,658,835	-	-	-	-	2,658,835
Fines and forfeitures	360,911	-	-	-	110,687	485,858
Charges for services	1,661,043	-	-	-	-	1,661,043
Interest and investment income	375,601	-	49,034	-	3,480	428,115
Miscellaneous and other	141,721	-	1,104	380,000	100,207	612,032
	<u>39,315,207</u>	<u>1,370,334</u>	<u>2,292,232</u>	<u>1,027,048</u>	<u>7,448,401</u>	<u>51,454,222</u>
<b>Expenditures</b>						
<b>Current</b>						
General government	13,186,685	-	-	-	878	13,186,544
Public safety	13,758,049	1,520,298	-	-	605,600	15,883,987
Transportation	4,039,399	-	-	-	1,267,328	5,906,718
Public works	3,935,370	-	-	-	-	3,935,370
Culture and recreation	2,655,352	-	-	-	324,552	2,879,904
Judicial services	2,571,318	-	-	-	83,099	2,654,317
Education	-	-	-	-	1,013,376	1,013,376
Health and welfare	569,185	-	-	-	112,637	681,822
Economic development	412,310	-	-	141,114	54,058	608,382
Capital outlay	-	117,615	2,567,650	13,813	21,284	2,720,372
Debt service						
Principal retirement	304,220	-	-	-	2,585,000	2,889,220
Interest and fiscal charges	18,719	-	-	-	797,140	815,851
	<u>41,048,476</u>	<u>1,637,913</u>	<u>2,567,650</u>	<u>154,927</u>	<u>6,867,218</u>	<u>53,177,181</u>
<b>Excess (Deficiency) of Revenues Over Expenditures</b>	<u>(2,634,268)</u>	<u>(267,579)</u>	<u>(275,418)</u>	<u>872,121</u>	<u>582,185</u>	<u>(1,722,959)</u>
<b>Other Financing Sources (Uses)</b>						
Sale of capital assets	42,320	-	-	-	-	42,320
Insurance recoveries	14,962	-	-	-	-	14,962
Capital lease transaction	1,014,812	-	-	-	-	1,014,812
Transfers in	595,844	-	-	-	203,608	850,452
Transfers out	(163,608)	-	-	-	(52,525)	(217,143)
	<u>2,095,386</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>210,073</u>	<u>2,305,439</u>
<b>Net Change in Fund Balances</b>	<u>(538,882)</u>	<u>(267,579)</u>	<u>(275,418)</u>	<u>872,121</u>	<u>782,258</u>	<u>582,480</u>
<b>Fund Balances - Beginning of Year</b>	<u>25,172,051</u>	<u>2,127,627</u>	<u>20,287,595</u>	<u>5,348,208</u>	<u>4,640,047</u>	<u>57,455,479</u>
<b>Fund Balances - End of Year</b>	<u>\$ 24,633,169</u>	<u>\$ 1,860,048</u>	<u>\$ 19,992,177</u>	<u>\$ 6,220,330</u>	<u>\$ 5,422,305</u>	<u>\$ 56,907,909</u>

The accompanying notes are an integral part of the financial statements.

**OCONEE COUNTY, SOUTH CAROLINA  
STATEMENT OF NET ASSETS  
PROPRIETARY FUNDS  
JUNE 30, 2012**

<b>ASSETS</b>			
	<b>FOCUS</b>	<b>Rock Quarry</b>	<b>Total</b>
<b>Current Assets</b>			
Cash	\$ 308,457	\$ 1,976,537	\$ 2,284,994
Investments	-	1,678,355	1,678,355
Receivables			
Accounts - net of allowance of \$89,633	-	186,917	186,917
Intergovernmental	470,353	-	470,353
Prepays	-	10,000	10,000
Inventories	-	580,004	580,004
<b>Total Current Assets</b>	<b>778,810</b>	<b>4,431,813</b>	<b>5,210,623</b>
<b>Capital Assets</b>			
Land	-	27,891	27,891
Construction in progress	9,617,497	-	9,617,497
Buildings	-	544,786	544,786
Equipment and vehicles	83,087	5,739,598	5,822,683
Other capital assets	-	529,934	529,934
	<u>9,700,584</u>	<u>6,842,207</u>	<u>16,542,791</u>
Less accumulated depreciation and depletion	(12,961)	(5,162,268)	(5,175,229)
<b>Total Capital Assets</b>	<b>9,687,623</b>	<b>1,679,939</b>	<b>11,367,562</b>
<b>Total Assets</b>	<b>\$ 10,466,433</b>	<b>\$ 6,111,752</b>	<b>\$ 16,578,185</b>
<b>LIABILITIES AND NET ASSETS</b>			
<b>Current Liabilities</b>			
Accounts payable	\$ 618,718	\$ 69,194	\$ 687,912
Retainage payable	72,978	-	72,978
Accrued payroll liabilities	-	8,862	8,862
Compensated absences	-	20,775	20,775
<b>Total Current Liabilities</b>	<b>691,696</b>	<b>98,831</b>	<b>790,527</b>
<b>Noncurrent Liabilities</b>			
Advances from other funds	3,198,245	-	3,198,245
Net post-employment benefit obligation	-	59,904	59,904
Compensated absences	-	54,017	54,017
<b>Total Noncurrent Liabilities</b>	<b>3,198,245</b>	<b>113,921</b>	<b>3,312,166</b>
<b>Total Liabilities</b>	<b>3,889,941</b>	<b>212,752</b>	<b>4,102,693</b>
<b>Net Assets</b>			
Investments in capital assets	9,687,623	1,679,939	11,367,562
Unrestricted net assets	(3,111,131)	4,219,061	1,107,930
<b>Total Net Assets</b>	<b>6,576,492</b>	<b>5,899,000</b>	<b>12,475,492</b>
<b>Total Liabilities and Net Assets</b>	<b>\$ 10,466,433</b>	<b>\$ 6,111,752</b>	<b>\$ 16,578,185</b>

The accompanying notes are an integral part of the financial statements.



**OCONEE COUNTY, SOUTH CAROLINA**  
**STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET ASSETS**  
**PROPRIETARY FUNDS**  
**FOR THE YEAR ENDED JUNE 30, 2012**

	<u>FOCUS</u>	<u>Rock Quarry</u>	<u>Total</u>
<b>Operating Revenues</b>			
Outside customer sales	\$ 1,110	\$ 2,854,030	\$ 2,855,140
Miscellaneous operating revenues	-	350	350
	<u>1,110</u>	<u>2,854,380</u>	<u>2,855,490</u>
<b>Operating Expenses</b>			
Salaries and fringe benefits	-	874,003	874,003
Supplies	1,177	299,592	300,769
Electricity and natural gas	-	52,491	52,491
Petroleum, oil and lubricants	-	201,058	201,058
Water and sewer	-	3,844	3,844
Machinery, equipment repairs and maintenance	-	426,145	426,145
Building and grounds maintenance	-	5,223	5,223
Professional services	-	4,367	4,367
Miscellaneous	5,910	41,921	47,831
Depreciation and depletion	11,517	319,804	331,321
	<u>18,604</u>	<u>2,228,448</u>	<u>2,247,052</u>
<b>Net Operating Income (Loss)</b>	<u>(17,494)</u>	<u>625,932</u>	<u>608,438</u>
<b>Nonoperating Revenues (Expenses)</b>			
Grants	6,452,604	-	6,452,604
Gain on disposal of assets	-	3,121	3,121
Interest income	222	4,256	4,478
	<u>6,452,826</u>	<u>7,377</u>	<u>6,460,203</u>
<b>Increase in Net Assets, Before Transfers</b>	6,435,332	633,309	7,068,641
<b>Transfers out</b>	<u>-</u>	<u>(633,309)</u>	<u>(633,309)</u>
<b>Change in Net Assets</b>	6,435,332	-	6,435,332
<b>Net Assets - Beginning of Year</b>	<u>141,160</u>	<u>5,899,000</u>	<u>6,040,160</u>
<b>Net Assets - End of Year</b>	<u>\$ 6,576,492</u>	<u>\$ 5,899,000</u>	<u>\$ 12,475,492</u>

The accompanying notes are an integral part of the financial statements.

OCONEE COUNTY, SOUTH CAROLINA  
GENERAL FUND  
BUDGETARY COMPARISON SCHEDULE  
FOR THE YEAR ENDED JUNE 30, 2012

	Budgeted Amounts		Actual	Variance
	Original	Final		
<b>Revenues</b>				
Taxes	\$ 31,315,601	\$ 31,315,601	\$ 31,099,998	\$ (215,613)
Intergovernmental	3,128,300	3,128,300	2,988,928	(139,372)
Licenses, permits and fees	3,115,386	3,115,386	2,658,935	(456,451)
Fines and forfeitures	800,500	800,500	368,911	(231,589)
Charges for services	1,378,640	1,553,640	1,681,043	127,403
Interest	400,000	400,000	375,681	(24,319)
Miscellaneous and other	179,763	179,763	141,721	(38,042)
	<u>40,118,180</u>	<u>40,293,190</u>	<u>39,315,207</u>	<u>(977,983)</u>
<b>Expenditures</b>				
<b>Current</b>				
<b>General government</b>				
County council	709,600	677,400	319,528	357,872
Legislative delegation	82,779	85,779	84,908	870
Finance department	560,695	590,289	542,630	47,659
Non-departmental expenditures	779,400	783,750	922,898	(139,148)
Human resources	885,481	902,681	889,516	13,145
Information technology	1,467,553	1,513,320	1,592,814	(89,494)
Planning commission	231,264	255,464	241,187	14,277
Procurement	191,964	199,789	193,055	6,744
Facilities maintenance	1,078,666	1,164,841	1,160,283	4,578
Registration and elections	175,294	195,424	200,374	(4,950)
Soil and water conservation	55,551	57,051	54,743	2,308
Administrator's office	695,109	541,876	479,131	62,745
Vehicle maintenance	843,471	867,171	847,424	19,747
Register of deeds	313,534	328,834	319,488	9,346
Assessor	1,275,758	1,385,398	1,315,143	70,255
Auditor	437,475	454,675	438,844	16,031
Board of assessment appeals	11,858	9,650	7,618	2,250
Tax collector	428,389	534,819	438,024	96,795
Treasurer	517,664	532,614	515,728	16,886
Direct aid	2,616,859	2,638,339	2,631,351	4,988
	<u>13,356,752</u>	<u>13,717,582</u>	<u>13,184,868</u>	<u>532,914</u>
<b>Public safety</b>				
Sheriff's department	6,411,305	6,705,672	6,591,718	113,954
Law enforcement center	3,221,756	2,953,269	2,761,947	191,322
Communications	1,739,957	1,778,576	1,382,445	396,131
Animal control	498,857	539,492	523,500	15,982
Coroner	155,992	165,172	156,287	6,905
Building codes	486,342	476,642	465,705	10,937
Emergency services	2,095,692	2,128,073	1,875,357	252,708
Emergency services - debt service	322,935	322,935	322,935	-
	<u>14,935,036</u>	<u>16,069,821</u>	<u>14,081,884</u>	<u>987,937</u>
<b>Transportation</b>				
County airport	815,767	1,007,162	1,020,818	(13,656)
Roads department	3,933,409	3,997,839	3,818,670	379,269
	<u>4,749,176</u>	<u>5,005,001</u>	<u>4,839,388</u>	<u>365,613</u>
<b>Public works</b>				
Solid waste	3,838,850	4,101,901	3,935,370	166,531
	<u>3,838,850</u>	<u>4,101,901</u>	<u>3,935,370</u>	<u>166,531</u>



OCONEE COUNTY, SOUTH CAROLINA  
GENERAL FUND  
BUDGETARY COMPARISON SCHEDULE  
FOR THE YEAR ENDED JUNE 30, 2012

	Budgeted Amounts		Actual	Variance
	Original	Final		
Culture and recreation				
Library	1,342,010	1,344,235	1,304,984	39,251
Parks, recreation and tourism	535,547	528,128	534,890	(6,764)
High Falls Park	281,133	287,410	274,751	12,659
South Cove Park	291,019	284,719	248,583	36,136
Chau Ram Park	188,911	195,288	192,144	3,142
	<u>2,638,620</u>	<u>2,639,776</u>	<u>2,555,352</u>	<u>84,424</u>
Judicial services				
Clerk of court	705,248	744,058	713,845	30,213
Probate judge	360,440	381,107	373,911	7,196
Solicitor	597,806	629,456	623,978	5,478
Public defender	150,000	175,000	175,000	-
Magistrate office	670,238	690,688	694,584	6,104
	<u>2,483,882</u>	<u>2,620,309</u>	<u>2,571,318</u>	<u>48,991</u>
Health and welfare				
Charity medical	277,547	277,547	274,486	3,061
Department of social services	11,500	14,250	11,852	2,398
Health department	109,751	109,751	106,572	3,179
Veteran's affairs	176,586	182,541	176,275	6,266
	<u>575,384</u>	<u>584,089</u>	<u>569,185</u>	<u>14,904</u>
Economic development				
Economic development	484,138	432,486	412,310	20,176
	<u>484,138</u>	<u>432,486</u>	<u>412,310</u>	<u>20,176</u>
<b>Total Expenditures</b>	<b>43,081,838</b>	<b>44,170,965</b>	<b>41,949,475</b>	<b>2,221,490</b>
Excess (Deficiency) of Revenues Over Expenditures	<u>(2,943,648)</u>	<u>(3,677,776)</u>	<u>(2,634,288)</u>	<u>1,243,507</u>
Other Financing Sources (Uses)				
Sale of capital assets	30,000	30,000	42,326	12,326
Insurance recoveries	-	-	14,992	14,992
Capital lease transaction	1,614,812	1,614,812	1,614,812	-
Transfers in	828,402	828,402	586,844	(241,558)
Transfers out	(81,804)	(81,804)	(163,608)	(81,804)
	<u>2,391,410</u>	<u>2,391,410</u>	<u>2,095,366</u>	<u>(296,044)</u>
Net Change in Fund Balance	<u>\$ (552,236)</u>	<u>\$ (1,486,365)</u>	<u>(538,902)</u>	<u>\$ 947,453</u>
Fund Balance - Beginning of Year			<u>25,172,051</u>	
Fund Balance - End of Year			<u>\$ 24,633,149</u>	


Note: The budget is prepared and monitored on a US generally accepted accounting principles (GAAP) basis of accounting.

OCONEE COUNTY, SOUTH CAROLINA  
EMERGENCY SERVICES PROTECTION DISTRICT  
BUDGETARY COMPARISON SCHEDULE  
FOR THE YEAR ENDED JUNE 30, 2012


	Budgeted Amounts		Actual	Variance
	Original	Final		
<b>Revenues</b>				
Taxes	\$ 1,278,874	\$ 1,278,874	\$ 1,370,334	\$ 91,460
	<u>1,278,874</u>	<u>1,278,874</u>	<u>1,370,334</u>	<u>91,460</u>
<b>Expenditures</b>				
Current				
Public safety				
Personnel	-	-	360	(360)
Grants to agencies	781,000	781,000	781,000	-
Basic station expenses	228,400	96,400	93,179	3,221
Volunteer compensation	150,000	150,000	148,692	1,308
Supplies	10,000	10,000	1,885	8,115
Maintenance	50,000	51,875	39,583	12,292
Fire trucks	450,000	450,000	360,682	89,318
Equipment	103,000	231,125	94,917	136,208
	<u>1,770,400</u>	<u>1,770,400</u>	<u>1,520,298</u>	<u>250,102</u>
Capital Outlay	300,000	300,000	117,615	182,385
<b>Total Expenditures and Capital Outlay</b>	<u>2,070,400</u>	<u>2,070,400</u>	<u>1,637,913</u>	<u>432,487</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>(791,526)</u>	<u>(791,526)</u>	<u>(267,579)</u>	<u>523,947</u>
Net Change in Fund Balance	<u>\$ (791,526)</u>	<u>\$ (791,526)</u>	<u>(267,579)</u>	<u>\$ 523,947</u>
Fund Balance - Beginning of Year			<u>2,127,527</u>	
Fund Balance - End of Year			<u>\$ 1,859,948</u>	

Note: The budget is prepared and monitored on a US generally accepted accounting principles (GAAP) basis of accounting.





**OCONEE COUNTY**  
**PRE-BUDGET WORKSHOP**  
**ANNUAL BUDGET**  
FOR THE YEAR ENDING  
**JUNE 30, 2014**



# AGENDA

## **Oconee County's Annual Budget is comprised of the General Fund, Enterprise Fund, Capital Projects Fund, and Special Revenue Funds.**

•The **General Fund** consists of the basic operations of the County and is the primary operating fund

•The **Enterprise Fund** consists of the Rock Quarry Operations

•The **Special Revenue Funds** account for specific revenue sources that are restricted to expenditures for specified purposes including the Unincorporated Emergency Services District

•The **Capital Projects Fund** is made of appropriated funds set aside for major Capital Projects

- Cash Flow Projection
- Expenditure History
- Personnel v. Operations
- Personnel Expenses
- Number of Personnel by Function
- Revenue History
- Millage Rate Trends
- Debt Margin
- Fund Balance Breakdown
- Capital Projects Fund
- Budget Calendar
- Upcoming Revenue Projections



# CASH FLOW PROJECTIONS

## GENERAL FUND

### CASH FLOW PROJECTION



Total Expenses Included

### CASH FLOW PROJECTION



Operations Expenses w/o  
other financing sources

**Oconee County**  
**General Fund**  
*Projected Cash Flow Statement*

2 3 4 5 6 7 8 8 10

	Audited FY 2004	Audited FY 2005	Audited FY 2006	Audited FY 2007	Audited FY 2008	Audited FY 2009	Audited FY 2010	Audited FY 2011	Audited FY 2012	Projected FY 2013	Projected FY 2014	Projected FY 2015	Projected FY 2016
<b>REVENUES:</b>													
Taxes	21,252,514	22,931,402	28,270,310	28,745,564	29,185,633	30,745,180	32,888,987	33,103,602	31,099,988	32,676,664	34,333,566	36,074,560	37,604,235
Intergovernmental	4,770,635	3,677,849	3,751,742	3,880,461	4,442,153	4,557,239	4,388,082	3,429,861	2,888,928	2,818,572	2,852,270	2,488,440	2,353,532
Charges for Service	746,606	737,984	835,338	856,400	939,849	775,583	855,538	2,649,168	2,858,935	3,413,777	4,302,911	5,827,171	7,224,662
Fines and Forfeitures	408,384	382,188	446,981	455,394	551,502	595,571	480,477	397,693	388,911	388,571	364,245	361,935	355,636
Miscellaneous and Other	341,543	119,875	171,458	291,331	16,893	0	208,990	1,449,809	1,881,043	2,355,748	150,000	150,000	150,000
Licenses and Permits	2,223,922	2,648,570	3,060,346	3,230,944	3,709,721	3,073,852	3,052,181	358,726	375,881	353,215	332,082	312,233	293,561
Interest	162,460	418,661	1,056,415	1,448,220	1,403,582	1,034,559	461,059	218,146	141,721	155,402	170,404	188,854	204,892
<b>TOTAL OPERATING REVENUE</b>	<b>29,936,464</b>	<b>30,714,500</b>	<b>37,592,593</b>	<b>38,867,314</b>	<b>40,229,323</b>	<b>40,662,093</b>	<b>42,104,294</b>	<b>41,607,204</b>	<b>39,315,207</b>	<b>42,137,277</b>	<b>42,385,889</b>	<b>45,211,593</b>	<b>48,490,521</b>
		8%	22%	3%	4%	1%	4%	-1%	-6%	7%	1%	7%	7%
<b>OPERATING EXPENSES:</b>													
General Government	9,336,998	9,102,375	10,217,852	11,331,930	11,434,712	12,091,409	12,179,435	12,475,761	13,184,658	13,039,470	13,821,287	14,232,340	14,670,804
Judicial Services	1,885,373	1,983,997	1,911,437	1,348,169	2,172,606	1,916,174	2,232,277	2,412,446	2,571,318	2,515,205	2,522,343	2,734,344	2,850,502
Public Safety	7,821,311	8,590,315	9,532,221	10,125,180	10,437,587	11,475,976	12,968,870	13,598,957	14,051,654	14,603,290	15,594,120	16,544,936	18,091,656
Roads Department	2,710,859	2,293,858	3,571,120	3,523,507	2,730,728	2,403,468	3,903,639	3,759,887	3,618,570	4,028,244	4,311,489	4,516,901	4,943,970
Airport	557,553	580,850	838,344	690,243	782,469	619,591	617,109	807,098	1,020,818	879,782	950,011	1,045,376	1,139,518
Solid Waste	0	0	0	0	3,170,204	3,150,467	3,319,543	3,771,339	3,936,370	4,054,577	4,380,615	4,721,227	5,088,323
Health and Welfare	1,050,548	795,946	534,679	516,687	530,836	522,152	522,459	579,338	569,165	535,512	495,852	460,123	426,110
Culture and Recreation	1,879,904	1,856,387	2,485,417	2,338,018	2,234,002	2,347,998	2,395,807	2,481,420	2,555,352	2,554,492	2,651,052	2,751,293	2,855,315
Economic Development	203,214	422,994	309,519	280,892	302,415	327,682	248,606	288,808	412,310	289,890	314,575	341,703	371,172
Principal Retirement	752,370	0	0	0	0	0	0	0	0	0	0	0	0
Interest and Fiscal Charges	113,952	0	0	0	0	0	0	0	0	0	0	0	0
Bond Insurance Cost	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Outlay	3,537,572	1,914,933	113,534	14,264	1,364	0	0	0	0	0	0	0	0
<b>TOTAL OPERATING EXPENSES</b>	<b>30,090,954</b>	<b>27,621,556</b>	<b>29,294,220</b>	<b>30,458,890</b>	<b>33,796,913</b>	<b>34,856,917</b>	<b>38,387,835</b>	<b>40,131,854</b>	<b>41,949,475</b>	<b>42,506,160</b>	<b>45,041,334</b>	<b>47,747,943</b>	<b>50,637,379</b>
		-8%	0%	4%	11%	3%	10%	5%	5%	1%	6%	6%	6%
<b>Net Cash Flow From Operations</b>	<b>(154,490)</b>	<b>3,092,944</b>	<b>8,298,373</b>	<b>8,408,424</b>	<b>6,432,410</b>	<b>5,805,176</b>	<b>3,716,459</b>	<b>1,475,350</b>	<b>(2,634,268)</b>	<b>(368,882)</b>	<b>(2,665,445)</b>	<b>(2,536,350)</b>	<b>(2,146,858)</b>
<b>OTHER FUNDING SOURCES:</b>													
Operating Transfers In	5,830,293	1,308,915	692,676	588,755	800,078	1,104,176	731,488	1,124,637	585,844	618,524	340,173	187,087	102,604
Operating Transfers (Out)	(5,378,370)	(5,642,768)	(5,273,502)	(10,866,846)	(7,738,928)	(1,905,991)	(5,956,288)	(1,883,872)	(153,508)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
Insurance Recoveries	0	0	0	0	0	0	74,504	0	14,992	0	0	0	0



Oconee County

General Fund

Projected Cash Flow Statement

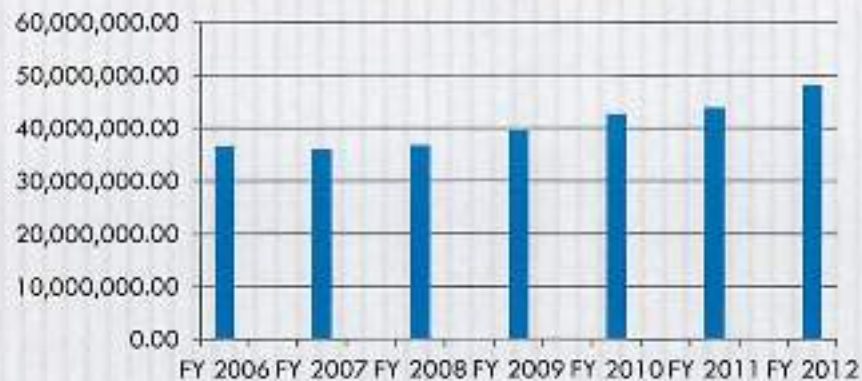
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	Audited FY 2004	Audited FY 2005	Audited FY 2006	Audited FY 2007	Audited FY 2008	Audited FY 2009	Audited FY 2010	Audited FY 2011	Audited FY 2012	Projected FY 2013	Projected FY 2014	Projected FY 2015	Projected FY 2016
Proceeds from Capital Lease/Bonds							0	0	1,614,912				
Sale of Capital Assets	0	9,915	13,472	860,354	18,210	132,196	18,307	57,868	42,325				
<b>TOTAL OTHER FUNDING</b>	<b>480,923</b>	<b>(2,223,936)</b>	<b>(4,567,444)</b>	<b>(9,638,757)</b>	<b>(6,524,841)</b>	<b>(669,615)</b>	<b>(5,132,020)</b>	<b>(701,387)</b>	<b>2,095,366</b>	<b>(881,478)</b>	<b>(1,159,827)</b>	<b>(1,312,913)</b>	<b>(1,337,106)</b>
Net Change in Fund Balance	306,433	669,006	3,730,929	(1,130,333)	(482,431)	5,135,557	(1,415,551)	773,983	(538,902)	(1,250,398)	(3,615,271)	(3,849,253)	(3,543,964)
<b>FUNDS BROUGHT FORWARD</b>	<b>10,246,340</b>	<b>10,552,773</b>	<b>11,421,779</b>	<b>14,588,609</b>	<b>13,488,278</b>	<b>18,207,473</b>	<b>23,423,030</b>	<b>24,398,058</b>	<b>25,172,051</b>	<b>24,633,149</b>	<b>23,382,780</b>	<b>19,567,509</b>	<b>15,716,246</b>
Prior Year Adjustment			(664,059)		5,311,628		2,390,599						
<b>FUNDS AVAILABLE</b>	<b>10,552,773</b>	<b>11,421,779</b>	<b>14,588,609</b>	<b>13,488,278</b>	<b>18,207,473</b>	<b>23,423,030</b>	<b>24,398,058</b>	<b>25,172,051</b>	<b>24,633,149</b>	<b>23,382,780</b>	<b>19,567,509</b>	<b>15,716,246</b>	<b>12,174,282</b>

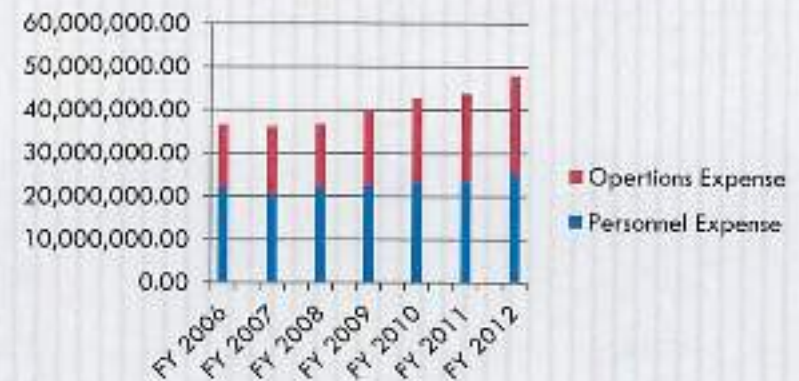
# EXPENDITURE HISTORY

Total Expenditures Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget
<b>COUNTY EXPENDITURE TOTAL</b>	36,636,322.00	36,126,514.00	36,759,626.00	39,548,547.00	42,652,990.00	43,782,665.17	47,961,484.00
<b>PERSONNEL TOTAL</b>	22,096,322.00	20,556,766.00	22,118,064.00	22,437,449.00	23,268,459.00	23,436,782.46	25,486,531.00
<b>COUNTY OPERATIONS TOTAL</b>	14,540,000.00	15,569,748.00	14,641,562.00	17,111,098.00	19,384,531.00	20,345,882.71	22,474,953.00

### County Expenditure Total



### TOTAL BY TYPE EXPENSE





# EXPENDITURE HISTORY

## GENERAL FUND

Name	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2012
General Government	9,336,398	9,102,375	10,217,852	11,031,930	11,434,712	12,091,409	12,179,435	12,476,761
Judicial Services	1,885,373	1,983,997	1,911,437	1,948,169	2,172,606	1,918,174	2,232,277	2,412,446
Public Safety	7,921,311	8,690,315	9,532,221	10,125,180	10,437,587	11,475,976	12,968,870	13,596,957
Roads Department	2,710,659	2,293,659	3,571,120	3,523,507	2,730,728	2,403,468	3,903,639	3,759,887
Airport	557,553	560,950	638,344	680,243	782,469	619,591	617,109	807,098
Solid Waste	0	0	0	0	3,170,204	3,150,467	3,319,543	3,771,339
Health and Welfare	1,060,548	795,946	534,679	516,687	530,836	522,152	522,459	579,338
Culture and Recreation	1,979,904	1,856,387	2,466,417	2,338,018	2,234,002	2,347,998	2,395,807	2,461,420
Economic Development	206,214	422,994	308,616	280,892	302,415	327,682	248,696	266,608
Principal Retirement	752,370	0	0	0	0	0	0	0
Interest and Fiscal								
Charges	113,052	0	0	0	0	0	0	0
Bond Issuance Cost	0	0	0	0	0	0	0	0
Capital Outlay	3,567,572	1,914,933	113,534	14,264	1,354	0	0	0
Other Financing	460,923	2,223,938	4,567,444	9,538,757	6,924,841	669,619	5,132,020	701,367
<b>Total</b>	<b>30,551,877</b>	<b>29,845,494</b>	<b>33,861,664</b>	<b>39,997,647</b>	<b>40,721,754</b>	<b>35,526,536</b>	<b>43,519,855</b>	<b>40,833,221</b>





# Total Expenditures

Department	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget
	Debit (Credit)	Debit (Credit)	Debit (Credit)	Debit (Credit)	Debit (Credit)	Debit (Credit)	Debit (Credit)
SHERIFFS OFFICE	5,629,046.39	6,144,819.11	5,769,768.14	6,296,511.69	6,222,108.70	6,591,717.64	6,362,667.00
EMERGENCY SERVICES	428,992.78	409,083.87	2,007,088.77	2,216,531.61	2,132,019.60	595,020.43	384,797.00
FIRE	992,410.50	458,782.44	16,572.97	-	-	1,603,281.37	1,909,356.00
CORONER	158,927.26	150,228.21	146,732.16	150,402.58	151,995.63	158,266.87	146,338.00
COMMUNICATIONS	1,042,884.55	1,172,895.12	1,265,728.57	1,233,350.25	1,302,393.42	1,382,444.52	1,559,667.00
DETENTION CENTER	1,922,794.12	2,191,313.87	2,382,559.63	2,466,697.11	2,815,533.63	2,761,946.96	3,009,549.00
ANIMAL CONTROL	321,761.80	350,420.75	399,666.06	410,328.04	461,913.29	523,499.71	484,452.00
PRT	607,345.21	475,252.65	486,060.62	464,865.18	459,576.39	534,889.59	481,605.00
HIGH FALLS PARK	225,334.26	258,980.98	282,050.39	293,247.47	274,885.83	274,750.72	270,461.00
SOUTH COVE PARK	234,068.36	258,183.55	260,194.97	273,351.27	268,844.47	248,582.56	272,732.00
CHAU RAM PARK	111,518.96	189,437.80	161,464.91	193,699.02	174,622.35	192,142.83	186,945.00
LIBRARY	1,274,332.23	1,151,075.44	1,292,465.31	1,289,919.60	1,283,492.05	1,304,984.19	1,347,614.00
ASSESSOR	1,051,079.21	1,088,282.15	1,228,275.18	1,222,590.88	2,393,636.59	1,315,143.18	1,089,700.00
AUDITOR	316,906.48	335,274.81	341,368.78	363,002.57	422,486.50	438,844.30	457,652.00
BOARD OF ASSESSMENT	2,639.09	7,784.73	12,389.87	4,379.87	5,853.10	7,618.33	11,622.00
TAX CENTER	137,496.80	152,746.27	160,579.82	174,592.41	986.89	-	-
TAX COLLECTOR	191,356.63	152,854.66	347,950.43	411,129.80	356,676.97	438,023.98	441,885.00
TREASURER	363,410.04	370,395.85	409,306.29	426,880.41	482,699.22	515,727.98	494,013.00
DSS	8,061.82	12,303.39	10,859.21	12,328.34	7,863.94	11,852.09	12,500.00
HEALTH DEPARTMENT	102,115.72	113,146.60	118,759.72	177,170.92	119,443.99	106,571.55	82,313.00
VETERANS AFFAIRS	166,238.21	165,125.12	167,184.42	172,403.31	174,483.07	176,274.90	183,992.00
CLERK OF COURT	639,186.76	642,046.65	523,995.76	600,072.02	663,266.03	713,845.18	694,200.00
PROBATE JUDGE	343,138.27	365,700.37	375,535.97	406,827.19	441,464.07	373,910.81	370,185.00
SOLICITOR	399,961.61	432,203.82	443,022.37	464,930.39	514,343.01	623,977.63	639,953.00
MAGISTRATE	574,524.07	590,354.22	584,942.94	593,959.50	643,372.82	684,584.44	662,803.00
ROAD DEPARTMENT	3,334,943.13	3,409,863.71	2,791,889.92	4,274,912.89	3,759,887.01	3,618,570.24	3,145,556.00
BUILDING CODES	588,888.98	586,742.32	541,270.37	605,816.45	510,992.60	465,704.66	499,864.00
COUNTY COUNCIL	293,723.17	332,748.56	392,594.56	331,150.24	317,917.11	319,527.50	389,100.00
DIRECT AID	1,334,180.75	1,246,171.01	1,430,802.00	2,216,120.01	2,226,395.84	3,080,837.46	3,491,331.00
DELEGATION	79,259.09	76,507.43	79,343.61	80,654.78	79,208.76	84,908.62	84,457.00
ECONOMIC DEVELOPMENT	299,030.04	310,638.92	335,669.62	257,241.86	266,608.12	412,309.54	363,188.00
FINANCE	534,281.51	542,313.71	595,523.33	593,854.86	568,331.19	542,630.15	565,371.00
NON-DEPARTMENTAL	860,818.04	939,250.02	1,089,181.85	729,279.96	852,026.82	922,898.27	1,177,260.00
HUMAN RESOURCES	928,462.39	960,618.18	810,790.69	845,382.90	903,329.96	889,516.20	769,723.00
INFORMATION TECHNOLOGY	816,859.19	742,887.90	600,820.35	853,106.93	1,427,146.43	1,582,814.14	1,363,719.00
PLANNING	188,570.99	217,309.02	239,723.66	190,587.46	198,164.96	241,187.00	220,148.00
PROCUREMENT	235,776.86	208,851.28	185,703.45	187,878.35	185,923.02	193,055.45	198,517.00
FACILITIES MAINTENANCE	777,783.18	881,727.47	878,926.19	904,206.18	960,480.90	1,160,263.37	965,092.00
REGISTRATION AND ELECTIO	124,199.14	172,720.74	155,933.59	172,829.03	159,767.45	200,373.72	169,653.00
SOIL AND WATER	40,324.07	43,823.81	46,210.45	47,277.27	54,829.49	54,743.13	60,186.00
ADMINISTRATOR	205,050.56	185,511.46	269,590.12	201,361.23	227,009.27	479,131.08	756,964.00
SOLID WASTE	5,402,556.07	3,395,368.06	3,344,993.82	3,493,849.19	3,771,339.21	3,935,370.38	3,715,811.00
AIRPORT	692,532.40	792,333.14	625,497.70	624,276.98	807,098.49	1,020,817.57	1,352,420.00
VEHICLE MAINTENANCE	696,788.40	728,965.47	713,226.55	742,633.74	775,691.09	847,423.82	850,450.00
ZONING	-	-	-	4,648.90	3,696.13	-	-
REGISTER OF DEEDS	368,537.43	301,109.80	398,982.13	354,318.90	299,788.01	319,487.82	313,253.00
PROFESSIONAL ENGINEERINC	-	-	600.00	46,027.00	2,263.00	-	-
ROCK QUARRY	2,260,483.85	2,352,818.04	2,261,682.69	2,724,548.71	2,310,279.13	2,228,446.90	3,665,370.00
EMERGENCY SERVICES FUNC	-	820,089.45	2,383,835.67	1,539,393.77	1,243,436.00	-	-
OTHER FINANCING USES	-	-	-	-	-	2,095,366.00	1,520,268.00
<b>COUNTY OPERATIONS TOT.</b>	<b>37,308,580.37</b>	<b>36,887,061.93</b>	<b>39,367,315.58</b>	<b>42,340,529.02</b>	<b>43,685,571.55</b>	<b>46,273,284.78</b>	<b>47,194,702.00</b>

# Operations Summary

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget
<b>Department</b>	<b>Debit (Credit)</b>	<b>Debit (Credit)</b>	<b>Debit (Credit)</b>	<b>Debit (Credit)</b>	<b>Debit (Credit)</b>	<b>Debit (Credit)</b>	<b>Debit (Credit)</b>
CLIFFS OFFICE	1,097,505.13	1,269,267.59	827,517.09	1,157,800.98	1,118,239.18	1,086,858.60	1,105,847.00
COMBIND EMERGENCY SERVICES	255,555.66	194,028.90	1,257,475.22	1,593,712.12	1,359,068.85	335,393.06	151,650.00
FIRE	859,075.62	462,772.51	16,572.97	-	-	888,026.90	764,458.00
CORONER	89,049.40	77,027.37	72,503.43	74,723.08	76,005.62	79,743.32	63,925.00
COMMUNICATIONS	236,306.07	285,405.84	292,813.45	324,909.75	338,480.04	278,644.81	323,350.00
DETENTION CENTER	574,959.32	668,919.47	777,377.66	680,665.87	904,476.10	801,699.33	910,070.00
ANIMAL CONTROL	113,143.24	129,653.21	178,612.37	159,637.15	212,526.52	265,445.03	214,113.00
PRT	406,372.85	235,241.45	237,170.55	216,232.45	210,225.51	285,688.27	202,075.00
HIGH FALLS PARK	93,122.00	99,874.68	104,830.88	104,840.67	89,991.57	77,889.01	69,213.00
SOUTH COVE PARK	120,509.24	88,419.82	89,401.36	93,521.93	97,352.07	76,487.35	84,800.00
CHAU RAM PARK	30,695.30	66,976.37	30,213.50	55,518.55	31,270.89	40,686.37	30,800.00
LIBRARY	290,834.80	213,816.51	381,889.52	291,852.48	301,463.98	290,630.33	301,465.00
ASSESSOR	208,730.84	252,518.72	313,030.77	279,889.81	1,638,718.36	414,860.10	181,675.00
AUDITOR	18,858.39	17,507.79	33,240.92	24,805.93	86,642.74	79,559.09	94,200.00
BOARD OF ASSESSMENT	286.79	988.92	1,655.14	534.70	744.25	871.06	1,050.00
TAX CENTER	137,496.80	152,746.27	160,579.82	174,592.41	986.89	-	-
TAX COLLECTOR	15,118.12	7,982.63	201,042.87	260,629.41	220,614.22	284,497.47	283,730.00
TREASURER	68,990.60	73,054.73	105,429.75	89,726.42	147,688.61	159,330.56	138,103.00
DSS	8,061.82	12,303.39	10,859.21	12,328.34	7,863.94	11,852.09	12,500.00
HEALTH DEPARTMENT	102,115.72	113,146.60	118,759.72	177,170.92	119,443.99	106,571.55	82,313.00
VETERANS AFFAIRS	17,940.37	8,464.75	8,111.20	8,417.59	10,335.80	4,806.73	6,450.00
CLERK OF COURT	132,680.15	95,493.87	119,246.98	110,802.39	139,328.87	134,055.82	123,653.00
PROBATE JUDGE	30,762.58	38,181.61	39,499.64	49,883.51	73,010.79	34,794.79	26,620.00
SOLICITOR	33.24	(0.95)	9.74	9,998.39	599.99	941.68	1,500.00
MAGISTRATE	71,527.02	60,273.68	56,618.24	60,692.61	106,332.54	129,137.41	98,900.00
ROAD DEPARTMENT	1,535,193.13	1,518,002.88	932,530.99	2,336,484.03	1,883,281.48	1,591,583.03	1,059,156.00
BUILDING CODES	112,718.26	78,837.53	36,534.68	39,867.01	36,823.12	38,059.42	55,144.00
COUNTY COUNCIL	142,851.72	209,890.12	286,078.11	211,396.96	203,849.60	191,833.61	253,439.00
DIRECT AID	1,334,180.75	1,246,171.01	1,430,802.00	2,216,120.01	2,226,395.84	3,080,837.46	3,491,331.00
DELEGATION	20,004.06	14,592.67	16,335.40	16,036.21	16,001.71	16,149.09	15,100.00
ECONOMIC DEVELOPMENT	171,347.00	173,644.65	188,048.83	116,981.58	114,592.01	194,134.82	139,550.00
FINANCE	108,725.46	66,504.66	68,365.03	58,602.01	77,618.90	54,708.60	58,700.00
NON-DEPARTMENTAL	860,818.04	939,250.02	1,089,181.85	729,279.96	852,026.82	922,898.27	1,177,260.00
HUMAN RESOURCES	691,054.81	751,840.49	611,763.88	630,917.82	688,043.58	663,345.29	536,982.00
INFORMATION TECHNOLOGY	459,415.84	415,430.90	425,784.17	627,070.31	853,064.56	868,917.15	609,700.00
PLANNING	28,828.45	16,877.10	29,474.93	7,341.72	12,506.59	41,102.47	15,500.00
PROCUREMENT	22,074.46	20,733.06	15,551.45	14,264.65	11,689.40	9,986.21	10,387.00
FACILITIES MAINTENANCE	368,138.90	396,135.32	438,351.44	440,201.25	495,605.16	609,708.94	410,050.00
REGISTRATION AND ELECTIONS	23,645.02	62,162.06	43,230.28	60,858.68	45,562.26	91,463.25	44,540.00
SOIL AND WATER	4,859.62	6,308.60	8,110.32	7,400.00	17,622.22	16,237.96	18,700.00
ADMINISTRATOR	20,016.30	8,904.17	10,392.01	6,541.47	15,797.54	176,435.11	395,521.00
SOLID WASTE	3,754,874.01	1,665,705.57	1,654,952.30	1,784,212.90	2,121,673.05	2,100,415.68	1,855,047.00
AIRPORT	463,074.21	561,437.23	387,896.18	373,250.60	554,358.01	738,245.42	1,066,465.00
VEHICLE MAINTENANCE	74,086.22	78,505.94	81,671.59	59,718.28	92,634.44	102,723.28	87,550.00
ZONING	-	-	-	4,648.90	3,696.13	-	-
REGISTER OF DEEDS	100,035.40	88,060.59	157,360.81	94,334.71	76,679.85	76,758.75	72,300.00
PROFESSIONAL ENGINEERING	-	-	600.00	46,027.00	2,263.00	-	-
ROCK QUARRY	1,408,706.64	1,499,619.62	1,396,356.96	1,816,768.70	1,417,122.46	1,249,942.57	2,711,482.00
EMERGENCY SERVICES FUND 20	-	820,089.45	2,383,835.67	1,539,393.77	1,243,436.00	-	-
<b>COUNTY OPERATIONS TOTAL</b>	<b>16,684,379.37</b>	<b>15,262,769.37</b>	<b>17,127,670.88</b>	<b>19,250,605.99</b>	<b>20,353,755.05</b>	<b>18,703,957.11</b>	<b>19,356,364.00</b>





# Personnel Summary

Department	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget
	Debit (Credit)	Debit (Credit)	Debit (Credit)	Debit (Credit)	Debit (Credit)	Debit (Credit)	Debit (Credit)
SHERIFFS OFFICE	4,531,541.26	4,875,551.52	4,942,251.05	5,138,710.71	5,103,869.52	5,504,859.04	5,256,820.00
EMERGENCY SERVICES	173,437.12	215,054.97	749,613.55	622,819.49	772,950.75	259,627.37	233,147.00
FIRE	133,334.88	(3,990.07)	-	-	-	715,254.47	1,144,898.00
CORONER	69,877.86	73,200.84	74,228.73	75,679.50	75,990.01	78,523.55	82,413.00
COMMUNICATIONS	806,578.48	887,489.28	972,915.12	908,440.50	963,913.38	1,103,799.71	1,236,317.00
DETENTION CENTER	1,347,834.80	1,522,394.40	1,605,181.97	1,786,031.24	1,911,057.53	1,960,247.63	2,099,479.00
ANIMAL CONTROL	208,618.56	220,767.54	221,053.69	250,690.89	249,386.77	258,054.68	270,339.00
PRT	200,972.36	240,011.20	248,890.07	248,632.73	249,350.88	249,201.32	279,530.00
HIGH FALLS PARK	132,212.26	159,106.30	177,219.51	188,406.80	184,894.26	196,861.71	201,248.00
SOUTH COVE PARK	113,559.12	169,763.73	170,793.61	179,829.34	171,492.40	172,095.21	187,932.00
CHAU RAM PARK	80,823.66	122,461.43	131,251.41	138,180.47	143,351.46	151,456.46	156,145.00
LIBRARY	983,497.43	937,258.93	910,575.79	998,067.12	982,028.07	1,014,353.86	1,046,149.00
ASSESSOR	842,348.37	835,763.43	915,244.41	942,701.07	754,918.23	900,283.08	908,025.00
AUDITOR	298,048.09	317,767.02	308,127.86	338,196.64	335,843.76	359,285.21	363,452.00
BOARD OF ASSESSMENT	2,352.30	6,795.81	10,734.73	3,845.17	5,108.85	6,747.27	10,572.00
TAX COLLECTOR	176,238.51	144,872.03	146,907.56	150,500.39	136,062.75	153,526.51	158,155.00
TREASURER	294,419.44	297,341.12	303,876.54	337,153.99	335,010.61	356,397.42	355,910.00
VETERANS AFFAIRS	148,297.84	156,660.37	159,073.22	163,985.72	164,147.27	171,468.17	177,542.00
CLERK OF COURT	506,506.61	546,552.78	404,748.78	489,269.63	523,937.16	579,789.36	570,547.00
PROBATE JUDGE	312,375.69	327,518.76	336,036.33	356,943.68	368,453.28	339,116.02	343,565.00
SOLICITOR	399,928.37	432,204.77	443,012.63	454,932.00	513,743.02	623,035.95	638,453.00
MAGISTRATE	502,997.05	530,080.54	528,324.70	533,266.89	537,040.28	555,447.03	563,903.00
ROAD DEPARTMENT	1,799,750.00	1,891,860.83	1,859,358.93	1,938,428.86	1,876,605.53	2,026,987.21	2,086,400.00
BUILDING CODES	476,170.72	507,904.79	504,735.69	565,949.44	474,169.48	427,645.24	444,720.00
COUNTY COUNCIL	150,871.45	122,858.44	106,516.45	119,753.28	114,067.51	127,693.89	135,661.00
DELEGATION	59,255.03	61,914.76	63,008.21	64,618.57	63,207.05	68,759.53	69,357.00
ECONOMIC DEVELOPMENT	127,683.04	136,994.27	147,620.79	140,260.28	152,016.11	218,174.72	223,638.00
FINANCE	425,556.05	475,809.05	527,158.30	535,252.85	490,712.29	487,921.55	506,671.00
HUMAN RESOURCES	237,407.58	208,777.69	199,026.81	214,465.08	215,286.38	226,170.91	232,741.00
INFORMATION TECHNOLOGY	357,443.35	327,457.00	175,036.18	226,036.62	574,081.87	713,896.99	754,019.00
PLANNING	159,742.54	200,431.92	210,248.73	183,245.74	185,658.37	200,084.53	204,648.00
PROCUREMENT	213,702.40	188,118.22	170,152.00	173,613.70	174,233.62	183,069.24	188,130.00
FACILITIES MAINTENANCE	409,644.28	485,592.15	440,574.75	464,004.93	464,875.74	550,554.43	555,042.00
REGISTRATION AND ELECTIO	100,554.12	110,558.68	112,703.31	111,970.35	114,205.19	108,910.47	125,113.00
SOIL AND WATER	35,464.45	37,515.21	38,100.13	39,877.27	37,207.27	38,505.17	41,486.00
ADMINISTRATOR	185,034.26	176,607.29	259,198.11	194,819.76	211,211.73	302,695.97	361,443.00
SOLID WASTE	1,647,682.06	1,729,662.49	1,690,041.52	1,709,636.29	1,649,666.16	1,834,954.70	1,860,764.00
AIRPORT	229,458.19	230,895.91	237,601.52	251,026.38	252,740.48	282,572.15	285,955.00
VEHICLE MAINTENANCE	622,702.18	650,459.53	631,554.96	682,915.46	683,056.65	744,700.54	762,900.00
REGISTER OF DEEDS	268,502.03	213,049.21	241,621.32	259,984.19	223,108.16	242,729.07	240,953.00
ROCK QUARRY	851,777.21	853,198.42	865,325.73	907,780.01	893,156.67	978,504.33	953,888.00
EMERGENCY SERVICES FUND	-	493,771.39	197,804.52	277,593.28	112,077.00	-	-
<b>COUNTY PERSONNEL TOTAL</b>	<b>20,624,201.00</b>	<b>22,118,063.95</b>	<b>22,437,449.22</b>	<b>23,367,516.31</b>	<b>23,443,893.50</b>	<b>25,473,961.67</b>	<b>26,318,070.00</b>

# Benefit Summary



## Department

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget
Debit (Credit)	Debit (Credit)	Debit (Credit)	Debit (Credit)	Debit (Credit)	Debit (Credit)	Debit (Credit)	Debit (Credit)
SHERIFFS OFFICE	1,245,249.91	1,389,405.71	1,358,849.74	1,548,647.14 #	1,592,159.11	1,911,273.01	1,731,913.00
EMERGENCY SERVICES	47,376.76	63,623.58	228,110.93	219,534.76	285,400.61	133,493.32	72,425.00
FIRE	36,244.21	-	-	-	-	289,374.92	461,315.00
CORONER	17,102.39	19,027.27	18,703.19	20,151.53 #	20,744.71	21,550.67	23,506.00
COMMUNICATIONS	211,996.10	247,050.92	261,506.35	279,551.83 #	289,595.04	354,027.27	395,517.00
DETENTION CENTER	373,583.91	435,295.97	448,534.20	585,675.77	617,959.26	703,344.74	707,194.00
ANIMAL CONTROL	61,392.52	69,476.13	61,510.94	86,706.32	87,262.86	94,912.03	100,154.00
PRT	33,852.19	43,535.15	52,625.74	49,899.80	51,458.46	56,244.05	68,740.00
HIGH FALLS PARK	39,186.04	45,404.52	52,347.35	62,607.61	62,177.82	68,027.17	71,130.00
SOUTH COVE PARK	32,222.67	53,563.46	53,898.39	61,343.66	59,825.93	58,790.49	68,752.00
CHAU RAM PARK	21,369.39	36,705.22	35,872.42	46,461.25	47,476.52	52,380.39	54,278.00
LIBRARY	250,390.06	237,580.54	225,595.97	289,902.58	289,822.29	299,484.21	318,567.00
ASSESSOR	265,899.40	236,176.06	233,175.15	288,341.47	251,097.70	312,512.32	311,489.00
AUDITOR	80,754.13	91,771.36	79,014.91	105,973.29	105,961.61	121,925.56	121,010.00
BOARD OF ASSESSMENT	89.92	71.73	504.17	34.02	198.43	243.89	262.00
TAX COLLECTOR	55,722.16	42,370.46	42,531.33	47,510.83	45,502.71	50,561.76	53,654.00
TREASURER	73,773.28	78,391.97	78,480.62	106,680.28	106,375.82	123,326.99	120,576.00
VETERANS AFFAIRS	39,829.12	43,891.16	43,428.28	48,773.37	49,080.39	52,611.15	55,901.00
CLERK OF COURT	132,299.66	145,367.18	92,129.64	134,268.11	154,117.12	187,406.54	179,495.00
PROBATE JUDGE	75,208.33	82,099.59	82,146.81	101,353.44	103,439.30	109,462.83	108,968.00
SOLICITOR	89,267.33	103,705.62	102,562.27	123,125.19	138,647.66	189,688.23	183,129.00
MAGISTRATE	129,915.10	140,125.42	137,604.73	156,124.89	157,760.85	179,529.66	175,368.00
ROAD DEPARTMENT	540,327.64	588,308.11	563,000.51	647,265.81	607,537.00	739,885.14	742,155.00
BUILDING CODES	129,758.22	157,401.31	141,326.40	174,055.45	153,870.08	142,052.28	136,994.00
COUNTY COUNCIL	51,235.69	41,807.79	31,722.51	39,218.85	38,409.82	51,042.26	58,041.00
DELEGATION	14,172.31	15,597.06	15,507.54	17,297.46	17,216.93	20,354.61	19,871.00
ECONOMIC DEVELOPMENT	30,871.28	34,256.82	34,794.37	37,786.14	38,522.30	62,055.29	64,007.00
FINANCE	105,438.26	121,188.99	122,975.16	149,081.67	144,177.97	155,623.36	151,444.00
HUMAN RESOURCES	61,661.46	56,802.90	47,363.65	63,555.77	64,023.92	69,899.73	72,873.00
INFORMATION TECHNOLOGY	98,234.27	78,906.67	84,279.27	65,195.10	156,817.15	224,352.27	219,585.00
PLANNING	36,622.28	48,399.12	57,167.47	52,142.23	52,884.93	67,206.46	60,943.00
PROCUREMENT	56,163.96	47,098.93	37,126.83	49,196.47	49,694.24	54,597.66	57,511.00
FACILITIES MAINTENANCE	118,747.80	154,479.95	135,395.83	154,068.86	156,653.85	204,033.50	197,507.00
REGISTRATION AND ELECTION	21,653.42	29,674.77	29,588.44	32,824.83	33,090.14	30,654.70	37,539.00
SOIL AND WATER	10,812.45	11,870.26	11,815.26	13,762.07	13,407.90	13,266.23	15,517.00
ADMINISTRATOR	46,237.50	42,944.46	38,893.35	34,716.01	50,168.37	82,128.78	87,637.00
SOLID WASTE	519,833.74	564,782.66	552,368.33	587,113.57	569,520.19	710,323.25	675,017.00
AIRPORT	59,396.92	54,878.88	57,034.74	71,227.61	72,559.26	89,704.79	84,967.00
VEHICLE MAINTENANCE	184,431.37	201,569.69	184,916.67	223,528.40	224,049.33	265,677.98	260,614.00
REGISTER OF DEEDS	66,326.83	56,159.19	62,793.78	77,548.30	64,692.33	78,866.62	73,788.00
ROCK QUARRY	247,842.06	256,484.16	253,905.80	292,530.75	284,013.23	350,589.06	314,185.00
EMERGENCY SERVICES FUND 2	-	113,523.08	60,187.88	64,054.84	15,981.00	-	-
<b>COUNTY BENEFIT TOTAL</b>	<b>5,712,492.04</b>	<b>6,280,773.82</b>	<b>6,211,296.92</b>	<b>7,208,837.33</b>	<b>7,323,354.14</b>	<b>8,782,485.17</b>	<b>8,713,538.00</b>

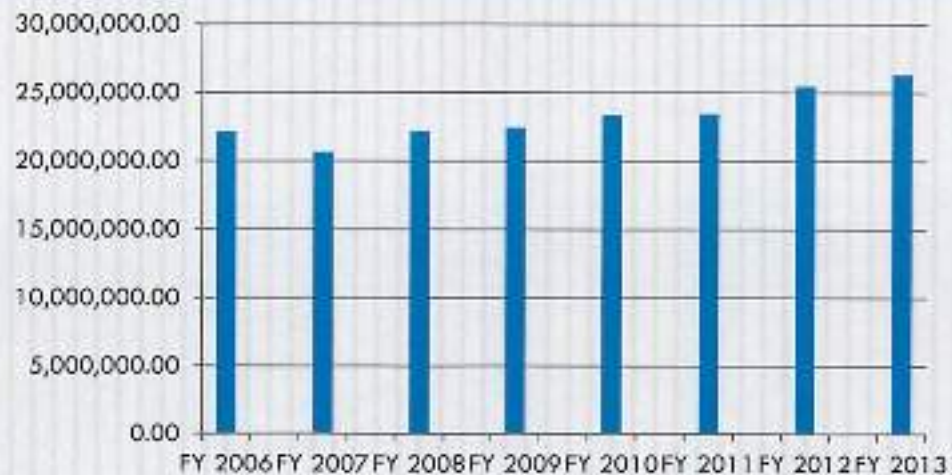




# PERSONNEL EXPENSES

## Personnel Summary

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget
COUNTY PERSONNEL TOTAL	20,556,766.00	22,118,064.00	22,437,449.00	23,268,459.00	23,436,782.00	25,473,961.67	26,318,070.00
PERCENT OF TOTAL EXPENSE	57%	60%	57%	55%	54%	58%	56%
COUNTY BENEFIT TOTAL	5,645,057.65	6,280,773.82	6,211,296.92	7,208,837.33	7,329,476.00	8,782,485.17	8,713,538.00
PERCENT OF TOTAL EXPENSE	16%	17%	16%	17%	17%	16%	16%
SALARY TOTAL	14,911,708.35	15,837,290.18	16,226,152.08	16,059,621.67	16,107,306.00	16,691,476.50	17,604,532.00



# NUMBER OF PERSONNEL

Number of Personnel

	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
General Government	98	93	98	96	99	97	98	96	96	98
Public Safety	141	141	148	150	158	158	177	172	170	175
Transportation	44	45	41	42	42	43	43	43	43	40
Judicial Services	31	32	31	30	31	32	33	35	36	35
Health & Welfare	3	4	4	4	4	4	4	4	4	4
Public Works	50	50	50	44	44	43	40	37	37	37
Culture & Recreation	32	32	33	28	31	31	31	32	31	31
Economic Development	2	2	2	2	2	2	2	2	3	4
Rock Quarry	17	17	18	17	17	16	16	16	16	15
<b>Total Expenditures Summary</b>	<b>418</b>	<b>416</b>	<b>425</b>	<b>413</b>	<b>428</b>	<b>426</b>	<b>444</b>	<b>437</b>	<b>436</b>	<b>439</b>

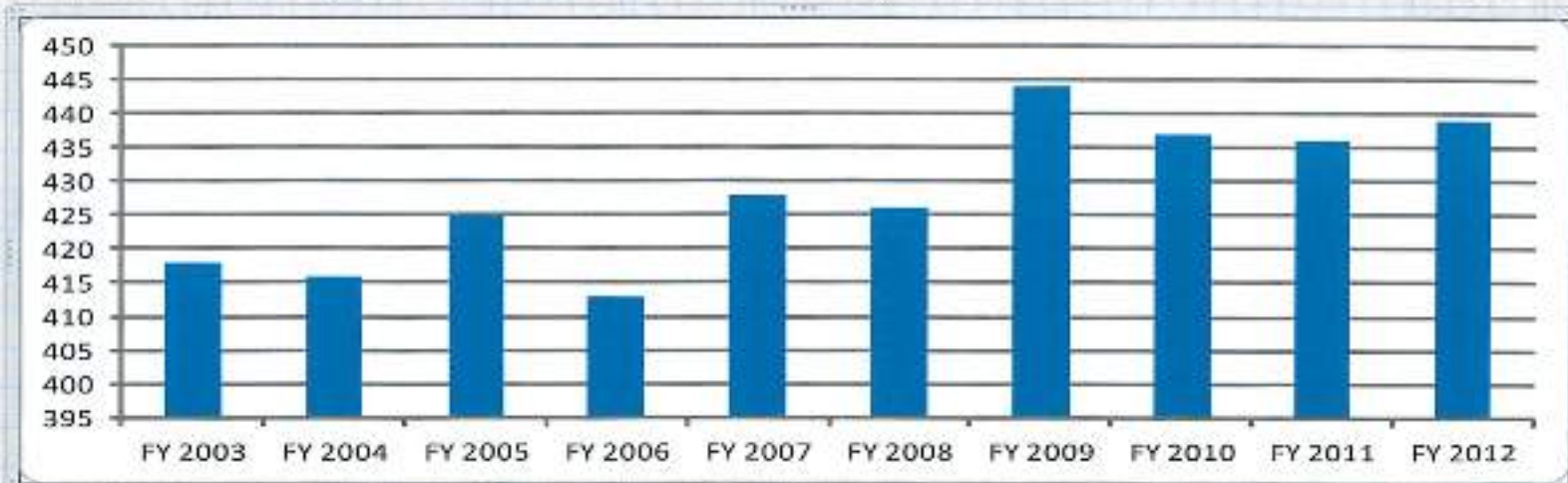




Table 16

Oconee County, South Carolina  
County Employees by Function  
Last Ten Fiscal Years

Function/Program	Fiscal Year									
	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003
<b>General Government</b>										
Administrator	3	2	2	2	2	2	3	4	2	2
County Council	1	1	1	1	1	1	1	1	1	1
Facilities Maintenance	11	11	10	10	11	11	10	10	10	10
Finance	7	8	9	8	8	7	7	7	8	7
Human Resources	4	4	4	4	4	5	5	5	5	5
Information Technology	12	9	10	8	8	13	11	11	9	3
Planning	2	3	3	3	4	3	2	2	2	2
Procurement	3	3	3	3	3	4	4	5	5	5
Register of Deeds	4	4	4	5	5	5	5	5	5	5
Registration and Elections	2	2	2	2	2	2	2	2	2	2
Vehicle Maintenance	14	14	14	14	15	15	15	16	15	15
Assessor	18	18	17	21	18	14	14	13	13	15
Auditor	7	7	7	7	7	7	7	7	6	16
Delinquent Tax Collector	3	3	3	3	3	4	4	4	4	4
Treasurer	7	7	7	7	6	6	6	6	6	6
<b>Public Safety</b>										
Animal Control	6	6	6	6	6	6	6	5	3	3
Building Codes	7	9	9	11	11	10	10	9	9	10
Communications	22	18	18	18	18	19	17	17	16	16
Coroner	1	1	1	1	1	1	1	1	1	1
Detention Center	31	36	36	36	28	27	25	25	25	25
Emergency Services	20	13	12	16	3	3	3	4	3	3
Rural Fire	-	-	-	-	4	4	4	4	4	3
Sheriff's Office	88	87	90	89	87	88	84	83	80	80
<b>Transportation</b>										
Airport	4	5	5	5	5	5	5	5	5	5
Roads and Bridges	36	38	38	38	38	37	37	36	40	39

Table 16 - Continued

Oconee County, South Carolina  
County Employees by Function  
Last Ten Fiscal Years

	Fiscal Year									
	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003
<b>Judicial Services</b>										
Clerk of Court	10	10	10	10	11	10	10	10	10	9
Magistrate	9	9	9	9	9	9	9	10	11	11
Probate Court	6	7	6	6	5	5	5	5	5	5
Solicitor	10	10	10	8	7	7	6	6	6	6
<b>Health and Welfare</b>										
Legislative Delegation	1	1	1	1	1	1	1	1	1	1
Veteran's Affairs	3	3	3	3	3	3	3	3	3	2
<b>Public Works</b>										
Soil and Water	1	1	1	1	1	1	1	1	1	1
Solid Waste	36	36	36	39	42	43	43	49	49	49
<b>Culture and Recreation</b>										
Library	18	18	18	18	18	18	18	18	18	18
Parks, Recreation, and Tourism	13	13	14	13	13	13	10	15	14	14
<b>Economic Development</b>	4	3	2	2	2	2	2	2	2	2
<b>Enterprise Fund</b>										
Rock Quarry	15	16	16	16	16	17	17	18	17	17
	<u>439</u>	<u>436</u>	<u>437</u>	<u>444</u>	<u>426</u>	<u>428</u>	<u>413</u>	<u>425</u>	<u>416</u>	<u>418</u>

Source: Oconee County Human Resources

Note:

The above counts are based on the actual number of employees at each fiscal year-end.



# REVENUE HISTORY

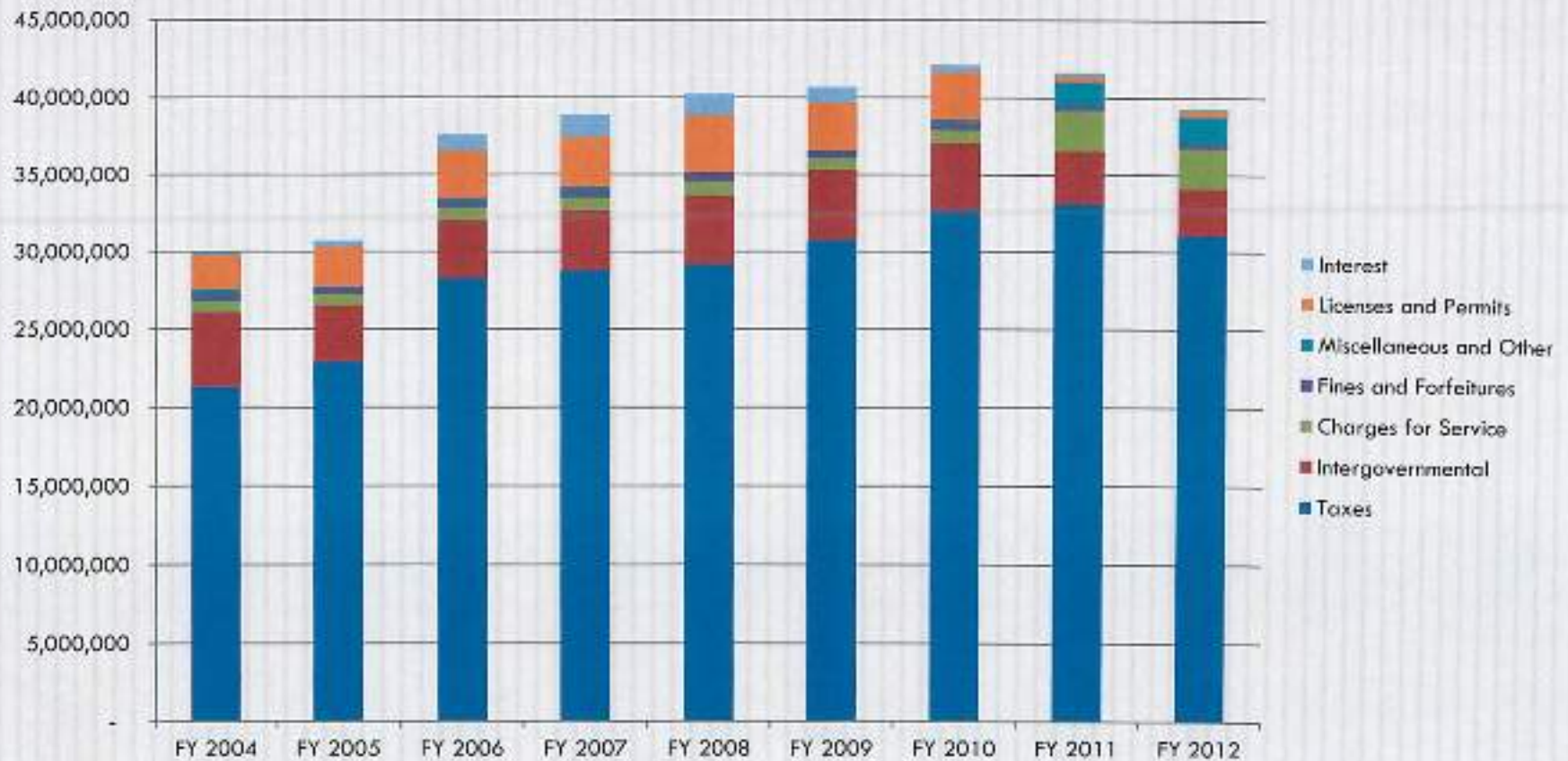
## General Fund Revenue History

Name	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Taxes	19,422,444	21,282,514	22,931,402	28,270,310	28,745,564	29,165,633	30,745,180	32,669,967	33,103,802	31,099,988
Intergovernmental	4,892,953	4,770,835	3,577,849	3,751,742	3,880,461	4,442,153	4,557,239	4,386,082	3,429,861	2,988,928
Charges for Service	662,931	746,806	737,984	835,338	856,400	939,849	775,583	855,538	2,649,168	1,681,043
Fine and Forfeitures	391,008	408,384	382,159	446,981	456,394	551,502	505,571	460,477	397,693	368,911
Miscellaneous and Other	118,243	341,543	119,875	171,458	251,331	16,883	0	208,990	1,449,809	141,721
Licenses and Permits	1,845,066	2,223,922	2,546,570	3,060,349	3,230,944	3,709,721	3,073,852	3,062,181	358,726	2,658,935
Interest and Fiscal Charges	393,535	162,460	418,661	1,056,415	1,446,220	1,403,582	1,004,668	461,059	218,145	375,681
<b>Total</b>	<b>27,726,180</b>	<b>29,936,464</b>	<b>30,714,500</b>	<b>37,592,593</b>	<b>38,867,314</b>	<b>40,229,323</b>	<b>40,662,093</b>	<b>42,104,294</b>	<b>41,607,204</b>	<b>39,315,207</b>

# REVENUE HISTORY

## GENERAL FUND

### REVENUE BY TYPE





# MILLAGE RATE TREND

## Millage Rate Trend

Direct Rates	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Operating	54.7	61.8	64.0	68.0	64.3	64.1	64.1	63.9	61.1	58.9
Debt Service	7.6	3.0	3.5	4.5	4.1	4.1	4.1	1.4	1.9	6.0
Economic Development	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Bridges and Culverts	-	-	-	-	1.0	1.0	1.0	1.0	1.0	1.0
Tri-County Tech Operations	1.8	2.2	2.1	2.1	2.6	2.1	2.1	2.7	2.1	2.1

## Assessed Value

Fiscal Year End	Real Property	Personal Property	Other	Total Taxable Assessed Value
2001	113,612,500	43,687,214	147,985,585	305,285,299
2002	146,565,820	44,667,212	151,397,122	342,630,154
2003	153,714,440	42,937,485	153,188,478	349,840,403
2004	163,279,640	41,923,931	136,897,152	342,100,723
2005	173,662,370	42,187,445	136,610,252	352,460,067
2006	183,221,480	40,272,285	183,827,876	407,321,641
2007	255,586,460	39,243,746	141,572,055	436,402,261
2008	274,733,180	39,153,407	143,279,238	457,165,825
2009	295,542,685	37,818,501	139,742,088	473,103,274
2010	309,318,820	34,204,632	141,652,366	485,175,818
2011	308,416,974	32,632,445	173,553,229	514,602,648
2012	313,231,359	41,706,217	163,031,512	517,969,088

Table 6

**Oconee County, South Carolina  
Direct and Overlapping Property Tax Rates  
Last Ten Fiscal Years**

	Fiscal Year									
	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003
<b>Oconee County Direct Rates</b>										
Operating	58.9	61.1	63.9	64.1	64.1	64.3	68.0	64.0	61.8	54.7
Debt service	6.0	1.9	1.4	4.1	4.1	4.1	4.5	3.5	3.0	7.6
Economic development	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Bridges and culverts	1.0	1.0	1.0	1.0	1.0	1.0	-	-	-	-
Tri-County Tech operations	2.1	2.1	2.7	2.1	2.1	2.6	2.1	2.1	2.2	1.8
<b>Total County Millage</b>	<b>69.0</b>	<b>67.1</b>	<b>70.0</b>	<b>72.3</b>	<b>72.3</b>	<b>73.0</b>	<b>75.6</b>	<b>70.6</b>	<b>68.0</b>	<b>65.1</b>
<b>Overlapping Rates</b>										
<b>School District</b>										
Operating	101.4	107.1	111.4	110.5	109.8	113.0	123.0	120.5	126.0	117.3
Debt service	31.0	31.0	31.0	31.0	31.0	18.0	18.0	13.9	11.0	14.6
<b>Total School Millage</b>	<b>132.4</b>	<b>138.1</b>	<b>142.4</b>	<b>141.5</b>	<b>140.8</b>	<b>131.0</b>	<b>141.0</b>	<b>134.4</b>	<b>137.0</b>	<b>131.9</b>
<b>Special District Rates</b>										
City of Seneca	52.3	52.3	52.3	52.3	50.0	50.0	50.0	50.0	50.0	50.0
City of Salem	32.4	32.4	32.4	31.0	30.0	30.0	30.0	30.0	30.0	30.0
City of Walhalla	84.0	84.0	84.0	84.0	84.0	84.0	84.0	84.0	84.0	84.0
City of West Union	42.0	41.3	41.3	40.3	39.0	39.0	39.0	39.0	39.0	39.0
City of Westminster	90.7	90.7	90.7	90.7	88.0	88.0	88.0	88.0	88.0	88.0
Emergency Services Protection District	2.9	2.9	2.9	2.9	2.9	-	-	-	-	-
Keowee Fire Special District	14.5	14.4	14.5	13.5	14.0	13.7	14.5	14.5	14.5	-
<b>Total Direct and Overlapping Rates</b>	<b>520.2</b>	<b>523.2</b>	<b>530.5</b>	<b>528.5</b>	<b>521.0</b>	<b>508.7</b>	<b>522.1</b>	<b>510.5</b>	<b>510.5</b>	<b>488.0</b>

Source: Oconee County Auditor

**Note:**

Overlapping rates are those of local and county governments that apply to property owners within Oconee County, South Carolina. Not all overlapping rates apply to all Oconee County, South Carolina property owners (e.g., the rates for the city or special district apply only to the portion of the government's property owners whose property is located within the geographic boundaries of the city or special district).



Table 5

**Oconee County, South Carolina**  
**Assessed Value and Estimated Actual Value of Taxable Property**  
**Last Ten Fiscal Years**

<b>Fiscal Year Ended June 30,</b>	<b>Real Property</b>	<b>Personal Property</b>	<b>Other</b>	<b>Total Taxable Assessed Value</b>	<b>Total Direct Tax Rate</b>	<b>Estimated Actual Taxable Value</b>	<b>Taxable Assessed Value as a Percentage of Actual Taxable Value</b>
2003	153,714,440	42,937,485	153,188,478	349,840,403	63.3	5,794,628,310	6.04%
2004	163,279,640	41,923,931	136,897,152	342,100,723	65.8	6,001,869,805	5.70%
2005	173,662,370	42,187,445	136,610,252	352,460,067	68.5	6,126,381,738	5.75%
2006	183,221,480	40,272,285	183,827,876	407,321,641	73.5	6,925,984,344	5.88%
2007	255,586,460	39,243,746	141,572,055	436,402,261	70.4	7,787,962,417	5.60%
2008	274,733,180	39,153,407	143,279,238	457,165,825	70.2	8,240,526,066	5.55%
2009	295,542,685	37,818,501	139,742,088	473,103,274	70.2	8,465,109,305	5.59%
2010	309,318,820	34,204,632	141,652,366	485,175,818	67.3	8,780,990,487	5.53%
2011	308,416,974	32,632,445	173,553,229	514,602,648	70.0	8,896,160,854	5.78%
2012	313,231,359	41,706,217	163,031,512	517,969,088	71.9	9,021,922,673	5.74%

Source: Oconee County Auditor

Note:

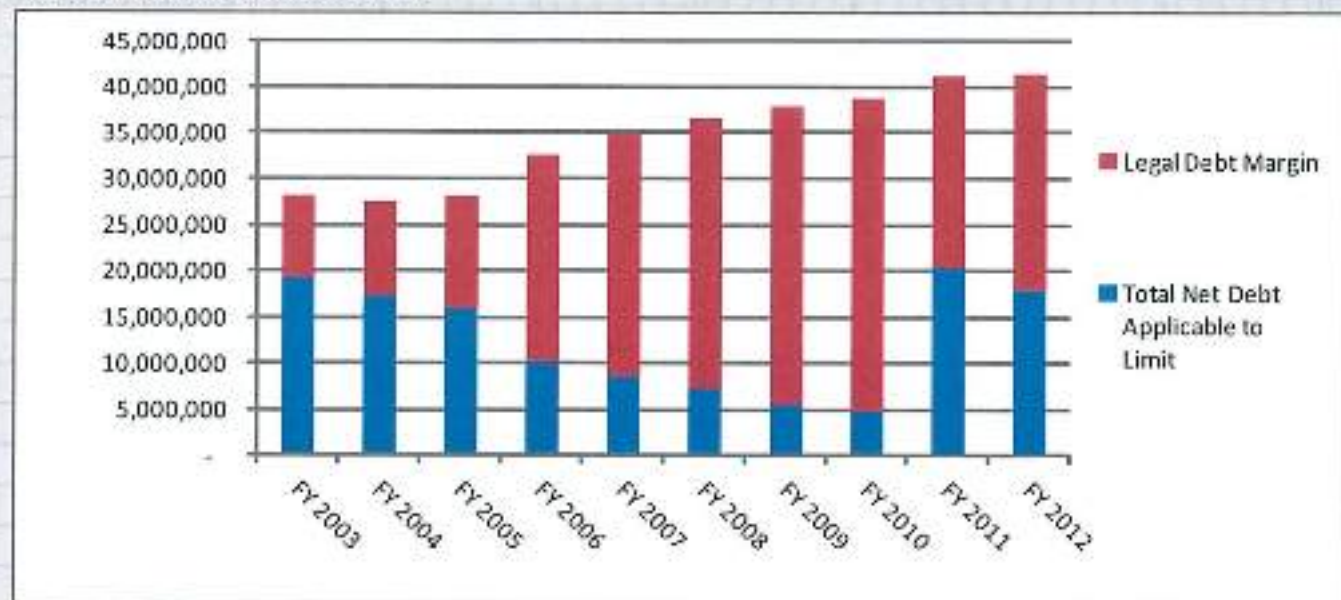
Property in the County was reassessed in fiscal year ended June 30, 2007.

# DEBT MARGIN

## Debt Margin

	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Debt Limit*	28,012,006	27,368,058	28,186,805	32,585,731	34,912,181	36,573,266	37,768,262	38,814,065	41,168,212	41,437,527
Total Net Debt										
Applicable to Limit	19,215,000	17,165,000	15,940,000	10,032,782	8,661,015	7,194,310	5,589,155	4,857,888	20,261,341	17,844,513
Legal Debt Margin	8,797,006	10,203,058	12,246,805	22,552,949	26,251,166	29,378,956	32,179,107	33,956,177	20,906,871	23,593,014

\* Calculated at eight percent of the total taxable assessed value.





Oconee County, South Carolina  
 Legal Debt Margin Information  
 Last Ten Fiscal Years

<b>Legal Debt Margin Calculation for Fiscal Year 2012</b>	
Assessed valuation	\$ 517,969,088
Debt limit - 8 percent of total assessed value	\$ 41,437,527
Debt applicable to limit:	
General obligation bonds	19,080,000
Less: amount set aside for repayment of general obligation bonds	<u>(1,235,487)</u>
Debt qualifying for margin	<u>17,844,513</u>
Legal debt margin	<u>\$ 23,593,014</u>

	Fiscal Year									
	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003
Debt Limit*	\$ 41,437,527	\$ 41,168,212	\$ 38,814,065	\$ 37,768,262	\$ 36,573,266	\$ 34,912,181	\$ 32,585,731	\$ 28,186,805	\$ 27,368,058	\$ 28,012,006
Total Net Debt Applicable to Limit	<u>17,844,513</u>	<u>20,281,341</u>	<u>4,857,888</u>	<u>5,589,155</u>	<u>7,194,310</u>	<u>8,661,015</u>	<u>10,032,782</u>	<u>15,940,000</u>	<u>17,165,000</u>	<u>19,215,000</u>
Legal Debt Margin	<u>\$ 23,593,014</u>	<u>\$ 20,906,871</u>	<u>\$ 33,956,177</u>	<u>\$ 32,179,107</u>	<u>\$ 29,378,956</u>	<u>\$ 26,251,166</u>	<u>\$ 22,552,949</u>	<u>\$ 12,246,805</u>	<u>\$ 10,203,058</u>	<u>\$ 8,797,006</u>
Total Net Debt Applicable to the Limit as a Percentage of Debt Limit	43.06%	49.22%	12.52%	14.80%	19.67%	24.81%	30.79%	56.55%	62.72%	68.60%

Source: Oconee County Auditor and Oconee County Treasurer

\* Calculated at eight percent of the total taxable assessed value.

Note:  
 Under South Carolina State Constitution Article X, Section 14, 7(a), Oconee County's outstanding general obligation debt should not exceed 8 percent of the total assessed property value.

# FUND BALANCE BREAKDOWN

## Fund Balance Breakdown

	General Fund	Fire Fund	Capital Projects	Economic Development	Other Govt.	Total
Cash	10,368,020	1,942,044	4,593,680	2,586,559	4,140,403	23,630,706
Investments	7,569,416	-	15,796,333	-	-	23,365,749
Other Non-Cash Assets	9,704,593	44,981	76,397	4,398,950	1,836,894	16,061,815
<b>Total</b>	<b>27,642,029</b>	<b>1,987,025</b>	<b>20,466,410</b>	<b>6,985,509</b>	<b>5,977,297</b>	<b>63,058,270</b>
Outstanding Liabilities	(3,008,880)	(127,077)	(474,233)	(765,179)	(644,992)	(5,020,361)
Fund Balance	24,633,149	1,859,948	19,992,177	6,220,330	5,332,305	58,037,909
Reserved	8,875,289	1,859,948	17,320,297	4,382,453	3,349,254	35,787,241
Unreserved						
Designated	8,236,071	-	2,671,880	1,837,877	2,004,753	14,750,581
Undesignated	7,521,789	-	-	-	(21,702)	7,500,087
<b>Total Funds</b>	<b>24,633,149</b>	<b>1,859,948</b>	<b>19,992,177</b>	<b>6,220,330</b>	<b>5,332,305</b>	<b>58,037,909</b>



Oconee County, South Carolina  
Fund Balances of Governmental Funds  
Last Ten Fiscal Years

Table 3

	Fiscal Year									
	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003
<b>General Fund</b>										
Reserved	\$ -	\$ -	\$ 4,734,890	\$ 590,626	\$ 179,781	\$ 599,901	\$ 679,695	\$ 891,340	\$ 1,663,936	\$ 2,335,930
Unreserved	-	-	19,663,178	22,832,404	18,107,692	12,868,375	13,918,914	10,530,439	8,888,837	7,910,410
Nonspendable	7,473,784	4,824,890	-	-	-	-	-	-	-	-
Restricted	1,401,505	-	-	-	-	-	-	-	-	-
Assigned	8,236,071	7,338,896	-	-	-	-	-	-	-	-
Unassigned	7,521,789	13,008,265	-	-	-	-	-	-	-	-
<b>Total General Fund</b>	<b>24,633,149</b>	<b>25,172,051</b>	<b>24,398,068</b>	<b>23,423,030</b>	<b>18,287,473</b>	<b>13,468,276</b>	<b>14,598,609</b>	<b>11,421,779</b>	<b>10,552,773</b>	<b>10,246,340</b>
<b>All Other Governmental Funds</b>										
Reserved	-	-	18,103,322	11,422,123	11,265,793	10,196,048	1,885,917	1,181,612	2,664,108	6,067,052
Unreserved, reported in:										
Capital projects	-	-	-	2,962,854	4,459,452	965,737	1,026,126	999,227	699,946	670,992
Debt service funds	-	-	-	-	-	-	-	1,193,315	1,950,290	3,836,757
Special revenue funds	-	-	2,471,822	-	-	-	3,847,185	5,646,333	3,798,916	1,189,989
Nonspendable	5,150,854	4,782,659	-	-	-	-	-	-	-	-
Restricted	21,761,098	23,000,044	-	-	-	-	-	-	-	-
Assigned	6,514,510	4,720,626	-	-	-	-	-	-	-	-
Unassigned	(21,702)	(219,951)	-	-	-	-	-	-	-	-
<b>Total All Other Governmental Funds</b>	<b>33,404,760</b>	<b>32,283,378</b>	<b>20,575,144</b>	<b>14,384,977</b>	<b>15,725,245</b>	<b>11,161,785</b>	<b>6,759,228</b>	<b>9,020,487</b>	<b>9,113,260</b>	<b>11,764,790</b>
<b>Total Governmental Fund Balance</b>	<b>\$ 58,037,909</b>	<b>\$ 57,455,429</b>	<b>\$ 44,973,212</b>	<b>\$ 37,808,007</b>	<b>\$ 34,012,718</b>	<b>\$ 24,630,061</b>	<b>\$ 21,357,837</b>	<b>\$ 20,442,266</b>	<b>\$ 19,666,033</b>	<b>\$ 22,011,130</b>

Note:

The presentation of fund balance changed in 2011 as a result of the implementation of GASB 54.

OCONEE COUNTY, SOUTH CAROLINA  
BALANCE SHEET  
GOVERNMENTAL FUNDS  
JUNE 30, 2012

Assets	Emergency Services		Capital Projects	Economic Development	Other Nonmajor Governmental Funds	Total Governmental Funds
	General	Protection District				
Cash	\$ 10,368,020	\$ 1,842,044	\$ 4,593,680	\$ 2,588,559	\$ 4,140,403	\$ 23,630,708
Investments	7,589,418	-	15,786,333	-	-	23,385,749
Receivables						
Taxes - net	1,002,507	37,905	-	16,487	130,231	1,187,140
Accounts	421,754	7,076	-	-	77,420	506,250
Intergovernmental	881,642	-	76,397	-	757,682	1,715,721
Advances to other funds	4,098,245	-	-	-	-	4,098,245
Prepays	284,713	-	-	-	768,401	1,033,114
Inventories	281,707	-	-	-	-	281,707
Seized assets	-	-	-	-	103,160	103,160
Assets held for sale	2,754,025	-	-	4,382,453	-	7,136,478
	<u>\$ 27,642,029</u>	<u>\$ 1,887,025</u>	<u>\$ 20,486,410</u>	<u>\$ 6,985,509</u>	<u>\$ 5,977,297</u>	<u>\$ 63,058,270</u>
<b>Liabilities</b>						
Accounts payable	\$ 1,535,080	\$ 88,940	\$ 166,079	\$ 2,970	\$ 96,410	\$ 1,887,479
Bank overdrafts	-	-	-	-	31,188	31,188
Retainage payable	80,854	10,038	87,050	-	-	177,940
Accrued payroll liabilities	589,879	-	-	-	2,157	592,136
Deferred revenue						
Property taxes	749,570	30,101	-	12,209	88,591	878,471
Intergovernmental	-	-	76,397	-	103,027	179,424
Other	53,397	-	-	-	103,160	156,557
Unearned revenues	-	-	144,707	-	72,479	217,188
Advances from other funds	-	-	-	750,000	150,000	900,000
	<u>3,008,680</u>	<u>127,077</u>	<u>474,233</u>	<u>765,179</u>	<u>644,992</u>	<u>5,020,361</u>
<b>Fund Balances</b>						
<b>Nonspendable</b>						
Inventories	281,707	-	-	-	-	281,707
Prepays	284,713	-	-	-	768,401	1,033,114
Assets held for resale	2,754,025	-	-	4,382,453	-	7,136,478
Long-term portion of receivables	105,094	-	-	-	-	105,094
Long-term portion of advances	4,068,245	-	-	-	-	4,068,245
<b>Restricted</b>						
Public safety	-	1,859,948	-	-	1,212,203	3,072,151
Debt service	-	-	-	-	1,235,487	1,235,487
Capital projects	1,401,505	-	17,320,297	-	-	18,721,802
Culture and recreation	-	-	-	-	99,139	99,139
Other purposes	-	-	-	-	37,024	37,024
<b>Assigned</b>						
Solid waste reserve	2,811,628	-	-	-	-	2,811,628
Health care reserve	3,215,644	-	-	-	-	3,215,644
Subsequent year's budget	2,208,789	-	-	-	-	2,208,789
Capital projects	-	-	2,671,860	1,837,877	1,663,817	6,173,574
Transportation	-	-	-	-	22,245	22,245
Public safety	-	-	-	-	94,241	94,241
Education	-	-	-	-	215,576	215,576
Other purposes	-	-	-	-	8,874	8,874
Unassigned	7,521,789	-	-	-	(21,702)	7,500,087
	<u>24,633,149</u>	<u>1,859,948</u>	<u>19,992,177</u>	<u>6,220,330</u>	<u>5,332,305</u>	<u>58,037,909</u>
	<u>\$ 27,642,029</u>	<u>\$ 1,887,025</u>	<u>\$ 20,486,410</u>	<u>\$ 6,985,509</u>	<u>\$ 5,977,297</u>	<u>\$ 63,058,270</u>

The accompanying notes are an integral part of the financial statements.



**OCONEE COUNTY, SOUTH CAROLINA  
RECONCILIATION OF THE TOTAL GOVERNMENTAL FUNDS BALANCE SHEET TO  
THE STATEMENT OF NET ASSETS  
JUNE 30, 2012**

<b>Fund Balances - Total Governmental Funds</b>		<b>\$ 58,037,909</b>
 Amounts reported for governmental activities in the statement of net assets are different because:		
Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the governmental funds.		118,707,034
Resources received but reflected as deferred revenues in fund statements		1,214,452
Other assets used in governmental activities are not financial resources and, therefore, not reported in the governmental funds:		
Deferred charge on debt issuance costs, net of accumulated amortization		173,390
 Long-term liabilities, including bonds payable, are not due and payable in the current period and, therefore, are not reported in the governmental funds.		
General obligation bonds	(19,927,443)	
Capital lease obligation	(1,928,251)	
Special source revenue bonds	(3,315,000)	
Other post-employment benefits	(1,900,080)	
Post-closure care liabilities	(4,037,217)	
Compensated absences	(1,193,048)	
Accrued interest payable	(228,041)	
	(32,529,080)	
<b>Net Assets of Governmental Activities</b>		<b><u>\$ 143,603,705</u></b>

The accompanying notes are an integral part of the financial statements.

# CAPITAL PROJECTS FUND

## Capital Projects Fund

Total Capital Project Funds Per July 1, 2012	17,488,074
Reserved for Capital Outlay	<u>17,488,074</u>



# CAPITAL PROJECTS FUND

<u>CAPITAL PROJECTS</u>	<u>Available Funds</u>
LEC (Jail)	15,755,575.05
Westminster Emergency Building	15,087.42
Chau Ram Superintendent Residence	2,675.08
Seneca Branch Library	27,674.41
Westminster Branch Library - Expansion	3,658.98
Courthouse Remediation	15,688.39
IT Capital Project	87,449.39
Pointe West Project	1,564,722.10
Pine Street Capital Projects	12,214.64
Communication Towers (Lease Fund)	350,000.00
Oil/Water Separator (Lease Funds)	30,000.00

<u>CAPITAL PROJECTS</u>	<u>Available Funds</u>
Airport Land Acquisition	4,000.00
AIP - Land/House	26,605.00
AIP - Easements	5,000.00
AIP - Obstruct Clearing (Reimbursable Grant	6,000.00
Anticipated Deferred Revenue for AIP	(418,276.87)

CAPITAL PROJECTS FUND	ESTIMATED FUND BALANCE 9/30/2017	REVENUE	EXPENDITURES (includes retentions payable reversed through 6/30/17)	Transfers (In/Out) - Only between projects within the 12 fund	Transfer to Another Fund - (From/To) Interfund Transfer 26	ESTIMATED FUND BALANCE 12/31/17	SOURCE
Communications Center 012-192-0010-0000	\$ 12,726.46	\$ -	\$ -	\$ -	\$ (12,726.46)	\$ -	\$19,311 will cover from 2008 2009. 2000K approved by County Council in 2003 for add'g to the 911 center. In 2005 additional funding (249K) was used to bring installed into the system.
LEC (Jail) 012-192-0010-0012	\$ 15,756,676.00	\$ 10,133.05	\$ 104,631.83	\$ -	\$ -	\$ 15,668,106.27	Final cost \$10,000,000. 200 funds to be received in May of 2017
Westminster Emergency Stg 012-167-0000-0020 & 012-167-0001-0020	\$ 156,087.42	\$ -	\$ 11,708.20	\$ -	\$ (140,000.00)	\$ 3,379.22	Approved in 2010 Budget. Delivered 2014-20.
Chief Risk Superintendent Residence 012-205-0000-0067	\$ -	\$ -	\$ -	\$ 2,675.00	\$ -	\$ 2,675.00	Budget Revision dated 6/1/17 to move 200,000 from South Cove Vehicle Storage for Executive Risk Project
Genova Library 012-206-0000-0000	\$ 27,074.41	\$ -	\$ 6,160.25	\$ -	\$ -	\$ 21,014.16	Budgeted \$700k in 2009 for assessment, planning, and preliminary design of the construction of a new Genova Library.
Wells Library - Capital 012-206-0000-0010	\$ 631.79	\$ -	\$ -	\$ (631.79)	\$ -	\$ -	Expended \$700 in 2009 for renovating the Wells Library.
Westminster Library Expansion 012-206-0000-0000	\$ 3,027.19	\$ -	\$ -	\$ 631.79	\$ -	\$ 3,658.98	Budget Revision dated 7/27/17 moving 30,000 from Westminster Library-Capital to Westminster Library-Land Expansion to cover cost for called as approved. 6.4 million in total by of Westminster Library property cost.
Assessor's Mobile Voice Relay 012-281-0000-0000	\$ 77,504.94	\$ -	\$ -	\$ -	\$ (77,504.94)	\$ -	Budgeted in FY2008-2009
4th Floor Conference 012-001-0200-0000	\$ 22,204.73	\$ -	\$ -	\$ (22,204.73)	\$ -	\$ -	Project in FY2008-2007 to make most update to the original design of the 4 <sup>th</sup> floor courtroom to obtain ADA compliance.
Prostate Judge 12-900-0000-0000	\$ 126,000.00	\$ -	\$ -	\$ -	\$ (126,000.00)	\$ -	Expended in FY2008-2009
Courthouse Remediation 012-000-0200-0000	\$ (6,588.01)	\$ -	\$ -	\$ 22,978.40	\$ -	\$ 15,988.39	
Covered Storage Area (Formerly Rocks Storage Facility) 012-001-0000-0010	\$ (0.00)	\$ -	\$ -	\$ 0.50	\$ -	\$ -	In 2008, \$90,217 was budgeted for a Storage Facility for the Road Department. The remaining 90,000 of \$28,348.32 of these funds were eliminated in 2010 for an expansion of the Road Department. In addition, amount from prior year Road Vehicle Equipment Project of \$91,717.07 and a follow up fund transfer of \$96,633 from the Budget & Capital Fund to finance the construction of the Equipment Fund for budget year 2010.
Roads - Coon Hill 012-001-0000-0007	\$ 1,009,772.33	\$ -	\$ -	\$ -	\$ (1,009,772.33)	\$ -	Approved in 2010 Budget. Delivered 2009-20.
Roads - Jovick Bridge 012-001-0000-0008	\$ 56,178.69	\$ -	\$ -	\$ -	\$ (56,178.69)	\$ -	Approved in 2010 Budget. Delivered 2009-20. Additional \$25,000 budgeted in General Fund for project.
Pine Street Miscellaneous Capital Projects 012-780-0000-0000	\$ 12,214.94	\$ -	\$ -	\$ -	\$ -	\$ 12,214.94	
Pointe West High Pointe Project 12-707-0000-0000	\$ 1,564,723.17	\$ 781.85	\$ 1,028,795.00	\$ -	\$ -	\$ 526,709.12	
2008 2009 Workforce Center Reimbursable Grant 012-707-0000-0000 (Local) 12-707-0000-0000 (State)	\$ (707.65)	\$ -	\$ -	\$ 707.65	\$ -	\$ -	Over/fund

CAPITAL PROJECTS FUND	ESTIMATED FUND BALANCE 8/30/2012	REVENUE	EXPENDITURES (Reimbursable amounts payable reverse) through 8/30/12	Transfers In/Out - Only between projects within the 12 fund	Transfer to Another Fund - Must have Interfund Transfer JL	ESTIMATED FUND BALANCE 12/31/12	SOURCE
Tax Center Project (Formerly IT Center) Software 012-711-42315-30000 012-711-42325-30000	\$ 89,250.18	\$ -	\$ -	\$ -	\$ (89,250.18)	\$ -	Expended \$190k in 2003 for new tax center software. New software was not purchased in 2008. Est. 200,000 expended in FY 2008 for software update and initial training payment.
IT Capital Project (Governor) 012-711-40000-00000	\$ 87,449.39	\$ -	\$ 1,582.75	\$ -	\$ -	\$ 85,866.64	
GIS Mapping Phase II & Final 012-711-42007-00000	\$ 5,419.87	\$ -	\$ -	\$ -	\$ (8,419.87)	\$ (3,000)	Expended in 2007 for the first and final phase of mapping the County.
GIS Digital Land Use Maps 012-711-42011-00000	\$ 88.92	\$ -	\$ -	\$ -	\$ (88.92)	\$ 0.00	Expended in 2007 for digital land use maps.
GIS Parcel Feet 012-711-42014-00000	\$ 0.55	\$ -	\$ -	\$ -	\$ (0.55)	\$ (0.00)	
Granbury Farm Relocation Project 012-718-00320-00710	\$ 0.40	\$ -	\$ -	\$ -	\$ (0.40)	\$ -	Ex. Applied in 2008 for the purchase of field work equipment. Remaining funds for relocation of Granbury Farms MCC.
T-Hanger Electric Revenue Building 012-720-00000-00000 Reimbursable - 553,000 State	\$ 1,521.93	\$ -	\$ -	\$ -	\$ (1,021.99)	\$ -	
Airport Land Acquisition 012-720-00000-00000	\$ 101,100.00	\$ -	\$ 3,000.00	\$ -	\$ (97,150.00)	\$ 1,000.00	
Airport Development 012-720-00000-00000	\$ 119,300.00	\$ -	\$ -	\$ (37,005.05)	\$ (81,700.35)	\$ -	Portion of the Pine Creek Project Unexpended funds allocated for Airport Projects, including grant matches.
AP 3-45-10-15 Reimbursable Grant 012-720-07000-00000 (Local) 012-720-07000-00100 (Federal) 012-720-07000-00200 (State)	\$ (7,387.12)	\$ -	\$ -	\$ -	\$ -	\$ (7,387.12)	FED. GRANT 65% STATE GRANT 2.5% LOCAL 2.5%
AP 3-45-10-15 Reimbursable Grant 012-720-07000-00000 (Local) 012-720-07000-00100 (Federal) 012-720-07000-00200 (State)	\$ (21,403.48)	\$ -	\$ -	\$ -	\$ -	\$ (21,403.48)	FED. GRANT 65% STATE GRANT 2.5% LOCAL 2.5%
AP 3-45-10-17 Reimbursable Grant 012-720-07000-00000 (Local) 012-720-07000-00100 (Federal) 012-720-07000-00200 (State)	\$ (80,451.21)	\$ -	\$ -	\$ -	\$ -	\$ (80,451.21)	FED. GRANT 65% STATE GRANT 2.5% LOCAL 2.5%



CAPITAL PROJECTS FUND	RESTRICTED FUND BALANCE 03/31/12	REVENUE	EXPENDITURES (includes refundable payable reversal) through 03/31/12	Transfer In (03/31/12 - Only, includes projects withdrawn 12 fund)	Transfer to Another Fund - Main bank Interfund Transfer AC	RESTRICTED FUND BALANCE 03/31/12	REMARKS
AP 2-48-16-12 Reimbursable Grant 012-720-87085-00000 (Local) 012-720-87085-00100 (Federal) 012-720-87085-00200 (State)	\$ (0.00)	\$ -	\$ -	\$ 0.00	\$ -	\$ -	FRA GRANT 65 % STATE GRANT 2 5% LOCAL 2 5%
AP 2-45-16-14 Reimbursable Grant 012-720-87085-00000 (Local) 012-720-87085-00100 (Federal) 012-720-87085-00200 (State)	\$ (200,025.00)	\$ -	\$ (67,040.50)	\$ -	\$ -	\$ (221,875.47)	FRA GRANT 65 % STATE GRANT 2 5% LOCAL 2 5%
AP - Landfills Reimbursable Grant 012-720-87101-00000 (Local) 012-720-87101-00100 (Federal) 012-720-87101-00200 (State)	\$ -	\$ -	\$ 10,000.00	\$ 20,000.00	\$ -	\$ 10,000.00	
AP - Excess Reimbursable Grant 012-720-87102-00000 (Local) 012-720-87102-00100 (Federal) 012-720-87102-00200 (State)	\$ -	\$ -	\$ -	\$ 5,000.00	\$ -	\$ 5,000.00	
AP Contract Clearing Reimbursable Grant 012-720-87103-00000 (Local) 012-720-87103-00100 (Federal) 012-720-87103-00200 (State)	\$ -	\$ -	\$ -	\$ 6,000.00	\$ -	\$ 6,000.00	
Other Funds Approved for Capital for FY0007	\$ 175,575.00	\$ -	\$ -	\$ (3,454.91)	\$ (172,120.18)	\$ -	Assigned 12/07 2.0% Also approved for 1-02 Infrastructure removal or other non capital needed facility, and removal or of 0200. This is the remaining funds not allocated to these specific projects.
Tel County Levies	\$ 944,370.00	\$ -	\$ -	\$ -	\$ (944,370.00)	\$ -	
Communications Tower (Lease Funds) 012-704-00940-00000	\$ -	\$ -	\$ -	\$ -	\$ 350,000.00	\$ 350,000.00	
00Water Separators (Lease Funds) 012-710-00040-00000	\$ -	\$ -	\$ -	\$ -	\$ 30,000.00	\$ 30,000.00	
	\$ 19,892,177.74	\$ 16,915.00	\$ 1,085,799.44	\$ (0.00)	\$ (2,004,103.06)	\$ 16,618,189.22	
Restricted for Capital Projects	\$ 17,320,297.00	Balance thru 12-31-12 Balance thru 12-31-12					
Assigned for Capital Projects	\$ 2,671,880.00						
Fund Balance-End of Year for Capital Project Funds Per Financial Statement 03/31/12	\$ 19,892,177.00						
03/31/12	\$	(0.74)	Rounding				

# BUDGET CALENDAR

## OCONEE COUNTY, SOUTH CAROLINA FISCAL YEAR 2013-2014 BUDGET CALENDAR

- 1 New Year's Day (Observed Holiday)
- 2-24 Finance prepares the budget packets for distribution to department heads
- 21 Martin Luther King, Jr. Day (Observed Holiday)
- 25 Budget Packets to Departments
- 31 Pre-Budget PowerPoint, Financial PowerPoint, Revenue Projections to Mr. Pulliam for Review
- 7 Strategic Planning Retreat/Pre-Budget PowerPoint/Financial PowerPoint Mandatory Department Heads attendance
- 15 Budget request due from the departments
- 18 President's Day (Observed Holiday)
- 19-28 Department's budget requests combined by Finance
- 1-8 Administrator reviews the department head's budget
- 4-8 Administrator meets with department heads
- Tri-County Technical College's budget request presented to County Council - 12 Noon
- 14-25 Preparation of the Administrator's recommended budget
- 26 Budget and Finance Committee workshop - 8:00 PM
- 8-12 Feedback to department heads on the Administrator's recommended budget
- School District of Oconee County's budget request presented to County Council - 8:00 PM
- 23 Administrator's recommended budget presented County Council - 6:00 PM
- 30 Budget and Finance Committee workshop - 6:00 PM
- 7 First reading of budget ordinance by County Council - 6:00 PM
- 10 Confederate Memorial Day (Observed Holiday)
- 21 Second reading of budget ordinance by County Council - 6:00 PM
- 23 Public hearing advertisement for budget ordinance submitted to paper (min. 15 days in advance)
- 27 Memorial Day (Observed Holiday)
- 28 Budget and Finance Committee workshop - 6:00 PM
- 11 Public hearing for the budget ordinance - 6:00 PM
- 18 Third and final reading of the budget ordinance by County Council - 6:00 PM

## OCONEE COUNTY, SOUTH CAROLINA FISCAL YEAR 2013-2014 BUDGET CALENDAR

### January 2013

S	M	T	W	T	F	S		
		1	2	3	4	5	1	New Year's Day (Observed Holiday)
6	7	8	9	10	11	12	2-24	Finance prepares the budget packets for distribution to department heads
13	14	15	16	17	18	19	21	Martin Luther King, Jr. Day (Observed Holiday)
20	21	22	23	24	25	26	25	Budget Packets to Departments
27	28	29	30	31			31	Pre-Budget PowerPoint, Financial PowerPoint, Revenue Projections to Mr. Pullum for Review

### February 2013

S	M	T	W	T	F	S		
					1	2	7	Strategic Planning Retreat/Pre-Budget PowerPoint/Financial PowerPoint <u>Mandatory Department heads attendance</u>
3	4	5	6	7	8	9	15	Budget request due from the departments
10	11	12	13	14	15	16	18	President's Day (Observed Holiday)
17	18	19	20	21	22	23	19-28	Department's budget requests combined by Finance
24	25	26	27	28				

### March 2013

S	M	T	W	T	F	S		
					1	2	1-8	Administrator reviews the department head's budget
3	4	5	6	7	8	9	4-8	Administrator meets with department heads
10	11	12	13	14	15	16		- Tri-County Technical College's budget request presented to County Council - 12 Noon
17	18	19	20	21	22	23	14-29	Preparation of the Administrator's recommended budget
24	25	26	27	28	29	30	26	Budget and Finance Committee workshop - 5:00 PM
31								

### April 2013

S	M	T	W	T	F	S		
		1	2	3	4	5	8-12	Feedback to department heads on the Administrator's recommended budget
7	8	9	10	11	12	13		School District of Oconee County's budget request presented to County Council - <u>6:00 PM</u>
14	15	16	17	18	19	20	23	Administrator's recommended budget presented County Council - 6:00 PM
21	22	23	24	25	26	27	30	Budget and Finance Committee workshop - 6:00 PM
28	29	30						

### May 2013

S	M	T	W	T	F	S		
			1	2	3	4	7	First reading of budget ordinance by County Council - 6:00 PM
5	6	7	8	9	10	11	10	Confederate Memorial Day (Observed Holiday)
12	13	14	15	16	17	18	21	Second reading of budget ordinance by County Council - 6:00 PM
19	20	21	22	23	24	25	23	Public hearing advertisement for budget ordinance submitted to paper (min. 15 days in advance)
26	27	28	29	30	31		27	Memorial Day (Observed Holiday)
							28	Budget and Finance Committee workshop - 6:00 PM

### June 2013

S	M	T	W	T	F	S		
						1	11	Public hearing for the budget ordinance - 6:00 PM
2	3	4	5	6	7	8	18	Third and final reading of the budget ordinance by County Council - 6:00 PM
9	10	11	12	13	14	15		
16	17	18	19	20	21	22		
23	24	25	26	27	28	29		
30								

*Note: These dates are subject to revision at any time at the discretion of the Administrator.*



# REVENUE PROJECTIONS

	FY 2008 Actuals	FY 2008 Actuals	FY 2010 Actuals	FY 2011 Actuals	FY 2012 Actuals	FY 2013 Projected	FY 2014 Projected
Accommodations Tax	28,856	29,906	-	-	-	-	-
Airport	639,017	466,213	537,654	678,294	899,020	1,037,544	1,070,000
Animal Control	36,931	59,551	74,551	68,918	38,469	60,570	50,000
Building Codes	817,517	515,063	463,168	358,432	346,440	375,000	360,000
Clerk of Court	335,265	413,911	526,484	457,795	453,780	406,339	400,000
Franchise Fee	64,556	54,543	207,414	133,555	127,128	122,442	120,000
Interest	1,065,173	1,004,668	461,059	358,725	375,681	300,000	300,000
Intergovernmental	178,673	616,615	1,098,127	614,128	480,372	440,000	450,000
Library	36,129	35,305	40,519	41,314	43,365	40,000	41,000
Magistrate	643,167	597,355	548,893	480,774	450,372	425,000	427,000
Misc	187,678	226,963	332,067	343,281	347,056	500,000	300,000
Parks	291,232	300,169	307,883	334,994	334,022	320,000	300,000
Planning	5,510	2,360	630	1,914	1,051	2,200	2,000
Probate Court	126,268	126,196	179,279	138,278	186,531	180,000	160,000
Property Taxes	29,085,655	30,678,506	32,231,849	32,563,333	31,140,918	31,500,000	31,500,000
Register of Deeds	913,997	594,615	509,148	454,100	458,927	460,000	478,000
Rent	23,800	21,600	22,817	22,846	24,750	24,750	24,750
Road	2,920	2,359	1,485	1,766	2,640	4,716	2,500
Salary Supplement	151,907	205,968	165,680	163,479	167,215	168,909	168,909
Sheriff	28,786	28,547	35,799	27,672	26,285	70,000	29,918
Solid Waste	1,183,422	1,094,550	859,453	1,180,979	1,208,323	1,003,173	1,150,000
State Aid	3,816,253	3,639,338	3,038,376	2,577,845	2,286,169	2,939,860	2,800,000
<b>Grand Total</b>	<b>39,662,710</b>	<b>40,714,303</b>	<b>41,642,337</b>	<b>41,002,422</b>	<b>39,398,514</b>	<b>40,380,503</b>	<b>40,134,077</b>

	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013 Dec 31st, 2011	
ACCOUNT	REVENUE	REVENUE	REVENUE	REVENUE	REVENUE	REVENUE	
010-080-00805-10900 CS Hanger Rent	83,695	76,868	88,052	89,855	110,044	46,569	
010-080-00805-10902 CORPORATE HANGER	0	0	0	0	0	0	
010-080-00805-10903 Airport Gas Jet Fuel Revenue	0	0	0	0	0	0	
010-080-00805-10904 CS Mechanic's Rent - Airport	6,000	5,500	6,000	6,000	6,000	3,400	
010-080-00805-10905 CS Tie Downs	4,536	2,765	3,823	3,220	2,263	575	
010-080-00805-10906 CS Airport Miscellaneous	3,492	5,538	7,189	4,516	3,029	1,345	
010-080-00805-10910 CS Concession Fees	0	0	0	0	830	0	
010-080-00805-10911 CS Bare Land Lease	950	950	950	950	950	0	
010-080-00805-10912 CS Airport Call Out Fee	0	0	780	1,294	3,400	1,360	
010-080-00805-10913 CS Airport Long Term Parking Fee	0	0	520	510	300	200	
010-080-00805-10914 CS Airport Ramp Fee	0	0	0	655	1,650	1,370	
010-080-00805-10950 Maintenance Hanger Lease	0	0	0	0	0	0	
010-080-00805-10980 CS Aviation Fuel	255,589	179,392	208,290	268,949	266,112	146,501	
010-080-00805-10990 CS Jet Fuel	284,754	195,200	222,051	302,344	504,462	317,453	
<b>Total Airport</b>	<b>639,017</b>	<b>466,213</b>	<b>537,654</b>	<b>678,294</b>	<b>899,020</b>	<b>518,772</b>	<b>1,037,544</b>
010-080-00805-11100 LP Dog Adoption Fees	24,083	41,220	55,457	45,304	25,930	19,474	
010-080-00805-11101 LP Cat Adoption Fees	6,280	11,793	12,809	15,986	10,180	9,090	
010-080-00805-11102 Animal Control City Fees	0	0	0	0	90	0	
010-080-00805-11103 LP Animal Control Board Fees	3,819	4,290	6,285	5,653	1,955	1,721	
010-080-00805-11105 MO Animal Control Court Settlements	2,749	2,238	0	1,975	314	0	
<b>Total Animal Control</b>	<b>36,931</b>	<b>59,551</b>	<b>74,551</b>	<b>68,918</b>	<b>38,469</b>	<b>30,285</b>	<b>60,570</b>
010-080-00805-13700 LP Building Codes	745,515	448,353	407,009	317,185	305,696	167,617	
010-080-00805-13701 LP Building Code Mobile Home Fees	11,350	18,175	17,645	15,875	17,670	6,130	
010-080-00805-13705 LP Plan Review Fee (Bldg Codes)	60,024	48,024	37,259	23,792	22,993	19,426	
010-080-00805-13710 MO Miscellaneous Building Codes	629	510	1,255	1,580	81	580	
<b>Total Building Codes</b>	<b>817,517</b>	<b>515,063</b>	<b>463,168</b>	<b>358,432</b>	<b>346,440</b>	<b>193,753</b>	<b>387,506</b>
010-080-00805-11900 LP Clerk of Court	335,265	413,589	525,872	456,652	447,975	200,301	
010-080-00805-16030 LP 3% Collection Cost	0	322	613	1,143	5,807	2,868	
<b>Total Clerk of Court</b>	<b>335,265</b>	<b>413,911</b>	<b>526,484</b>	<b>457,795</b>	<b>453,780</b>	<b>203,169</b>	<b>406,339</b>



	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013 Dec 31st, 2011	
ACCOUNT	REVENUE	REVENUE	REVENUE	REVENUE	REVENUE	REVENUE	
010-080-00805-10312 LP At Cable TV Frnc Tax	64,556	54,543	207,414	133,555	127,128	23,214	46,428
010-080-00805-10330 IE Interest Adm Investments	1,044,004	999,567	312,352	211,840	151,407	48,645	
010-080-00805-71028 IE Interest - State Investment	0	0	238	763	15,507	4,673	
010-080-00805-10348 IE Interest SW Investments	338,409	0	0	83	0	0	
010-080-00805-10335 IE Int on Del Property Sale Fund	21,169	5,101	0	2,190	0	1,315	
010-080-00805-71044 IE Interest - World's Foremost	0	0	10,130	-292	7,771	3,886	
010-080-00805-71060 IE Interest Capital Expend	0	0	1,130	7,750	1,881	166	
010-080-00805-71300 IE Interest Multi Bank	0	0	126,057	110,375	150,083	21,974	
010-080-00805-71310 IE Interest - 1st Empire	0	0	0	794	0	0	
010-080-00805-71311 IE Interest First Tennessee	0	0	11,152	6,171	49,032	13,536	
<b>Total Interest</b>	<b>1,403,582</b>	<b>1,004,668</b>	<b>461,059</b>	<b>339,674</b>	<b>375,681</b>	<b>94,195</b>	<b>188,391</b>
010-082-00830-25500 IG Department of Social Services	29,070	223,037	120,624	103,317	100,663	688	
010-082-00830-25600 IG Title IVD Service of Process-Sbc	12,326	14,454	13,035	11,963	10,428	2,030	
010-082-00830-40010 IG National Forestry-Title 1 Roads	0	336,554	796,401	350,772	224,567	0	
010-082-00830-40030 IG Federal Owned Land	20,113	45,174	33,299	0	34,307	0	
010-082-00830-41901 IG Title IVD Unit Cost-Clerk of Cou	92,762	0	98,122	129,505	110,406	46,503	
010-082-00830-41902 IG Title IVD Incentive Pmts-Crk of	22,860	0	40,618	7,407	0	2,171	
<b>Total Intergovernmental</b>	<b>177,132</b>	<b>619,219</b>	<b>1,102,099</b>	<b>602,963</b>	<b>480,372</b>	<b>51,391</b>	<b>102,783</b>
010-080-00805-11000 LP Library Fines and Fees	36,129	35,305	40,519	41,314	43,365	19,628	
<b>Total Library</b>	<b>36,129</b>	<b>35,305</b>	<b>40,519</b>	<b>41,314</b>	<b>43,365</b>	<b>19,628</b>	<b>39,257</b>
010-080-00805-16001 FF Magistrate Fines	548,941	503,891	459,665	396,964	367,701	158,390	
010-080-00805-16002 LP Magistrate Court Cost	18,450	11,409	8,729	7,165	2,704	710	
010-080-00805-16003 LP Magistrate Civil Papers	73,215	80,375	79,687	75,916	78,756	38,217	
010-080-00805-16004 FF 25% Hoaling Fines Retained by Co	2,406	1,610	813	729	1,211	999	
010-080-00805-16005 Litter Fines (10% OCSD)	155	70	0	0	0	0	
010-080-00805-16017 FF 50% for Tobacco Fines	0	50	13	0	0	0	
<b>Total Magistrate</b>	<b>643,167</b>	<b>597,405</b>	<b>548,906</b>	<b>480,774</b>	<b>480,372</b>	<b>198,316</b>	<b>396,631</b>



ACCOUNT	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
	REVENUE	REVENUE	REVENUE	REVENUE	REVENUE	Dec 31st, 2011
010-080-00805-00209 CS Sale of County Maps	0	0	172	250	218	68
010-080-00805-10290 MO Gain/Loss on Sale of Forfeited L.	0	-364	769	-13,364	0	0
010-080-00805-10300 SA Auction Sales	0	132,560	3,093	1,408	5,491	0
010-080-00805-10302 LP Temporary Tag Collections	6,020	5,780	5,595	5,885	6,110	2,330
010-080-00805-10305 SA Sale of General Fixed Assets	13,210	0	14,146	69,824	36,834	0
010-080-00805-10310 LP Vehicle Decal Fee	48,583	61,534	60,608	62,726	61,796	29,211
010-080-00805-10340 MO Miscellaneous Income	-61,109	-99,156	96,164	92,758	50,504	309,610
010-080-00805-10370 LP Communications Tower Fee	5,000	4,150	2,000	6,000	15,000	2,000
010-080-00805-10384 MO Auditor FLC Land Sales Revenue	0	0	0	20,585	7,618	0
010-080-00805-10386 MO Auditor FLC Processing Fees	0	0	0	1,340	600	0
010-080-00805-10387 MO FLC Delinquent Tax Cost	0	0	0	11,115	5,230	0
010-080-00805-10700 LP Oconee Medical Reimb for 911 Ser	0	0	0	33,287	0	0
010-080-00805-11700 MO Assessors Office	166	36	0	800	900	650
010-080-00805-11701 CS Computer List	785	618	381	0	0	0
010-080-00805-11702 LP Manufactured Home Moving Fee	0	0	1,385	2,040	2,560	1,010
010-080-00805-11711 LP GIS (Map Copies)	6,561	4,419	3,292	3,849	2,667	1,317
010-080-00805-12032 LP Motor Pool Labor Reimbursement	1,673	1,886	1,854	1,241	4,751	1,175
010-080-00805-12501 LP Tax Collectors Fees	49,948	42,059	51,491	55,292	51,918	81,211
010-080-00805-13752 LP System Reimb Fee	0	0	0	0	11,284	0
010-080-00805-15702 LP Vital Statistic	20,614	20,782	20,848	19,011	19,783	5,589
010-080-00805-16006 Solicitor's Traffic Educ - 9.17%	0	0	0	0	13	26
010-080-00805-16020 MO Master in Equity	21,409	35,667	39,120	34,975	28,075	18,480
010-080-00805-17110 Information Technology	508	421	0	0	0	0
010-080-00805-20800 MO Soil & Water	6,139	6,139	6,139	6,139	6,139	0
010-080-00805-20900 MO COG Annual Reimbursement	2,924	2,924	2,924	2,924	2,924	0
010-080-00805-11106 Animal Control Miscellaneous Rev	0	650	0	0	0	0
010-080-00805-31010 911 CLEC Fees	92	0	0	0	0	0
010-080-00805-60003 MO Storm Water Assistant Fund	2,668	44	0	1,505	2,027	1,564
010-080-00805-60014 Timber Sale	1,045	0	0	0	0	0
010-080-00805-60211 Mo Contribution Forfeited Land Comm	0	0	18,099	0	0	0
010-080-00805-74700 DC Salary Reimbursement Solicitor	0	0	7,818	0	0	0

	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	
						Dec 31st, 2011	
ACCOUNT	REVENUE	REVENUE	REVENUE	REVENUE	REVENUE	REVENUE	REVENUE
010-080-00840-71130 IE Interest Income-Waltonia Rescue	0	0	0	19,052	0	0	
010-081-00810-10340 Miscellaneous Income	0	0	502	0	0	0	
010-081-00810-15000 IG 1/2 Pollution Control Fine	58,946	10,306	6,811	3,225	16,850	0	
010-081-00810-20060 IG Flood Control	14,425	9,209	4,137	4,072	5,012	0	
010-081-00810-20070 IG Tax Forms	2,091	2,091	0	0	0	0	
010-081-00810-25900 IG Veterans Affairs State Aid	7,283	6,704	5,267	5,267	4,951	2,550	
010-082-00830-91016 Emerg. Mgmt. Perf. Grant FY06-07	26,463	0	0	0	0	0	
010-082-00830-91017 IG Emergency Perf Grant 8EMPG01	0	33,149	0	13,786	0	0	
010-080-00805-10907 CO-OP Pay Uniforms	689	0	0	0	0	0	
010-082-00830-91018 IG Emergency Mgmt Perf Grant 9EPG01	0	0	41,047	8,874	0	0	
010-080-00805-07777 MO Temp Adjustment	0	279	0	0	0	0	
010-082-00830-40400 IG Lake Patrol	13,867	11,850	9,064	11,165	0	0	
<b>Total Misc</b>	<b>250,110</b>	<b>293,838</b>	<b>403,529</b>	<b>485,030</b>	<b>347,056</b>	<b>456,790</b>	<b>913,581</b>
010-080-00805-00202 CS PRT Revenue	-470	0	0	34,049	0	0	
010-080-00805-00203 CS High Falls Park	148,568	145,011	143,044	111,021	132,544	53,721	
010-080-00805-00204 CS South Cove Park	130,651	133,049	136,039	159,044	172,084	64,322	
010-080-00805-00205 CS Chau Ram Park	12,483	22,000	27,890	29,820	28,149	12,617	
010-080-00805-00306 CS PRT Season Pass/Treasurer	0	110	910	1,060	1,245	505	
<b>Total PRT</b>	<b>291,232</b>	<b>300,169</b>	<b>307,883</b>	<b>334,994</b>	<b>334,022</b>	<b>131,165</b>	<b>262,329</b>
010-080-00805-13706 LP Subdivision Plan RVW Fee Plannin	5,510	2,360	630	1,725	650	910	
010-080-00805-13723 LP Documents - Planning	0	0	0	12	164	50	
010-080-00805-13724 LP Planning Land Use Appeals	0	0	0	177	237	166	
<b>Total Planning</b>	<b>5,510</b>	<b>2,360</b>	<b>630</b>	<b>1,914</b>	<b>1,051</b>	<b>1,126</b>	<b>2,251</b>

	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	
						Dec 31st, 2011	
ACCOUNT	REVENUE	REVENUE	REVENUE	REVENUE	REVENUE	REVENUE	REVENUE
010-080-00805-12300 LP Probate Judge	0	-1	0	-72	0	-323	
010-080-00805-12301 LP Probate Judge Estates	92,829	92,689	140,879	107,612	148,045	50,918	
010-080-00805-12302 LP Probate Judge Advertising	7,150	6,640	8,245	8,325	8,560	4,550	
010-080-00805-12303 LP Probate Judge Guardians	0	150	0	0	7	150	
010-080-00805-12304 LP Probate Judge Marriage Licenses	3,330	3,065	3,005	3,045	7,950	3,525	
010-080-00805-12305 LP Probate Judge Returns	320	310	270	660	630	70	
010-080-00805-12306 MO Probate Juste Miscellaneous	16,634	17,050	15,551	15,733	12,572	9,269	
010-080-00805-12307 LP Probate Judge Marriage Cert.	4,640	4,615	4,905	4,305	4,090	2,695	
010-080-00805-12308 LP Probate Judge Marriage Ceremony	1,340	1,210	1,190	1,225	2,950	1,245	
010-080-00805-12309 LP Probate Judge Orders	25	50	25	135	70	20	
010-080-00805-12310 LP Probate Judge Conservators	0	418	5,108	4,430	1,657	380	
010-080-00805-12311 Probate Judge Guardians	0	0	0	0	0	0	
<b>Total Probate Judge</b>	<b>126,268</b>	<b>126,196</b>	<b>179,279</b>	<b>145,397</b>	<b>186,531</b>	<b>72,499</b>	<b>144,997</b>
010-080-00805-19285 PT Delinquent Property Tax Sales	84,247	238,004	290,903	272,851	284,003	211,072	
010-080-00805-20350 TP Fee in Lieu	0	0	0	33,296	0	0	
010-080-00805-20360 Williamsburg Industrial Park	21,106	195	8	70	84	0	
010-080-00870-76000 PT County Operations Vehicle Taxes	2,156,901	2,044,154	1,819,609	1,739,685	1,736,048	898,089	
010-080-00870-76001 PT County Operations Vehicle Bad Ch	-707	-165	0	-37	-60	-230	
010-080-00870-76002 PT County Operations Vehicle Refund	-25,156	-22,911	-29,986	-33,543	-37,197	-13,594	
010-080-00870-76003 PT County Operations CY Before Exec	24,058,561	24,946,121	25,951,268	26,924,251	26,819,583	3,496,765	
010-080-00870-76004 PT County Operations Current RE Afr	567,196	598,127	700,761	449,892	640,709	0	
010-080-00870-76005 PT Execution County Operations	566,260	607,428	1,444,699	931,785	625,687	637,666	
010-080-00870-76006 PT County Oper Real Estate Bad Chec	-3,438	-1,414	-1,414	-1,731	-120	0	
010-080-00870-76009 Cnty Oper Current RE Penalty	65,019	0	0	0	0	0	
010-080-00870-76010 Cnty Oper Pen CY After	65,612	57,476	0	0	0	0	
010-080-00870-76011 Execution Tax Penalty County Oper	51,052	61,286	0	0	0	0	
010-080-00870-76012 TP County Operations Homestead Exem	910,905	959,125	991,061	976,751	981,333	0	
010-080-00870-76016 PT County Operations FLOT Collecti	656,784	846,445	937,098	1,202,024	1,162,902	36,210	
010-080-00870-76017 PT Merchant Inventory County Operat	75,043	75,043	75,043	75,043	75,043	37,522	
010-080-00870-76018 6PT County Operations BMW Tax	4,664	3,661	2,493	3,569	3,509	1,366	
010-080-00870-76019 TP Cnty Oper Manual Reimbursement	236,421	236,537	251,330	233,587	209,494	0	
010-080-00870-76020 PT Cnty Oper Motor Carrier Tax	143,875	138,943	120,210	102,694	93,783	75,832	
010-080-00870-76025 PT Cnty Oper R/E Refunds	-991,200	-573,880	-844,695	-884,140	-1,514,131	-275,989	
010-080-00870-76026 Cnty Oper R/E Penalty Refunds	-6,086	0	0	0	0	0	
010-080-00870-76050 County Operations Rollback	44,998	0	0	0	0	0	



ACCOUNT	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
	REVENUE	REVENUE	REVENUE	REVENUE	REVENUE	REVENUE Dec 31st, 2011
010-080-00870-76060 RE-Issuance/Tax Refund Checks	-60	60	0	0	0	0
010-080-00875-76000 TP Econ Development Vehicle Tax	33,559	31,870	28,417	27,820	0	0
010-080-00875-76001 TP Econ Devp Vehicle Bad Checks	-11	-3	0	-1	0	0
010-080-00875-76002 TP Econ Development Vehicle Refund	-390	-357	-458	-330	0	0
010-080-00875-76003 TP Econ Development CY Deficit Exce	375,558	389,167	406,121	440,629	0	0
010-080-00875-76004 TP Economic Devel Current RE After	8,848	9,331	10,102	7,349	0	0
010-080-00875-76005 TP Execution Tax Economic Developme	9,239	9,039	16,576	21,288	0	0
010-080-00875-76006 PT Economic Dev Real Estate Bad Chk	-54	-22	-22	-27	0	0
010-080-00875-76009 Econ Devel Current RE Penalty	1,014	0	0	0	0	0
010-080-00875-76010 Econ Devel Penalty CY After	1,024	897	0	0	0	0
010-080-00875-76011 Execution Tax Penalty Econ Devel	791	954	0	0	0	0
010-080-00875-76012 TP Economic Devel Homestead Exemp	14,208	14,963	15,509	15,976	0	0
010-080-00875-76016 TP Econ Devel Fee In Lieu Collection	10,253	13,205	14,665	19,673	0	0
010-080-00875-76018 TP Econ Devel BMW Taxes	73	57	39	56	0	0
010-080-00875-76019 TP Econ Devel Manuf Reimbursement	1,688	1,690	1,933	1,823	0	0
010-080-00875-76020 TP Econ Devel Motor Carrier Tax	2,233	2,163	1,877	1,620	0	0
010-080-00875-76025 TP Econ Devel Real Estate Refunds	-15,403	-8,948	-13,187	-14,267	0	0
010-080-00875-76026 Econ Devel R/E Penalty Refunds	-95	0	0	0	0	0
010-080-00875-76030 Econ Devel Rollback	719	0	0	0	0	0
010-080-00887-76003 PT Pickens Current R/ Collection	0	0	0	5,472	0	0
010-080-00887-76004 PT Pickens DT Current Coll	0	0	0	0	1,555	0
010-080-00887-76005 PT Pickens PY DT Collections	0	0	710	293	1,268	0
010-080-00887-76016 PT Pickens FLOUT	0	0	16,190	18,433	16,959	319
010-080-00887-76025 PT Pickens RE Tax Refunds	0	0	-541	-336	-1,748	0
010-080-00890-76003 PE Williamsburg PY DT Collections	0	0	10,188	0	0	4,179
010-080-00890-76016 PE Williamsburg FLOUT	0	0	21,969	23,272	22,880	3,290
010-080-00890-76025 Williamsburg R/E Tax Refunds	0	0	-8,817	0	0	-4,192
010-080-00899-76000 TP Bridges/Culverts Vehicle Tax Col	0	0	28,389	27,818	0	0
010-080-00899-76001 TP Bridges/Culverts Taxes	0	0	0	-1	0	0
010-080-00899-76002 TP Bridges/Culverts Vehicle Refunds	0	0	-468	-529	0	0
010-080-00899-76003 TP Bridges/Culverts R/E Collections	0	0	406,075	440,547	0	0
010-080-00899-76004 TP Bridges/Culverts DT Current Coll	0	0	10,098	7,322	0	0
010-080-00899-76005 TP Bridges/Culverts Execution Tax	0	0	22,927	21,263	0	0
010-080-00899-76006 TP Bridges/Culverts RE Bad Checks	0	0	-22	-27	0	0
010-080-00899-76012 TP Bridges/Culverts Homestead	0	0	15,509	15,976	0	0
010-080-00899-76016 TP Bridges/Culverts Fee In Lieu	0	0	14,665	19,673	0	0
010-080-00899-76018 PT Bridges/Culverts BMW Taxes	0	0	39	56	0	0

	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	
						Dec 31st, 2011	
ACCOUNT	REVENUE	REVENUE	REVENUE	REVENUE	REVENUE	REVENUE	REVENUE
010-080-00899-76019 TP Bridges/Culverts MFG Distributio	0	0	3,933	3,823	0	0	
010-080-00899-76020 TP Bridges/Culverts Motor Carrier	0	0	1,877	1,620	0	0	
010-080-00899-76025 TP Bridges/Culverts RE Refunds	0	0	-13,680	-14,022	0	0	
010-080-00800-10100 PT Delinquent Tax Penalty-PY/CY	0	3	0	0	182	-86,185	
010-080-00800-10226 Refund Car Tax	0	-149	0	0	0	0	
010-080-00800-10280 Tax Penalty	-2,228	0	0	0	0	0	
010-080-00800-10281 Tax Penalty - City	0	0	0	0	0	0	
010-080-00800-10282 PT Delinquent Penalty - City	20,493	19,900	0	25,011	19,151	10,986	
<b>Total Property Taxes</b>	<b>29,145,518</b>	<b>30,700,006</b>	<b>32,721,191</b>	<b>33,145,121</b>	<b>31,140,918</b>	<b>5,035,157</b>	<b>31,500,000</b>
010-080-00805-11902 LP 3% State Doc Rec Fee Discount	40,985	22,466	20,012	17,403	17,943	398,704	
010-080-00805-14100 LP Register of Deeds	873,012	572,149	489,136	436,697	440,984	263,044	
010-080-00805-60735 One-Stop Recording Fees-Reg of Deed	0	0	0	0	0	1,000	
<b>Total Register of Deeds</b>	<b>913,997</b>	<b>594,615</b>	<b>509,148</b>	<b>454,100</b>	<b>458,927</b>	<b>662,749</b>	<b>1,325,497</b>
010-080-00805-10320 MO Rent Agriculture Bldg	2,400	2,400	2,400	2,400	2,400	1,000	
010-080-00805-10321 MO Rent Bantam Chief	1,800	0	6,250	3,000	2,750	1,500	
010-080-00805-10322 MO Rent Oconee/Pickens Voc Rehab	10,000	10,000	4,167	7,806	10,000	5,000	
010-080-00805-10908 CS Rent Airline Road House	4,800	4,400	5,200	4,840	4,800	1,400	
010-080-00805-10909 CS Rent Mt. Nebo Road House	4,800	4,800	4,800	4,800	4,800	1,400	
010-080-00805-17100 Oconee Heritage Center (Rent)	8	0	0	0	0	0	
<b>Total Rent</b>	<b>23,808</b>	<b>21,600</b>	<b>22,817</b>	<b>22,846</b>	<b>24,750</b>	<b>10,300</b>	<b>20,600</b>
010-080-00805-10600 LP Road Inspection Fee	0	0	0	0	0	0	
010-080-00805-10601 LP Encroachment Fee	0	0	1,191	0	0	0	
010-080-00805-10602 LP Sign Fee	0	0	0	0	0	0	
010-080-00805-60105 LP Road Dept Sign Fees	2,920	2,359	294	1,766	2,640	2,358	
010-080-00805-61010 Address on CD Sales	0	0	0	0	0	0	
<b>Total Roads</b>	<b>2,920</b>	<b>2,359</b>	<b>1,485</b>	<b>1,766</b>	<b>2,640</b>	<b>2,358</b>	<b>4,716</b>

	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	
						Dec 31st, 2011	
ACCOUNT	REVENUE	REVENUE	REVENUE	REVENUE	REVENUE	REVENUE	REVENUE
010-081-00810-20400 IG Sheriff Salary Supplement	1,575	1,575	1,575	1,575	1,575	788	
010-081-00810-21200 IG Salary Supplement Coroner	1,575	1,575	1,575	1,575	1,575	788	
010-081-00810-21300 IG Registration Board	8,820	41,835	3,268	0	6,248	1,736	
010-081-00810-21400 IG Salary Supplement Reg of Deeds	1,575	1,575	1,575	1,575	1,575	788	
010-081-00810-21500 IG Salary Supplement Clerk of Court	1,575	1,575	1,575	1,575	1,575	788	
010-081-00810-22300 IG Probate Judge Supplement	1,575	1,575	1,575	1,575	1,575	788	
010-081-00810-60460 IG Salary Reimbursement Resource Of	135,212	156,258	154,537	155,604	153,092	78,779	
<b>Total Salary Supplement</b>	<b>151,907</b>	<b>205,968</b>	<b>165,680</b>	<b>163,479</b>	<b>167,215</b>	<b>84,455</b>	<b>168,909</b>
<b>Total Sheriff</b>	<b>28,786</b>	<b>28,547</b>	<b>35,799</b>	<b>27,672</b>	<b>26,285</b>	<b>65,261</b>	<b>130,521</b>
010-080-00805-14904 LP Impact Fees for Tires	1,540	1,161	945	2,811	1,981	1,531	
010-080-49807-14900 LP SWC Tipping Fees	738,956	747,237	459,839	721,847	739,749	370,916	
010-080-49807-14901 Solid Waste C&D Landfill	0	0	0	0	0	0	
010-080-49807-14902 CS SWC Recyclables	371,711	271,254	328,900	387,790	403,504	108,787	
010-080-49807-14910 CS SWC Sale of Mulch	40,862	48,975	41,744	38,840	34,729	12,963	
010-081-00810-14904 IG Impact for Tire Fees	30,352	25,944	28,027	29,692	28,360	7,391	
<b>Total Solid Waste</b>	<b>1,183,422</b>	<b>1,094,550</b>	<b>859,453</b>	<b>1,180,979</b>	<b>1,208,323</b>	<b>501,587</b>	<b>1,003,173</b>
010-081-00810-20005 IG Aid to Subdivision	3,816,253	3,639,338	3,038,376	2,577,854	2,286,169	982,923	1,965,846





Questions ?

# Revenue Alternatives

## for Local Governments

- ❑ Solid Waste Household Fee
  - ▣ Household fee for closure and post-closure costs, SW operations, etc.
- ❑ Road Maintenance Fee
  - ▣ Resurfacing and safety improvements
- ❑ Hospitality Tax
  - ▣ Prepared meals and beverages – Use of revenue on PRT related projects
- ❑ Business License Fees
  - ▣ Formula based on gross profits
- ❑ Business Registration Fees
  - ▣ Flat rate per business
- ❑ Capital Project Sales Tax
  - ▣ Funds large capital projects with sunset (7 years)

# Revenue Alternatives

for Local Governments

- ❑ Road Maintenance Program – Dedicated funding source for a county's largest asset. Enterprise fund separate from GF solely funding all road maintenance
- ❑ Funds can be used for resurfacing, improving intersections for safety purposes, ROW acquisitions, etc.
- ❑ Implemented by ordinance stipulating use of funds



# Revenue Alternatives

## for Local Governments

- Oconee County Road Inventory
  - Maintain 652 miles of roads (482 paved, 170 unpaved)
    - Resurfacing, gravel, shoulder work, arbor crew, signs, storm water systems, inspection program
  - Maintain 25 Bridges/Culverts
  
- Maintain 7 public boat ramps
  
- Maintain landscape of 8 welcome signs

# Revenue Alternatives

## for Local Governments

- Spending and deferred maintenance FY 2008 – FY2012

### Road Paving Capital Expenditures

<u>Actual FY 12</u>	<u>Actual FY11</u>	<u>Actual FY10</u>	<u>Actual FY09</u>	<u>Actual FY08</u>
\$ 318,495	\$ 622,604	\$ 308,451	\$ 180,611	\$ 469,076
<u>FY12 Budget</u>	<u>FY11 Budget</u>	<u>FY10 Budget</u>	<u>FY09 Budget</u>	<u>FY08 Budget</u>
\$ 614,242	\$ 643,393	\$ 920,000	\$ 2,003,319	\$ 2,103,993

# Revenue Alternatives

for Local Governments

- Estimated 75,000 vehicles registered in the county

## Potential Revenue Generated

Proposed Annual Fee/Vehicle	Potential Annual Revenue Yield
\$40	\$ 3,000,000
\$35	\$ 2,625,000
\$30	\$ 2,250,000
\$25	\$ 1,875,000
\$20	\$ 1,500,000
\$15	\$ 1,125,000





# The 2013 Annual Report Oconee County Council

*An Administrative Summary*



# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

## OCONEE

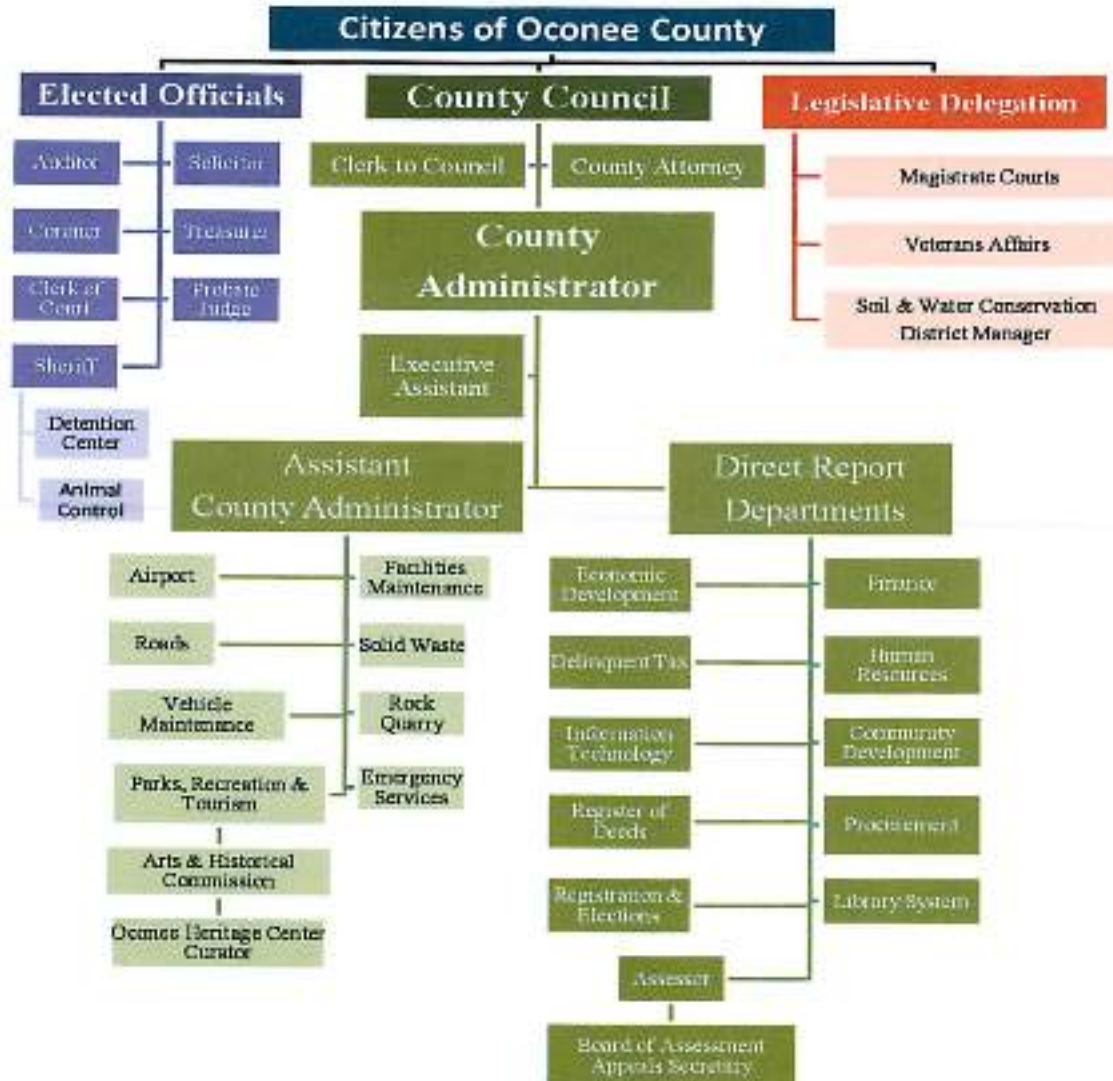
Cherokee Origin: Ae-uo-nee

Est. 1868





# Oconee County Organization Chart







# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

## Our Commitment

Annually, for the past three years, County Council and Administration has held a day-long Strategic Planning Retreat to review the previous year's accomplishments, establish goals for the upcoming year, and prioritize longer term goals in preparation for the future.

Below is the list of short term goals established during the 2012 Retreat:

Jobs & Job Retention

Completing a New Jail

Administrative Review

Continue the EMS Plan

County Transportation

Sewer Infrastructure

Developing a Communications Plan

Zoning

Addressing the Former Courthouse

Reassessment



# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

## Jobs & Job

### Retention:

- Economic Development Strategic Plan developed
- Developed and adopted a Master Plan for Golden Corner Commerce Park (GCCP)
- Held the first Council / Delegation Workshop with an emphasis on growth issues in Oconee County
- In partnership with the City of Seneca, purchased the Seneca Rail Site property – which has the vital asset of a rail spur
- Secured funding for Phase I Development of Echo Hills
- Improved communications with the SC Dept. of Commerce, making Oconee very “visible” in marketability
- Assisted in the establishment of an “agribusiness” sector, by securing a firm location for a county-wide farmers’ market
- Strengthened relationships with Upstate Alliance, Mountain Lakes Business Development Center and Oconee Alliance to promote job growth





# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

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## Sewer

### Infrastructure:

- Passage of the Sewer Referendum opens opportunities for county-wide infrastructural growth
- Secured funding for sewer service to the GCCP
- Partnered with School District Of Oconee (SDOC) for the expansion of sewer service to the new Walhalla High School
- Continue collaborations with Oconee Joint Regional Sewer Authority to further expand sewer in the county





## The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

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Completion of New Jail:

**OMG –  
skip this slide**



# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

## Development of Communications Plan:

- Administrator began submitting monthly updates to Council
- Administrator holds annual in depth financial and organizational review and report to council and the public
- County undertook a public awareness ad campaign to target reassessment and various other public interest matters
- Participated in five (5) Town Hall forums
- Continue to improve website
- Established and reinforces an “open door” policy



# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

## Administrative Review:

- Utilized resources efficiently to continue providing cost effective services – reassigning responsibilities; combining like-service offices; relocation of VA Office
- Fully implemented & utilized the Process Improvement Plan to increase efficiency
- Developed and implemented performance and management evaluation criteria





# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

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## Zoning:

- Support the review and update of the Planning Commission's goals to meet the growing needs of our community
- Searching for professional Planner to complement the services currently provided in the department
- Procedurally work with individual communities in the realm of planning and rezoning
- Implemented a "One Stop Shop" for planning, permitting and building codes
- Decreased active rezoning files from 18 to 2 in one calendar year



# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

Continuation  
of the  
Emergency  
Services / Fire  
Plan:

- Negotiated & secured Fire Contracts with all municipalities
- Fully staffed Station 21 for Departmental support
- Staffed a 911 operator specifically to manage Fire and Rescue calls
- Completed Foxwood Hills and Holly Springs substations
- Currently designing / pre-construction planning for Cliff's and Cheohee Valley substations
- Implemented training incentives for volunteers
- Continue to improve long-range plans for operational and equipment expenses





# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

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## Addressing Former Courthouse:

- We are currently in the final phase of a Redevelopment Project for the former Courthouse

## County Transportation:

- More than 300 responses to the survey have been received so far, an excellent result-- particularly as the majority was over the internet
- Stakeholder outreach events have been held in all municipalities, as well as Fair Play, and the Lake Keowee area
- Clemson Area Transit officials were interviewed to consider their plans in formulating any recommendations





# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

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## Reassessment:

- The appeals process was finalized in 2012
- The Assessor's Office has already begun planning for the 2016 reassessment
- Continue comprehensive property review for Fair Value Assessment from contractor's review



# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

The Administration, while focused on those goals, remained diligent in to maintain optimum efficiency and improve service throughout the County:

**Redistricting:** The entire process was very smooth, and we had little to no voter disruption.

**Consolidation of Courier Service:** Consolidation doubles efficiency and cuts service costs by almost half.

**Airport Lawsuit Settled:** Whew.

**Employee Relations Committee (ERC):** We continue to evaluate morale; with the hope that the County is and continues to be a great place to work, and the ERC has been vital in the establishment of a benchmark for that progress.

**In 365 Days:** From a large stand of trees on a 400-acre parcel to an actual feasible, working plan and accompanying site work at the Echo Hills Industrial Park location.



# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

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While Administration is the management arm of County government, it takes every person in the organization to make the County operate efficiently and successfully.





# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

## Services to Citizens

**Community & Citizen Services** - CEU Airport; Assessor; Auditor; Community Development Office which includes Building Codes, Planning and Permitting; Delinquent Tax Office; Legislative Delegation; four Oconee County Library locations; Oconee FOCUS, (the County's Broadband Project); Parks, Recreation and Tourism; Register of Deeds; Rock Quarry; Voter Services through Registration and Elections; Treasurer's Office; and Veterans Affairs

**Judicial Services** – Clerk of Court; Solicitor; three Magistrate's Courts; and Probate Court

**Law Enforcement and Public Safety** – Sheriff's Department, Detention Center and Animal Control / Animal Shelter; Coroner; Emergency Services Division; and Rural Fire

**Public Works and Facility Services** – Building and Facilities Maintenance; Roads and Bridges; Solid Waste; and Vehicle Maintenance

**Administrative Services** – Economic Development; Finance; Human Resources; Information Technology; and Procurement



# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

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## Community & Citizen Services



# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

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## **CEU Airport**

The Airport Director and staff manage and operate the Oconee County Regional Airport, which includes a modern terminal, a 5,000 foot runway, GPS navigation facilities, hangars, fuel sales and maintenance services, and a range of additional amenities.

### **Our Accomplishments:**

- Constructed additional 8-unit T-hanger structure
- Completed installation of 7,400 linear feet of 8' security fence
- 25% increase in fuel sales





# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

## **Assessor**

The Assessor and staff identify, map, classify, appraise and assess residential, commercial, agricultural and vacant real property for ad valorem taxation within the guidelines of the SC Code of Laws, SC Dept. of Revenue regulations, and the Oconee County Code of Ordinances.

## **Our Accomplishments:**

- Focus on staff training, with communication skills and customer service techniques prioritized
- Rearranged office to facilitate relaxed environment
- Began testing iPad device in field for real time updates and onsite data access
- Set plans for program to inform public of range of options available to them



# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

## **Auditor**

The Auditor's duties include setting millage, as approved by County Council, based upon the County's assessed values; assembling information that results in the levying of property taxes for real estate and personal property; generating tax notices; processing personal property values and assessments - vehicles, boats, motors, airplanes, business personal property; and assisting citizens seeking a Homestead Exemption for their primary residence.

## **Our Accomplishments:**

- Very successful property tax conversion
- Corrections to tax software
- All tax notices went out on schedule



# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

## **Community Development**

The Community Development Department is responsible for all permitting, inspecting, and enforcement actions related to land use, zoning, and building activity in the unincorporated areas of Oconee County.

### **Our Accomplishments:**

- Combined all planning and codes operations to create a “one stop shop” Community Development Department
- Finalized agreement with DHEC to implement a one-stop permitting process
- Expanded office hours through utilizing flex-scheduling for staff





# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

## **Delinquent Tax**

The Delinquent Tax Office works within the framework of state law to pursue collection of delinquent real estate, personal property, and business personal property tax revenues owed to the citizens of Oconee County, to include proper notification of owners, taking possession of certain properties, and managing the annual tax sale.

### **Our Accomplishments:**

- Collected in excess of \$4,000,000 in delinquent tax revenues
- Worked with consultant to streamline and reduce cost of bulk mailing
- Expanded online tools for potential tax sale participants



# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

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## **Oconee County Public Library**

The Oconee County Public Library is governed by the Library Board of Trustees, and operates library branches in Westminster, Salem, Seneca, and Walhalla, and a bookmobile that serves additional areas of the county.

### **Our Accomplishments:**

- Expanded access to information – added digital audiobook service, microfilmed, increased ebooks
- Increased customer satisfaction – by providing wireless Internet via the Bookmobile
- Improved facilities – upgraded wiring at Salem Branch
- Maintain sustainability – combined courier services



# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

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## **Oconee FOCUS Broadband**

The FOCUS Broadband team is responsible for the installation, operation, and maintenance of the 245-mile county-owned fiber optic network, ensuring that all public anchors and private users are served with an efficient and reliable broadband system.

### **Our Accomplishments:**

- Major progress toward installation and operation of network -
- Connected to a number of public facilities as segments went 'live'
- Within a few months, all public anchor points will be operational





# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

## Parks, Recreation and Tourism

Oconee Parks, Recreation and Tourism (PRT) manages and operates the county parks, and promotes and expands recreation and tourism in Oconee County.

### Our Accomplishments:



- National Geographic Magazine name the Jocassee Gorges as one of the 50 great places left on Earth
- Approximately \$51 million in tourism revenues
- Camping revenues increased by 12%
- Worked with Facilities Maintenance and Building Codes to construct new ranger's residence at Chau Ram Park



# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

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## **Register of Deeds**

The Register of Deeds Office is responsible for recording and maintaining real estate documents (deeds, mortgages, and plats) for public record.

### **Our Accomplishments:**

- Upgraded website by adding new search tools and expanded features for online record access
- Continued expansion of online databases with back-scanning of 21 additional mortgage books
- Simplified recording process for disclosure forms associated with building permits



# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

## Rock Quarry

The Quarry Manager and staff manage and operate the county-owned rock quarry, and are responsible for all material extraction, processing, and sales activities.

### Our Accomplishments:

- Safety First- staff worked 23,006 hours – more than 5 YEARS - without a lost workday
- Awarded Certificate of Achievement in Safety by US Dept. of Labor, Mine Safety, and Health Administration
- >29,000 sales of various granite products
- Purchased land needed for future operations





# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

## Registration and Elections

The Registration and Elections Office serves as staff for the county Registration and Elections Commission, and as such coordinates election-related activities throughout the county in accordance with applicable federal and state laws.

### Our Accomplishments:

- Successful 2012 General Election - registered voters, absentee voting, trained poll workers, managed voting equipment and materials, coordinated poll activities on Election Day,
- Studying options to address precinct overcrowding
- Prepared for implementation of new SC Photo ID Law



# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

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## **Treasurer's Office**

The Treasurer is responsible for collection of current real, personal and motor vehicle taxes; oversight of the revenues to the appropriate public entities (the County, the municipalities, and special tax districts within Oconee County); and maintenance of associated records.

## **Our Accomplishments:**

- Extended its hours from 8:00 a.m. to 6:00 p.m.
- Now accepting credit and debit card payments in the office



# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

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## **Veterans Affairs**

The Office of Veterans Affairs assists and advises military veterans and beneficiaries in efforts to access benefits earned through their service.

### **Our Accomplishments:**

- Replaced van used to transport veterans to medical centers
- Initiated informational column in *Fair Play Times* for veterans in southern Oconee
- Relocated to new offices on Kenneth Street in Walhalla





# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

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## Judicial Services



# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

## **Solicitor's Office**

Over the past year, the 10<sup>th</sup> Circuit Solicitor's Office continued to serve the citizens of Oconee and Anderson counties. Hundreds of defendants were successfully prosecuted. The victims in our community continued to see justice served.

## **Our Accomplishments:**

- Worthless Check Unit assisted over 150 businesses in collecting \$100,000+ in restitution.
- giving back to the community - thousands of dollars of donations have been put back into local community organizations and schools.
- Our second annual Anti-Drug / Anti-Violence Calendar contest with 5<sup>th</sup> graders was a huge success.



# The 2013 Annual Report to Oconee County Council

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## **Clerk of Court**

The office of the Clerk of Court serves both the Circuit Court and Family Court, and is charged with docket management; receipt of fines and other court related fees; maintenance of court records; performance of courtroom duties and a host of other responsibilities necessary for maintaining the legal system.

### **Our Accomplishments:**

- Assisting those in need - the Clerk of Court's office began printing form packets to distribute to those citizens without a computer
- Upgraded to the CMS Master software providing the public fast and easy access to court rosters online
- Increasing efficiency – to better monitor the level of staff needed at any given time, providing for better utilization of personnel during peak times





# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

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## **Magistrate's Office**

Magistrate Court provides many services on a daily basis: collection and distribution of revenues collected from fines and civil fees; issues arrest warrants; conducts bond hearings; and schedules and conducts preliminary hearings.

## **Our Accomplishments:**

- Improve the adjudication of DUI and criminal domestic violence cases through Central Court system
- Completed construction of a new courtroom
- Implemented "live" jury strike program to ensure fair trials



# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

## **Probate Court**

Probate Court is charged with the administration of decedent's estates, including the contest of wills, and determination of heirs and successors; the protection of minors and incapacitated persons; matters related to testamentary trusts; the issuance of marriage licenses, and maintenance of copies of marriage certificates.

### **Our Accomplishments:**

- Drastically reduced number of open estate cases - approximately 900 old cases were closed
- Expansion of Service hours - The Probate Judge is able to accommodate ceremonies after office hours, as well making himself available for Detention Orders for mental health and chemical addiction issues



# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

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## Law Enforcement & Public Safety





# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

## **Sheriff's Office / Detention Center**

The responsibilities of the Sheriff's Office include law enforcement patrol, criminal investigation, traffic enforcement, special teams, animal control, civil process, court security, and management of the detention center.

### **Our Accomplishments:**

- Increasing personnel to narcotics investigation team
- Hiring a public information officer to improve communication on law enforcement issues
- Plans are set to expand the reserve officer program
- Steps taken to streamline service and increase efficiency



# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

## Animal Shelter

The Oconee County Animal Shelter houses both adoption facilities (managed by the Oconee County Humane Society) and Animal Control - a division of the Sheriff's Department.

### Our Accomplishments:

- Implemented new policy to use inmates specially trained in handling feral animals to assist with cleaning, which reduces operating costs
- Began "vetting" all adoptable animals, with all vaccinations, worming, and spaying/ neutering – creating a **healthier** environment
- Added several industrial strength fans for manageable climate control
- Repurposed some fencing from the former Animal Shelter site to construct an equestrian holding area – something the Shelter desperately needed
- Taken new steps to reduce euthanasia rates.
  - Spay / neuter program funded by Council **very** successful
  - placing some adoptable rescued animals in 'no-kill' shelters





# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

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## **Coroner's Office**

The Oconee County Coroner conducts inquiries into violent, suspicious, sudden, unattended, and unexpected deaths that occur in Oconee County, investigating the events independently or with other law enforcement agencies to determine the cause and manner of death; and disperses investigative, autopsy and toxicology results as warranted.

### **Our Accomplishments:**

- Unfortunate 8.5% increase in death investigation and notifications
- Increase numbers of state required permits
- Coroner's main priority in planning for the future: the construction of a new morgue facility





# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

## **Emergency Management**

Oconee County Emergency Management is responsible for the mitigation of impacts from all disasters through planning, training, education, and effective service delivery as well as managing Rescue Squads in Oconee County whose mission is to provide the most effective, efficient, and professional response to the needs of the citizens and visitors to Oconee County.

### **Our Accomplishments:**

- Updated database of special needs individuals with enhanced GIS for better response
- Successfully completed FEMA-graded exercise
- Expanded Special Needs Task Force
- Created Rescue Commission
- Conducted 5,159 medical calls



# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

## Oconee County Fire Division

The Oconee County Fire Department is charged with minimizing injury and loss of life and property from fire and other emergencies through various avenues, including education, inspection and code enforcement, and maintaining a highly trained and properly equipped force of emergency responders capable of efficiently and safely extinguishing hostile or uncontrolled fires in Oconee County.

### Our Accomplishments:

- Operational capability expanded by constructing the first two substations
- major upgrade to communications system was completed - met the 2013 “narrow-band” compliance mandates as well as provide a standard operating platform county-wide  
Created Rescue Commission
- Continue to promote fire prevention through expansion of education opportunities



# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

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## Public Works & Facility Services





# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

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## **Facilities Maintenance**

The Facilities Maintenance Department maintains all county-owned/managed facilities, including performing day-to-day custodial operations, landscaping work, typical repairs, and minor building renovations and upgrades.

### **Our Accomplishments:**

- Worked with PRT and Building Codes staff to construct new Ranger's residence at Chau Ram County Park
- Assisted in oversight of construction of 2 new fire sub-stations
- Completed major upgrade/renovation of County Council Chambers



# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

## **Roads & Bridges**

The Road and Bridges Department maintains all county roads and bridges, and performs engineering, surveying, and construction services for a variety of county projects; additionally, the department plans for and responds to winter weather events and emergencies as needed.

### **Our Accomplishments:**

- Improved more than 10 miles of roads (8.3 miles contracted; 2.4 miles in-house)
- Obtained \$159,000 federal grant to assist with upgrade of obsolete bridge
- Implemented more efficient 24-hour work request program



# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

## **Solid Waste**

The Solid Waste Department manages and operates all county solid waste facilities, including Manned Convenience Centers, the construction & demolition landfill, and the transfer station.

### **Our Accomplishments:**

- Relocated Strawberry Farm Road MCC
- Expanded hours for C& D Landfill
- Partnered with Goodwill Industries for increase in electronic recycling
- Sale of recyclables topped \$400K for first time





# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

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## **Vehicle Maintenance**

Vehicle Maintenance is responsible for managing and maintaining the County's fleet of vehicles to ensure proper, safe, reliable, and cost-effective service.

### **Our Accomplishments:**

- Increased ASE certifications to 8 of 9 technicians
- 4 now certified as 'Master' technicians
- 2 technicians certified as Emergency Vehicle Technicians



# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

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## Administrative Services



# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

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## **Economic Development Commission**

The Economic Development Commission propels the county's efforts to recruit, retain, and grow industrial and commercial investment in Oconee County, as well as providing advice to Council and Administration on matters related to economic development.

### **Our Accomplishments:**

- Sale of second 'spec' building to A.I.D. Corporation
- Moved ahead with first phase of Echo Hills
- Steps toward future success include purchase of Seneca Rail Site, entering final stage of "Sewer South" project and Echo Hills Development





# The 2013 Annual Report to Oconee County Council

## An Administrative Summary

### Oconee County Capital Investment and Job Creation

<u>Company</u>	<u>New/Exp</u>	<u>Capital Investment</u>	<u>Jobs</u>
A/D Company	New	7,000,000	75
Borg Warner	Exp	25,000,000	50
<b>2012 Total</b>		<b>\$ 32,000,000</b>	<b>125</b>
BASF	Equipment Upgrade	60,000,000	25
Altera Polymers	New	4,000,000	50
CollinsCraft	Expansion	1,750,000	5
<b>2011 Total</b>		<b>\$ 65,750,000</b>	<b>80</b>
US Engine Valve Corporation	Expansion	18,000,000	5
Schneider Electric	Equipment Upgrade	5,000,000	5
Koyo Bearings	FILOT Extension	5,000,000	0
<b>2010 Total</b>		<b>\$ 28,000,000</b>	<b>10</b>
Greenfield Industries	Expansion	18,000,000	85
Itron	Equipment Upgrade	30,000,000	150
<b>2009 Total</b>		<b>\$ 48,000,000</b>	<b>235</b>
BorgWarner	Expansion	10,000,000	50
Sandvik, Inc./Valente	Expansion	47,500,000	95
ITECH South	New	5,000,000	85
Lift Technologies	New	5,000,000	60
<b>2008 Total</b>		<b>\$ 67,500,000</b>	<b>290</b>
<b>2008 - 2012 TOTAL</b>		<b>\$ 241,250,000</b>	<b>740</b>

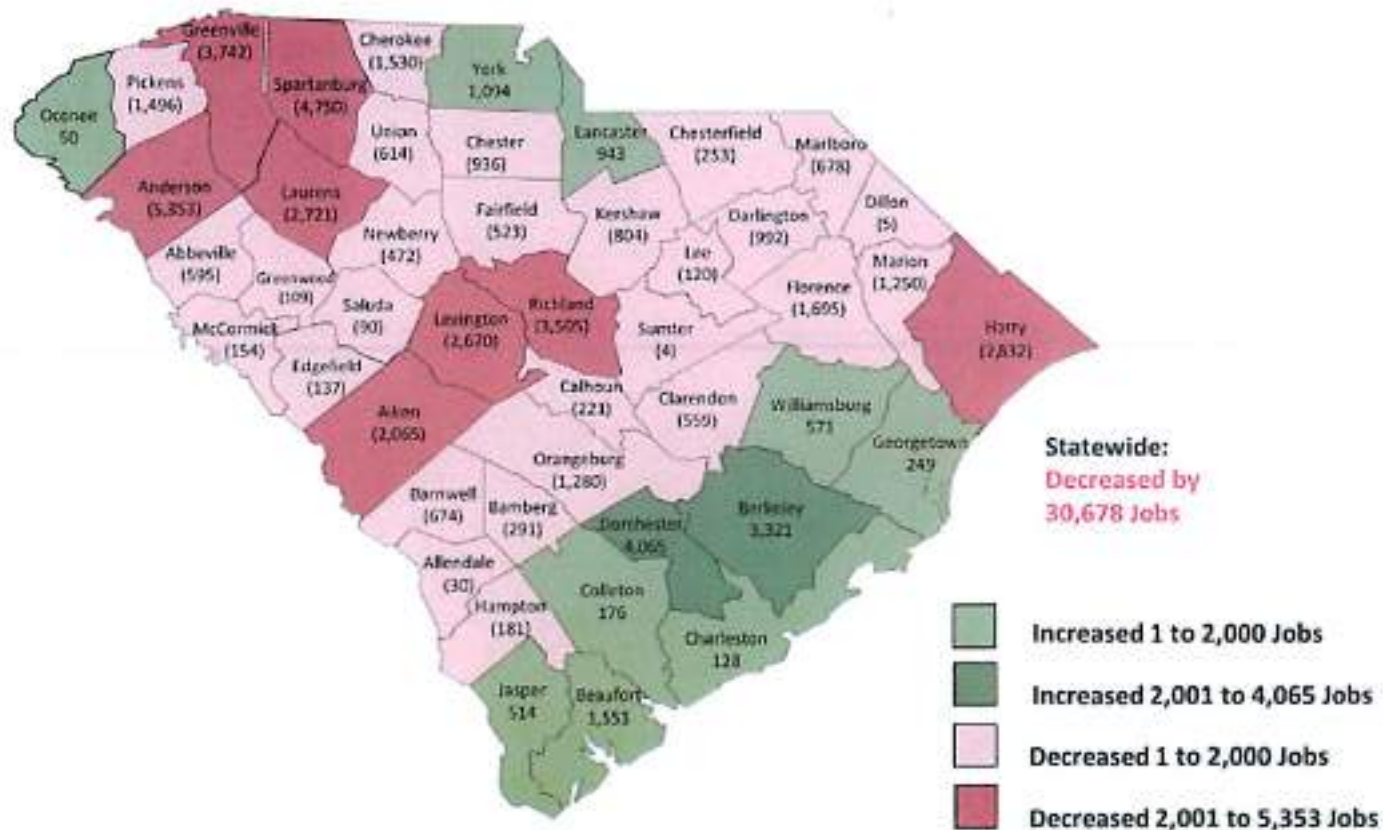


# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

## SC EMPLOYMENT GROWTH BY COUNTY

NET CHANGE: JANUARY 2008 VS. NOVEMBER 2012





# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

## Finance

The Finance Department has oversight of the County's financial activities, ensuring all transactions are in compliance with applicable federal and state laws and County policies, as well as providing sound financial counsel to all county entities.

### Our Accomplishments:

- New Finance Director
- External auditors give **highest** level of opinion for OC financial reporting
- **FOURTH** consecutive year to receive the Achievement for Excellence in Financial Reporting





# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

## **Human Resources**

The Human Resources Department is responsible for coordinating all employee-related matters, including policy and benefits administration, assisting departments with personnel recruitment, acting as primary resource for issues associated with labor law, directing risk management, and supervising workers' compensation.

### **Our Accomplishments:**

- Coordinated growth of on-site nurse practitioner program
- Oversaw comprehensive Comp & Wage Study
- Implemented Health Coach plan for county employees



# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

## Information Technology

The IT team focuses on disaster recovery, backup, centralized home directories, voice over internet provider (VOIP) phone system, desktop virtualization, and infrastructure stabilization. This department continues to support the various information and technology requirement of the County.

### Our Accomplishments:

- Created a unified data strategy utilizing latest Network Attached Storage (NAS) / Storage Area Network (SAN) to lower costs
- New VOIP phone system roll-out. System will allow expansion and integration into other applications
- Upgrade network core, reconfigure all network devices, create new IP scheme, and configurations on every network device
- Reduction of ticket closure time by adding Computer Hardware Specialist.





# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

## Geographic Information Systems

A geographic information system (GIS) integrates hardware, software, and data for capturing, analyzing, and displaying all forms of geographically referenced information. GIS allows us to view, understand, question, interpret, and visualize data in ways that reveal relationships, patterns, and trends in the form of maps, globes, reports, and charts.

### Our Accomplishments:

- Developed and deployed an interactive Emergency Services map, which is accessible via the internet.
- Partnered with the SDOC on a bus route pilot program
- Asset Management: Collaborated with Roads & Bridges staff to GPS and mapped maintenance points for all county roads





# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

## Procurement

The Procurement Department coordinates and oversees the acquisition of supplies, equipment, materials and services for all County departments, ensuring that each transaction is compliant with all applicable laws, regulations, policies and procedures.

### Our Accomplishments:

- |   |               |
|---|---------------|
| • Phase II Broadband Project Focus        | \$3,426,678   |
| • On Call Engineering Services (8 Cats.)  | Amount Varies |
| • Strategic Plan for Economic Development | \$49,775      |
| • Echo Hills Phase I Site Improvements    | \$2,100,000   |
| • Road Paving                             | \$1,021,882   |



# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

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## **Summary**

In closing, I'd personally like to thank the Oconee County Council, elected officials and Oconee County employees for the job they do for this County, our citizens and our visitors..

To our Council, I'm grateful for the insight and vision each of you has, and for the leadership you provide. The goals and objectives you've set define the priority of this Council: a better way of life for all Oconeeans.

I'm proud of what we've done.

I'm committed to what we're doing.

I'm incredibly excited about where we're going.



# The 2013 Annual Report to Oconee County Council

*An Administrative Summary*

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**Questions or Comments?**



# Annual Report

## 2013

An Administrative Review

# Annual Report

## 2013

An Administrative Review



To look back is  
to look ahead

— Ben Franklin

## A Brief History of Oconee County

Oconee County, located in the northwest corner of South Carolina on the edge of the Blue Ridge Mountains, takes its name from a Cherokee word meaning "land beside the water". The County was formed in 1868 when the State legislature divided Pickens District into Pickens and Oconee Counties.

Native Americans lived here for thousands of years, and this area was home to the Cherokee. Their villages were located near water, good hunting grounds and tillable land. Dwellings in the Cherokee villages were houses not unlike the rustic homes of early European settlers. They farmed hundreds of acres of corn in the rich land along the rivers and maintained peach and apple orchards. During Colonial time the Cherokee were allies and trading partners with the British. They had an extensive trading network including a trading path that extended from Charleston to the Mississippi River and intersected other paths at the Cherokee "lower town" of Keowee. The main path also went through Oconee Town and crossed Oconee Mountain (formerly known as Station Mountain). The British built Fort Prince George across the Keowee River from Keowee Town to protect the Cherokee and the important trade paths.

It was the Cherokee's choice to side with the British during the Revolutionary War, which led to the destruction of their Lower Towns and the loss of most of their tribal land in the Upstate in the Treaty of DeWitt's Corner in 1777. They sold the remainder of their tribal land in South Carolina in the Treaty of 1816, but were not forced to leave and many of their descendants live here today. The Cherokee cultural legacy has become an integral part of our County's heritage.

Following the Revolutionary War, veterans and settlers from other parts of the State began moving in, including a small group of Germans under the leadership of General John A. Wagener and the German Colonization Society of Charleston, South Carolina, who founded and settled the town of Walhalla in 1850. Today, Walhalla serves as the county seat.

A number of Irishmen came to Stumphouse Mountain in the mid-1850's to build the Blue Ridge Railroad that was chartered to connect Charleston with the Midwest. Economic reasons and the Civil War caused the project to fail to meet completion. Stumphouse Tunnel is today a tourist attraction on the National Register of Historic Places.

After the Civil War, the Richmond and Air Line Railroad (now the Southern Railroad) was built through Oconee County, and the present towns of Seneca and Westminster came into being. Large textile mills were built in the Upstate in the 1890's, with Newry in southeast Oconee County remaining as one of the earliest, least-altered textile villages in South Carolina.

As Oconee County welcomed in the new century, textile manufacturing expanded, lumber mills prospered, and agricultural enterprises, such as dairy farms and commercial apple orchards, contributed to the County's economy. By 1960, the County's economy was becoming more diverse with the opening of the Torrington



Company, set to manufacture precision needles, and the plans of Duke Energy to construct electrical energy projects in the County that would ultimately create Lakes Keowee and Jocassee, as well as a nuclear energy facility.

Oconee County continues to be a strong contender in the national and global marketplace. Today, the County's economic diversity can be attributed to a number of high-tech manufacturers that employ a well trained work force able to meet the needs of business and industry. Tourism now plays a vital role in the County's economy, as tourists visit many local and state parks, historical sites, and take part in recreation that includes hiking, waterfall viewing, rafting, and other nature-based activities.

Quality of life in Oconee County is excellent, as measured based on the social and economic environment provided by our freedoms, happiness, material well-being, environmental health, and community life factors. The citizens of Oconee County are committed to fostering economic growth while protecting the natural beauty of the County.

**Oconee County**  
**Community Profile**  
 Established - 1868  
 County Seat - City of Walhalla  
 Form of Government - Council, Administrator

<u>Climate</u>	
Average January Low	30.3 F
Average July High	89.4 F
Average Annual Rainfall	56.70"
Average Annual Snowfall	3.20"

<u>Population by Municipality (2010)</u>	
Salem	135
Seneca	8,102
Walhalla	4,263
West Union	291
Westminster	2,418

<u>Population Trends and Projections</u>	
2000	66,215
2010	74,273
2015	77,860
2020	82,300
2025	86,740
2030	91,070
2035	95,460

<u>Components of Population Change</u>		
	<u>1990-</u> <u>2000</u>	<u>2000-</u> <u>2009</u>
Births	7,629	7,501
Deaths	5,716	6,455
Net Migration	6,808	4,633

<u>Population Density</u>	
Population Density per Square Mile	118.6

<u>Median Age (2009)</u>	
United States	36.8 years
South Carolina	37.6 years
Oconee County	43.4 years

<u>Age Composition (2010)</u>		
<u>Age</u>	<u>Number</u>	<u>Percent</u>
Under 5 Years	4,168	5.60%
5 to 9 Years	4,240	5.70%
10 to 14 Years	4,498	6.10%
15 to 19 Years	4,798	6.50%
20 to 24 Years	4,228	5.70%
25 to 29 Years	3,826	5.20%
25 to 34 Years	3,903	5.30%
35 to 39 Years	4,390	5.90%
40 to 44 Years	4,566	6.10%
45 to 49 Years	5,079	6.80%
50 to 54 Years	5,556	7.40%
55 to 59 Years	5,327	7.20%
60 to 64 Years	5,588	7.50%
65 to 69 Years	4,828	6.50%
70 to 74 Years	3,619	4.90%
75 to 79 Years	2,760	3.70%
80 to 85 Years	1,604	2.20%
85 Years & Older	1,295	1.70%

<u>Gender Composition (2010)</u>		
Males	36,682	49.40%
Females	37,591	50.60%

<u>Elections</u>	
Registered Voters	43,643
Number of Voters-Last General Election	31,517
Percentage Voting	61.52%
Voter Precincts	30
Number of Representatives-State	2
Number of Senators-State	2

<u>Housing Characteristics (2010)</u>	
Total Housing Units	38,763
Total Homeownership rate	78.90%
Median Value of Owner-Occupied	126,700
Persons per Household	2.4
Median Household Income	\$42,266

## Overview of Oconee County and Our Government

### Oconee County

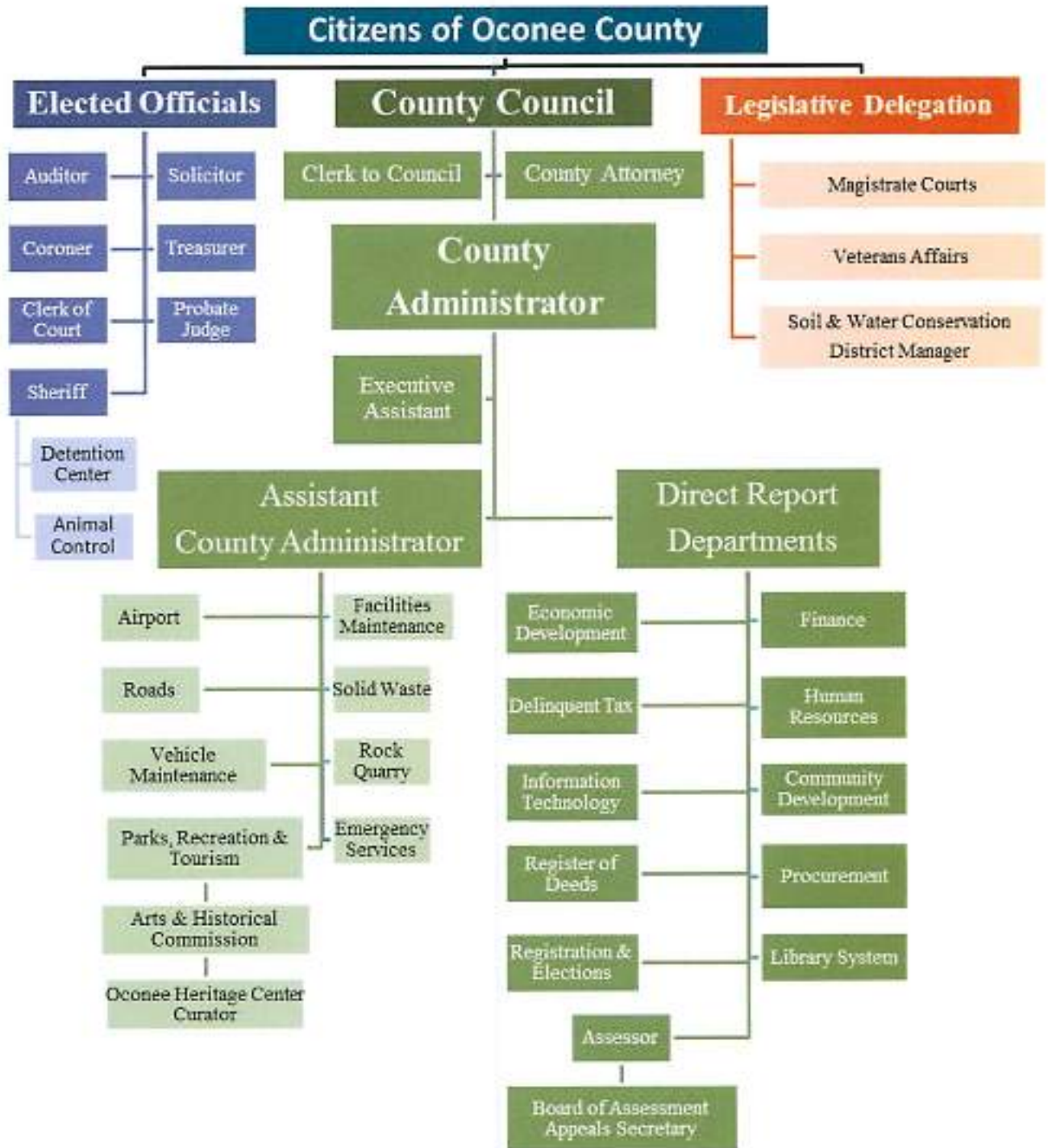
- Called "**The Golden Corner**", Oconee County is located in an area known as the "Upstate of South Carolina."
- **The land area** of Oconee County is 625.41 square miles.
- **The geography** plays host to significant environmental resources:
  - Sumter National Forest
  - Ellicott Rock Wilderness Area
  - Jocassee Gorge Wilderness Area
  - Campgrounds
  - State and County Parks:
    - Chau Ram County Park
    - High Falls County Park
    - South Cove County Park
    - Devils Fork State Park
    - Lake Hartwell State Park
    - Oconee State Park
    - Oconee Station State Park
    - Coneross Campground
    - Oconee Point
    - Stumphouse Tunnel /Isaqueena Falls Park
  - Rivers:
    - Chauga River
    - Chattooga River
    - Whitewater River
    - Little River



- **Lakes:**
  - Lake Jocassee
  - Lake Keowee
  - Lake Hartwell
- **Oconee County is home to five (5) municipalities:**
  - Town of Salem
  - City of Seneca
  - City of Walhalla (County Seat)
  - Town of West Union
  - City of Westminster
- **Oconee County is bordered** on the east by the counties of Pickens and Anderson and on the west by the states of North Carolina and Georgia.



# Oconee County Organization Chart



## County Government

### **Form of Government:**

- Council – Administrator form of professional government was approved by voter referendum in November, 2003, and went into effect immediately. Oconee County was formerly under the Council – Elected Supervisor form of government.

### **County Council:**

- Five (5) officials are elected from single-member districts for staggered four-year terms.
- Oconee County's Council Members:

District I	Mr. Paul Corbeil, Vice Chairman
District II	Mr. Wayne McCall, Chairman Pro Tem
District III	Mr. Archie Barron
District IV	Mr. Joel Thrift, Chairman
District V	Mr. Reg Dexter

### **Other County Elected Officials:**

- Clerk of Court, Beverly Whitfield
- Coroner, Karl E. Addis
- County Auditor, Kenneth E. Nix
- County Treasurer, Greg Nowell
- Probate Judge, Kenneth E. Johns, Jr.
- Sheriff, Michael Crenshaw
- Solicitor, Chrissy T. Adams

### **Oconee County Legislative Delegation:**

State Senator, South Carolina District #1  
The Honorable Thomas C. Alexander

State Representative, South Carolina District #1  
The Honorable William R. Whitmire

State Representative, South Carolina District #2  
The Honorable William R. (Bill) Sandifer, III

### **United States Congressman:**

South Carolina's 3<sup>rd</sup> Congressional District  
The Honorable Jeff Duncan

### **United States Senators:**

The Honorable Lindsey O. Graham  
The Honorable James W. (Jim) DeMint



## Our Commitment

Annually, for the past three years, County Council and Administration has held a day-long Strategic Planning Retreat to review the previous year's accomplishments, establish goals for the upcoming year, and prioritize longer term goals in preparation for the future.

Below is the list of short term goals established during the 2012 Retreat:

Jobs & Job Retention	Sewer Infrastructure
Completing a New Jail	Developing a Communications Plan
Administrative Review	Zoning
Continue the EMS Plan	Addressing the Former Courthouse
County Transportation	Reassessment

With direction and guidance from County Council, the Administration and staff of Oconee County has worked diligently over the past year, and continues to strive to accomplish the goals and exceed the expectations of Council and our citizens.

To highlight our efforts of commitment, the following chart provides a comprehensive reflection on what we, as a County, have done to address last year's short term goals as outlined by Council.

## Goal :

### Jobs & Job Retention:

- Economic Development Strategic Plan developed
- Developed and adopted a Master Plan for Golden Corner Commerce Park (GCCP)
- Held the first Council / Delegation Workshop with an emphasis on growth issues in Oconee County
- In partnership with the City of Seneca, purchased the Seneca Rail Site property – which has the vital asset of a rail spur
- Secured funding for Phase I Development of Echo Hills
- Improved communications with the SC Dept. of Commerce, making Oconee very "visible" in marketability
- Assisted in the establishment of an "agribusiness" sector, by securing a firm location for a county-wide farmers' market
- Strengthened relationships with Upstate Alliance, Mountain Lakes Business Development Center and Oconee Alliance to promote job growth

### Sewer Infrastructure:

- Passage of the Sewer Referendum opens opportunities for county-wide infrastructural growth
- Secured funding for sewer service to the GCCP
- Partnered with School District Of Oconee (SDOC) for the expansion of sewer service to the new Walhalla High School
- Continue collaborations with Oconee Joint Regional Sewer Authority to further expand sewer in the county



Completion of New Jail:

❖ OMG – skip this one

Development of Communications Plan:

- Administrator began submitting monthly updates to Council
- Administrator holds annual in depth financial and organizational review and report to council and the public
- County undertook a public awareness ad campaign to target reassessment and various other public interest matters
- Participated in five (5) Town Hall forums
- Continue to improve website
- Established and reinforces an "open door" policy

Administrative Review:

- Utilized resources efficiently to continue providing cost effective services - reassigning responsibilities; combining like-service offices; relocation of VA Office
- Fully implemented & utilized the Process Improvement Plan to increase efficiency
- Developed and implemented performance and management evaluation criteria

Zoning:

- Support the review and update of the Planning Commission's goals to meet the growing needs of our community
- Searching for professional Planner to complement the services currently provided in the department
- Procedurally work with individual communities in the realm of planning and rezoning
- Implemented a "One Stop Shop" for planning, permitting and building codes
- Decreased active rezoning files from 18 to 2 in one calendar year

Continuation of the Emergency Services / Fire Plan:

- Negotiated & secured Fire Contracts with all municipalities
- Fully staffed Station 21 for Departmental support
- Staffed a 911 operator specifically to manage Fire and Rescue calls
- Completed Foxwood Hills and Holly Springs substations
- Currently designing / pre-construction planning for Cliff's and Cheochee Valley substations
- Implemented training incentives for volunteers
- Continue to improve long-range plans for operational and equipment expenses

Addressing Former Courthouse:

- We are currently in the final phase of a Redevelopment Project for the former Courthouse

County  
Transportation:

- More than 300 responses to the survey have been received so far, an excellent result-- particularly as the majority was over the internet
- Stakeholder outreach events have been held in all municipalities, as well as Fair Play, and the Lake Keowee area
- Clemson Area Transit officials were interviewed to consider their plans in formulating any recommendations

Reassessment:

- The appeals process was finalized in 2012
- The Assessor's Office has already begun planning for the 2016 reassessment
- Continue comprehensive property review for Fair Value Assessment from contractor's review

The Administration, while focused on the goals outlined above, remained diligent in its efforts to maintain optimum efficiency and improve service throughout the entire organization. The results, though not specifically listed by County Council as "goals," were successful.

**Redistricting:** Last year, we underwent Redistricting, as outlined by state law. The entire process was very smooth, and we had little to no voter disruption due to the change of precincts and / or polling locations.

**Consolidation of Courier Service:** Through a collaborative partnership with the SDOC we have combined the courier service for both entities which doubles efficiency and cuts service costs by almost half.

**Airport Lawsuit Settled:** Whew.

**Employee Relations Committee (ERC):** The formation of an Employee Relations Committee came as a recommendation from the Administrator two years ago. Within that two year period, the ERC formulated an employee-wide and anonymous survey, and reported the survey results to the Administration as well as back to the employees themselves. The benefits of the survey, though not fully implemented, included a merit-based wage increase system, alternative leave options, and employee recognition programs. The significance of the results was, to the Administration, that the employees had, after several years of being muted, a voice. We continue to evaluate morale; with the hope that the County is and continues to be a great place to work, and the ERC has been vital in the establishment of a benchmark for that progress.

**In 365 Days:** We have gone from a large stand of trees on a 400-acre parcel to an actual feasible, working plan and accompanying site work at the Echo Hills Industrial Park location. That is significant progress!



Over the last year, I've had a lot of "irons in the fire." I'm extremely proud of the things I've been a part of since I've been here. In compiling the information for this report, I'm amazed at what we've been able to accomplish. I recognize that we still face significant challenges, as every organization does, but seeing how far we've come only solidifies my stance on the belief that this County can continue on its successful path.

It's been a year since I've brought Assistant Administrator Mr. Glenn Breed to my staff, and I can honestly say that the entire organization is better off due to that decision. In addition to being an asset to the management facet, we have been able to spend a lot more face time with our staff, which increases productivity and allows for more open and substantial communications.

While Administration is the management arm of County government, it takes every person in the organization to make the County operate efficiently and successfully. As described below, each department plays a vital role in the services we provide.

## Services to Citizens

Oconee County provides a broad spectrum and scope of services to include:

- **Community & Citizen Services** - CEU Airport; Assessor; Auditor; Community Development Office which includes Building Codes, Planning and Permitting; Delinquent Tax Office; Legislative Delegation; four Oconee County Library locations; Oconee FOCUS, (the County's Broadband Project); Parks, Recreation and Tourism; Register of Deeds; Rock Quarry; Voter Services through Registration and Elections; Treasurer's Office; and Veterans Affairs
- **Judicial Services** - Clerk of Court; Solicitor; three Magistrate's Courts; and Probate Court
- **Law Enforcement and Public Safety** - Sheriff's Department, Detention Center and Animal Control / Animal Shelter; Coroner; Emergency Services Division; and Rural Fire
- **Public Works and Facility Services** - Building and Facilities Maintenance; Roads and Bridges; Solid Waste; and Vehicle Maintenance
- **Administrative Services** - Economic Development; Finance; Human Resources; Information Technology; and Procurement



## Community & Citizen Services

### CEU Airport

Kevin Short, Airport Director

The Airport Director and staff manage and operate the Oconee County Regional Airport, which includes a modern terminal, a 5,000 foot runway, GPS navigation facilities, hangars, fuel sales and maintenance services, and a range of additional amenities. The Oconee County Airport continues to make upgrades and improvements aimed at positioning the facility as one of the premier small airports in the region.

In the last year, an 8-unit T-hangar structure was constructed to accommodate the growing demand for interior storage - bringing the total up to 48 units - and 7,400 linear feet of security fencing was added to encompass all operational areas. Also, equipment inventory received a boost from the purchase of a new Jet Aircraft Tug vehicle that will allow staff to better serve transient jet aircraft in moving and parking, something that will pay significant dividends by helping to keep traffic flowing in busy times such as the fall weekends when the Tigers play at home.

Finally, 2012 saw the positive impact of the recently completed runway extension project, with the increase in traffic from larger planes utilizing the 5,000' runway resulting in a 25% increase in fuel sales. Without a doubt, the Oconee Regional Airport is a major value to the region, and something all Oconee County citizens can be proud of!

### Assessor

Linda Shugart, Assessor

The Assessor and staff identify, map, classify, appraise and assess residential, commercial, agricultural and vacant real property for ad valorem taxation within the guidelines of the SC Code of Laws, SC Dept. of Revenue regulations, and the Oconee County Code of Ordinances; conduct informal hearings, and participate in formal hearings and Administrative Law Court hearings for real estate assessment appeals by property owners; provide annual real estate assessments to the County Auditor; and reappraise and reassess all property every five years in accordance with Section 12-43-217 of the SC Code of Laws.

#### Did You Know?

Oconee County has 63,057 parcels

#### Tax Data

#### Value

Assessed Property 2010	\$514,602,648
County Base Millage Rate 2011	0.0690
Value of One Mil 2011	\$509,276

Improving customer service was a major priority in 2012. Staff took part in customer service training aimed at ensuring citizens receive service in a courteous, efficient, and professional manner. The focus on customer service also extended into the field, with appraisers initiating a trial use of an iPad tablet device to enable them to perform sketches,

update databases, and perform other tasks 'real time'. To date, the use of the device has received very positive reviews from both staff and the public, particularly its ability to enable appraisers to access photos, values, comps, and other critical information while meeting with the citizen onsite, thereby providing service on demand.

Additionally, during 2012 the Assessor placed the first of a series of public awareness ads designed to inform citizens of benefits allowed by the SC Department of Revenue; the ads are planned to continue through 2013.

## Oconee County Auditor

Kenneth E. Nix, Auditor

The Auditor's duties include setting millage, as approved by County Council, based upon the County's assessed values (determined by local and state government market values and the budgetary needs of Oconee County and the School District of Oconee County); assembling information that results in the levying of property taxes for real estate and personal property; generating tax notices (collected by the Oconee County Treasurer); processing personal property values and assessments (vehicles, boats, motors, airplanes, business personal property) based upon SC Department of Revenue guidelines; and assisting citizens seeking a Homestead Exemption for their primary residence.

The Auditor's Office had a very successful 2012! One of the major highlights was that the property tax conversion, a process that has in the past been more difficult than desired, went very well - in fact, the Auditor considers the 2012 conversion to be the best in several years, an accomplishment only made possible through the hard work of many people across multiple departments.

Also, the property tax software issues that caused problems in the past have been addressed and corrected, with the system now working effectively and efficiently. As a result, all tax notices were processed and mailed right on schedule at the end of October, a testament to the dedication and determination of all involved, with the foundation needed to ensure efficient future operations now firmly in place.



## Community Development Department

David Stokes, Community Development Director

The Community Development Department is responsible for all permitting, inspecting, and enforcement actions related to land use, zoning, and building activity in the unincorporated areas of Oconee County.

Big changes were made this year to streamline the process of permitting development in the unincorporated areas of the county. From the time that Oconee County began regulating development activities, land use permitting (including subdivisions, zoning, floodplain development, etc.) was always separate from construction permitting, which at times required an applicant to deal with both the Planning Department and the Building Codes Department. This year the process was simplified by placing all permitting activity at the newly formed 'one-stop shop' for applicants that not only deals with development permits, but also oversees E-911 Addressing, issues moving permits for manufactured housing, and works with the Planning Commission, Board of Zoning Appeals, and Scenic Highway Committee as staff.

In addition to the internal reorganization, we are finalizing plans with the state to relocate the local environmental office of the Department of Health & Environmental Control (DHEC) into the Pine Street Complex, thereby allowing applicants to obtain septic tank permits from the same location as well. Also, staff now operates on a staggered schedule that extends office hours to 50 hours per week at no additional cost, a benefit for taxpayers, staff, and permit applicants; and, permit applications can be submitted online. These changes, combined with an updated and more welcoming office environment, have placed us well on the way to providing the citizens of Oconee County a level of service unmatched in the region.

## Delinquent Tax Office

Kevin Robinson, Delinquent Tax Collector

The Delinquent Tax Office works within the framework of state law to pursue collection of delinquent real estate, personal property, and business personal property tax revenues owed to the citizens of Oconee County, to include proper notification of owners, taking possession of certain properties, and managing the annual tax sale.

The Delinquent Tax Office collected more than \$4,000,000 in overdue taxes, a sum that will both go a long way in helping to support the school and governmental budgets, and reduce the potential need to seek additional revenues elsewhere.

One of the keys to this year's success was, unlike in the past, the Delinquent Tax Office contracted with an outside vendor to assist with the bulk mailing of required notifications, a more complex task than one may think. With the vendor's assistance and expertise, the



mailing was streamlined and made more efficient, and the redesigned, easier to understand notices were sent out at a cost much lower than in past years.

Also, we undertook the task of improving our website to enable users to better utilize it. Working with the Geographic Information Systems Department and the Information Technology Department, we created some new tools for potential buyers of tax sale properties to use. In addition to general information, we offered online registration, updated delinquent tax property lists in multiple formats, and even an interactive map for all properties.

## Oconee County Public Library

Philip Cheney, Director

The Oconee County Public Library is governed by the Library Board of Trustees, and operates library branches in Westminster, Salem, Seneca, and Walhalla, and a bookmobile that serves additional areas of the county.

OCPL made a number of accomplishments in the last year:

**Expand access to information** - our first goal, One Click Audio, a digital audiobook brand, was added to provide patrons the capability to download titles. Additionally, missing years of back issues of microfilmed The Seneca Journal were added to the South Carolina Room in Walhalla, and six OCPL-copyright titles were digitized and uploaded by the South Carolina State Library to the Overdrive server to make them publicly available as ebooks.

**Increase customer satisfaction** - a wireless connection was added to the bookmobile to allow for accessing real-time account information; and the Walhalla branch incorporated the lobby area and a porch as spaces to read and use digital devices, and increased shelf space for their DVD collection.

**Improve facilities** - Salem library's electrical wiring was updated for safety and to provide outlets for users of laptops and other electronic devices in Spring, 2012.

**Maintain sustainability**, the fourth goal, OCPL joined with the County and school district in expanding a courier route; and worked with the Oconee Heritage Center in presenting the New Harmonies exhibition, a project that explores the early traditions of American music. Also, the library partnered with the State Library and First Steps to offer literacy training to child-care providers and social services workers; had Providence Associates update the 2002 Library Study; and implemented a contract with TLC Hosted Solution for the integrated library system and website.

## Oconee FOCUS Broadband

Kim Wilbanks, Project Manager

The FOCUS Broadband team is responsible for the installation, operation, and maintenance of the 245-mile county-owned fiber optic network, ensuring that all public anchors and private users are served with an efficient and reliable broadband system.

Significant progress was made this year in the installation and start-up of the FOCUS broadband network, with the project on track to be completed right on schedule. As a result, within months all the public anchor points - schools, emergency shelters, county and state facilities, and public safety facilities - will be served with high-speed internet, and a backbone of 'middle mile' broadband available throughout the county for carriers to connect to for delivery to residences and businesses.

Already one carrier is utilizing some of the completed sections to provide expanded bandwidth to communications towers, which makes true 4G service possible; additional upgrades to towers are expected as more sections go 'live'.

A new state law instituted earlier this year imposed new requirements on the operation that were not considered at the time the project originated. The rules, which focus primarily on ensuring that government-owned networks do not enjoy any advantage over private networks, necessitate FOCUS operate the same as a private business would, and create an artificial floor for fees, thereby resulting in higher rates that would otherwise have been charged. While we support guarding against unfair competition, Focus is committed to seeking ways in which to keep any charges to a minimum, and will continue to work with administration to alleviate any unnecessary burdens on the system users.

## Parks, Recreation and Tourism

Phil Shirley, PRT Director

Oconee Parks, Recreation and Tourism (PRT) manages and operates the county parks, and promotes and expands recreation and tourism in Oconee County.

Tourism in Oconee County continues to see strong growth in spite of the weak economy, with visitors to the county driving tourism revenues to approximately \$51 million in 2012.

While these numbers were promising, this year's major surprise of having **National Geographic Magazine** name the **Jocassee Gorges** as one of the **50 great places left on Earth** promises to provide a major





boost in to the efforts of PRT and Mountain Lakes Convention & Visitors Bureau to actively promote Oconee's natural, cultural and historic resources.

Our county park system, for example, only continues to grow in popularity due to both the wide range of day use activities and variety of camping opportunities, with camping revenues increasing 12% in 2012. To enhance this popularity, new ways are continually sought to ensure park visitors has the safest, most enjoyable experience possible.

This year PRT partnered with the Keese Foundation, Upstate Safe Kids, Duke Energy, and the Corps of Engineers to install 5 life jacket kiosks at the parks to provide loaner life jackets to any park users in need of one.

Finally, in one of the most ambitious 'in house' projects ever undertaken, PRT staff joined members of the Facilities Maintenance Department and the Building Codes Department in constructing a new Park Ranger residence at Chau-Ram Park, one of the most ambitious 'in house' projects ever undertaken by PRT. The final product, an attractive, comfortable and efficient residence, replaces an outdated manufactured home.

## Register of Deeds Office

Anna Davidson, Register of Deeds

The Register of Deeds Office is responsible for recording and maintaining real estate documents (deeds, mortgages, and plats) for public record.

The main focus for 2012 has been improving efficiency and customer service in an area that has become a critical service for a large number of people that rely on our office, access to records over the internet.

Our data processing system was also upgraded to offer users a better search tool, with expanded features, making it easier and simpler than ever to find documents online. In addition, we completed another phase in the ongoing effort to expand our database of online documents by back-scanning an additional 21 mortgage books.

Finally, as part of the reorganization and streamlining effort taking place to create a 'one-stop' permitting process, the recording of disclosure forms associated with building permits was made much simpler by creating a system of submitting materials at the Community Development office.



## Rock Quarry

D. Richard Martin, Quarry Manager

The Quarry Manager and staff manage and operate the county-owned rock quarry, and are responsible for all material extraction, processing, and sales activities.

The quarry had another productive and safe year, with our 15 employees working a total of 23,006 hours in 2012 with **ZERO** lost workday injuries, an achievement which continued a safety record that extends back six years. Due to this, we were awarded a Certificate of Achievement in Safety by the United States Department of Labor, Mine Safety, and Health Administration.

We had a busy year, with more than 29,000 sales of various high-quality crushed granite products destined for a variety of projects both in and outside Oconee County, making the quarry not only a valuable resource for those needing our products, but also a tremendous source of revenue for the citizens of Oconee County.

Last year we took advantage of a program established several years ago to set aside a portion of revenues in a fund designated for property purchases and purchased several acres adjacent to the quarry, thereby **guaranteeing** access to the granite needed for years to come.

## Registration and Elections

Joy Brooks, Executive Director

The Registration and Elections Office serves as staff for the county Registration and Elections Commission, and as such coordinates election-related activities throughout the county in accordance with applicable federal and state laws.

Registration and Elections staff spent most of the year preparing for and overseeing activities related to the November 2012 general election. We have also been working to address overcrowding at some polling places, with consideration being given to possibly adding locations to alleviate the situation, and we began preparing for the implementation of the new South Carolina Photo ID Law, which took effect on January 1, 2013.

Looking forward, there are several elections on the schedule for 2013, including votes in the City of Westminster, the City of Walhalla, and the Town of Salem, all of which will be coordinated by the Registration and Elections Office.

## Treasurer's Office

Gregorie W. Nowell, Treasurer

The Treasurer is responsible for collection of current real, personal and motor vehicle taxes; oversight of the revenues to the appropriate public entities (the County, the municipalities, and special tax districts within Oconee County); and maintenance of associated records.

In an effort to better accommodate those taxpayers who work during the daytime and have trouble getting to the office after 8:30 a.m. or before 5:00 p.m., this year the Treasurer's Office extended its hours from 8:00 a.m. to 6:00 p.m., Monday through Friday. Also, payments may now be submitted in the office by credit and debit cards.

## Veterans Affairs

Jerry Dyar, Veterans Affairs Director

The Office of Veterans Affairs assists and advises military veterans and beneficiaries in efforts to access benefits earned through their service.

This year one of the more notable improvements came when the office was able to replace the old van used to transport Oconee County veterans to regional VA Medical centers with a new 12-passenger van.

Also, to enhance communication with some of those veterans living in the southern part of the county that can't visit the office as easy as those in other areas, the staff has taken on the commitment to write an informational column in the "Fair-Town Times" community newspaper.

And this year, we made one of the most important improvements in years by relocating the office to 223 Kenneth Street. The new office is in the same complex with the Department of Social Services, and offers better parking and easier access for all of our veterans.



## Judicial Services

### 10<sup>th</sup> Circuit Solicitor's Office

Chrissy T. Adams, Solicitor

Over the past year, the 10<sup>th</sup> Circuit Solicitor's Office continued to serve the citizens of Oconee and Anderson counties. Hundreds of defendants were successfully prosecuted. The victims in our community continued to see justice served.

The Oconee County Worthless Check Unit saw continued growth throughout the year and assisted over 150 businesses in collecting \$100,000+ in restitution.

Our office also makes an effort to give back to the community. Our pre-trial intervention program collected thousands of dollars' worth of donations that have been put back into local community organizations and schools. With the support of local businesses and industries, our second annual Anti-Drug / Anti-Violence Calendar contest with 5<sup>th</sup> graders was a huge success.

### Clerk of Court

Beverly Whitfield, Clerk of Court

The office of the Clerk of Court serves both the Circuit Court and Family Court, and is charged by state law with docket management; receipt of fines and other court related fees; maintenance of court records; performance of courtroom duties; submission of a variety of reports to state and federal entities; and a host of other responsibilities necessary for maintaining the legal system.

We've made several changes over the past year to better serve the public. To assist those individuals seeking to take advantage of the Pro Se divorce process (without an attorney) obtain the necessary forms, the Clerk of Court's office began printing form packets with detailed instructions to distribute to those citizens without a computer.

The office's website also underwent a change, with the upgrade to the CMS Master software providing the public fast and easy access to court rosters online.

Finally, cameras were installed in the records room and at the drive-in window to better monitor the level of staff needed at any given time, providing for better utilization of personnel during peak times.



## Magistrate's Office

M. Todd Simmons, Chief Magistrate

Magistrate Court provides the taxpayers of Oconee County the following services on a daily basis. The court is responsible for the collection and distribution of revenues collected from fines and civil fees. The court mediates a peaceful resolution to problems and conflicts that arise between litigants and victims of crimes. The court issues arrest warrants, conducts bond hearings, and schedules and conducts preliminary hearings. The court presides over criminal trials where punishment does not exceed 30 days jail or a fine of more than \$1,000.00. The court presides over civil disputes between landlord and tenants, property disputes, recovery of personal property and small claims suits not to exceed \$7,500.00.

Over the past several months, the Oconee County Magistrate's Office has seen several changes that will allow the Magistrates to better serve the public. Due in large part to a cooperative approach among the various county departments, the County Administrator, the County Council, the Solicitor's Office, the Public Defender's Office, the City Administrator and Mayor for the City of Seneca, the Chief Justice of the South Carolina Supreme Court, and the County Delegation, we have been able to improve the adjudication of driving under the influence cases and criminal domestic violence cases within the Oconee County Summary Court jurisdiction.

A Central Court for the prosecution of DUI and CDV cases has been established at the new court room located at the Seneca Magistrate Office. The new court room has been assembled with adequate seating that allows for weekly terms of court for the prosecution of DUI and CDV cases. Additionally, a full time public defender position has been funded by Oconee County and the Public Defender's Office has hired a full time attorney to defend qualifying individuals in criminal cases within the Summary Court Jurisdiction. During the DUI terms of Court, a pool of prospective jurors is assembled and the prosecution and defense select jurors during a "live" jury strike. A live jury strike allows the Court to question prospective jurors in the presence of the parties. The questioning and selection process better assures that both the State and Defendant have a jury for trial that is comprised of fair and impartial jurors. Overall, the changes that have been implemented allow the State to better prosecute DUI and CDV cases. Moreover, the changes assure that the legal rights of a person accused of a crime are properly protected and that the accused is afforded a trial by a fair and impartial jury with the assistance of counsel.

As Chief Magistrate, and on behalf of the citizens of Oconee County, I would like to thank all the people involved in this process. The key to this process was the establishment of a new court room at the Seneca Magistrate Office in downtown Seneca. This could not have been accomplished without the assistance of those individuals named above. I especially would like to thank the City of Seneca, Oconee County Facilities Maintenance Director Lake Julian, and the carpenters with the Oconee County Facilities Department. Together we assembled a court room using recycled furniture from the old county court house.

The public is invited to stop by anytime to see the new facility located at 207-A East North 1<sup>st</sup> Street in downtown Seneca.

## Probate Court

Kenneth Johns, Probate Judge

The responsibilities of the Probate Court include the administration of decedent's estates, including the contest of wills, and determination of heirs and successors; the protection of minors (excepting jurisdiction assigned by state law to Family Courts) and incapacitated persons; matters related to testamentary trusts; the issuance of marriage licenses, and maintenance of copies of marriage certificates; and involuntary commitment of persons suffering from mental illness, mental retardation, alcoholism, drug addiction, and active pulmonary tuberculosis.

The Probate Judge and his staff continued pushing ahead on one of their major projects, the reduction of the number of open estate cases. Between January 2011 and December 2012, approximately 900 old cases were dealt with, bringing the number down from 2,500 to around 1,600. It should be noted that this effort was in addition to opening new cases, which in 2012 reached a record 669. When complete, the goal is to mirror most other South Carolina counties with a population similar to Oconee's, and average 800 open cases.

Of course, the Probate Judge's office deals with a number of other issues, to include issuing marriage licenses and conducting wedding ceremonies, which can typically be arranged from 8:30 a.m. to 5:00 p.m., Monday through Friday.

In addition, the Probate Judge is able to accommodate ceremonies after office hours, as well making himself available for Detention Orders for mental health and chemical addiction issues.



## Law Enforcement & Public Safety

### Sheriff's Office / Detention Center

Mike Crenshaw, Sheriff

The responsibilities of the Sheriff's Office include law enforcement patrol, criminal investigation, traffic enforcement, special teams, animal control, civil process, court security, and management of the detention center.

A new era in Oconee County law enforcement has begun with the election of Sheriff Mike Crenshaw, who has already initiated many changes reflecting the goals of his administration.

Among these are assigning additional personnel to narcotics investigation to help tackle the problem of illegal drugs.

To increase community awareness and involvement, a public information officer is being added to the staff to improve communication on law enforcement issues; and the Sheriff's Office website is being redesigned to increase its effectiveness as an informational resource for the public. Other changes are actively underway to streamline services and increase efficiency, and will be accomplished within budget.

In the coming year, plans are set to increase the law enforcement presence in the county by expanding the reserve officer program, a move that will bring significant benefits at a minimal cost.

### Animal Shelter

Lt. Mark Lyles, Director

The Oconee County Animal Shelter houses both adoption facilities (managed by the Oconee County Humane Society) and Animal Control - a division of the Sheriff's Department.

A number of improvements have been made at the Animal Shelter, including the implementation of a new policy that provides the use of long-term, inmates specially trained in handling feral animals to assist with cleaning. This new program will provide much needed assistance in maintaining a clean, healthy environment for people and animals, at a much lower cost than would otherwise be possible otherwise.

Another improvement is the vetting of all adoptable animals, with all vaccinations, worming, and spaying/ neutering completed prior to being made available for adoption. As a result, adopted animals no longer have to wait on medical procedures to be completed before leaving, and the adoption area is guaranteed to be healthier.

To increase the comfort and safety of the animals housed at the shelter, we have added several industrial strength fans for manageable climate control. Additionally, we've



repurposed some fencing from the former Animal Shelter site to construct an equestrian holding area – something the Shelter desperately needed.

Also, we have taken new steps to reduce euthanasia rates. First, we have started placing some adoptable rescued animals in 'no-kill' shelters in states that enforce spay/neuter laws. Because these laws greatly reduce the number of animals that end up in shelters, the demand for adoptable animals exceeds the supply, meaning that dogs and cats that would otherwise have been euthanized find new homes: a win for everyone! Additionally, the income-based program initiated by County Council to subsidize spaying/neutering of dogs and cats has already paid dividends, with a large number of animals otherwise expected to produce future litters bound for the shelter sterilized, thereby both lowering the euthanasia rate and the cost of processing.

## Coroner's Office

Karl E. Addis, Coroner

The Oconee County Coroner conducts inquiries into violent, suspicious, sudden, unattended, and unexpected deaths that occur in Oconee County, investigating the events independently or with other law enforcement agencies to determine the cause and manner of death; and disperses investigative, autopsy and toxicology results as warranted.

The Coroner's Office unfortunately experienced an increase in death investigation and notifications during 2012, with 321 active cases opened, an increase of 19% from the 260 opened in 2011. Added to this were 356 hospice death notifications, only 3 cases fewer than the previous year, which brought the total reported deaths to 677, an overall increase of 8.5%.

Additionally, the office processed increased numbers of state required permits over 2011, with 315 cremation permits issued (+7%), and 562 Burial-Removal-Transit Permits approved (+10%).

The increased number of cases reaffirmed the Coroner's main priority in planning for the future: the construction of a new morgue facility.

## Emergency Management

Scott Krein, Emergency Management Director

Oconee County Emergency Services Rescue and Emergency Management Division is responsible for the mitigation of impacts from all man-made and natural disasters through planning, training, education, and effective service delivery as well as managing all Rescue Squads in Oconee County whose mission is to provide the most effective, efficient, and professional response to the needs of the citizens and visitors to Oconee County.



Over the past year, the Emergency Management Division completed updates for many major plans to include the Hazard Mitigation Plan and the Estimated Time to Evacuate Plan in conjunction with the Oconee Nuclear Station. This year, as we do every two years, our Emergency Management and Emergency Operations Center Staff successfully completed their objectives during a Federal Emergency Management Agency evaluated exercise related to a mock emergency at the Oconee Nuclear Station. This evaluation is critical to the safe operation and continued operation of the Oconee Nuclear Station. The evaluation exercise was the culmination of multiple planning meetings, trainings, and exercises that have taken place over the last year. We are proud to say that we had participation from 4 Counties and 26 agencies at the Federal, State, and County level.

Our newly expanded Special Needs Task Force is made up of a working group of 25 agencies (Red Cross, DHEC, OMC, etc.) dedicated to establishing procedures for assisting and protecting those persons within the County who are in special need due to impairment. A database is maintained on all of the special needs clients. To keep this database updated, over 600 residents were visited last year. During the visits, the clients were put into the Alert Oconee system which allows for quick notification of emergency events. Also, in partnership with the GIS Department we are able to quickly map the location of special needs residents in order to facilitate evacuation during a disaster. This system is one of a kind in the state of South Carolina and is being showcased at the South Carolina Emergency Management Association Workshop in March 2013.

Most recently, the Emergency Management Staff began a weather information sharing campaign. As severe weather information is relayed to the Emergency Management Staff from organizations such as the National Weather Service, South Carolina Department of Natural Resources, and Duke Energy's Weather Forecasters, the EM Staff compile and share pertinent information with members of the Emergency Operations Center Staff. The goal was to create a safer, better prepared Oconee County and we are realizing the benefits as now multiple organizations who were not previously a part of these groups have asked to be added to the email distribution list. Bottom line, employers all over Oconee County are getting timely and accurate weather information to make decisions on whether to delay openings, close early, or even delay closing to keep their employees off the road until storms pass.

The Rescue Division has seen major growth this year, primarily through the creation of the Rescue Commission. Immediately upon formation, the Rescue Commission went to work and created Standard Operating Guidelines for the Rescue Squads to operate under that went in to effect January 1, 2013. This was a major task that the Rescue Commission undertook and ran with. There is definitely a need for Rescue Squads in this County and thankfully we have incredible volunteers who answer the call.

The Rescue Division is also made up of the Dive Team and Special Rescue Team. The Dive Team worked together with multiple agencies over the past year FOR 14 OPERATIONS that sometimes lasted multiple days. The Special Rescue Team was called to SERVICE 27 TIMES. Most of the calls were in reference to lost or injured hikers who were visiting our beautiful backyard. The most significant rescue involved the use of a National Guard Blackhawk

Did You Know?

In 2012, Oconee County Emergency Services staff and volunteers were dispatched to 5,159 medical calls, 20 dive calls and 10 special rescue calls?



helicopter as part of a team effort with the South Carolina Helicopter Aquatic Rescue Team to rescue an injured hiker from the Ellicott Wilderness Area.

## Oconee County Fire Division

Charlie King, Fire Chief

The Oconee County Fire Department is charged with minimizing injury and loss of life and property from fire and other emergencies through various avenues, including education, inspection and code enforcement, and maintaining a highly trained and properly equipped force of emergency responders capable of efficiently and safely extinguishing hostile or uncontrolled fires throughout Oconee County.

In the last year, the department continued to make tremendous advances in improving the safety of Oconee's citizens and visitors by focusing on three major areas: operations, prevention, and training.

Operational capability was expanded by constructing the first two of a series of eight planned fire substations located in some of the more remote areas of the county, a major step toward the goal of providing faster, community-based fire protection to every home and business in the county. We have migrated into a county-wide database for reporting incident information, preparing prefire plans, managing hydrants and water points, maintenance on equipment, and personnel training. The fire departments across Oconee continue to work hand-in-hand with the GIS department to deliver a mobile platform of response information that allows responder a wealth of pre incident data. This data allows first responder to see building specific information, hydrant location, helicopter landing zones, special needs populations and many others.

A major upgrade of our radio communications system was completed in early December. This project included met the 2013 "narrow-band" compliance mandates as well as provide a standard operating platform county-wide. The project included reprogramming 418 mobile and portable radios as well as replacing 224 that were obsolete. We further increased our interoperability by having a repeater installed with the sole purpose of allowing communication between multiple agencies. This "tactical repeater" was a partnership with the SC Budget and Control Board, Duke Energy, Oconee County, Pickens County and Anderson County. The repeater will allow crossband communications that previously were not possible. The crossband system allows users on both a UHF (Law Enforcement) and VHF (Fire Departments) system communicate directly, without having to route through a dispatcher.

During the past twelve months, we have worked to bring several projects that were previously handled by contractors back into our hands. These projects relied on outside contractors to service and test major pieces of equipment throughout the fire service. With the help of Motorpool staff we were able to test each the fire pumps on 65 apparatus. This service has typically has cost the county over \$20000 annually. The tests were completed during the normal work shifts of our firefighter and mechanics. We have also begun to



service test our breathing apparatus carried on each fire engine. This work was completed by our shift personnel following a training and certification process to ensure quality results. This service was completed on over 225 self-contained breathing apparatus in departments throughout the county.

We have undertaken a number of steps to promote fire prevention, including moving the position of Fire Marshal into the department to supervise the mission of life safety; expanding educational opportunities, efforts which reached more than 2,000 citizens; and initiating a smoke detector campaign aimed at ensuring every home in Oconee County contains a working smoke detector. In 2012, Oconee County experienced four fatalities and over \$4 million in property damage. These four deaths occurred in homes without working smoke detectors. OCES partnered with several local hardware stores to provide a working smoke detector to every home in our county. To date, we have distributed and installed nearly 500 of these devices. To ensure our fire inspectors are receiving the proper training, our fire marshal has designed a bi-monthly training program that offers continuing education credits to those attending. Oconee is the only county in SC to offer these 34 required hours locally. This program is currently being attended by code officials from across the upstate.

Finally, our training division coordinated several opportunities for responders to receive the instruction and practice necessary to ensure they are prepared to accomplish their mission, making sessions available on both weekday and weekend schedules to accommodate both paid and volunteer personnel. As a result, training time totaled more than 14,000 man-hours, a testament to the department's commitment to both the safety of our community, and the effort to seek innovative ways to improve our efficiency and effectiveness. Recently, a new training program was developed and delivered to ensure the proper training of our medical first responders. This training breaks the required process into manageable modules that can be completed throughout the year. This training program has been instituted in Saluda, Pickens, and Abbeville counties. The training group was recently recognized by the SC Association of Counties for 2012 Safety Innovation. This award was given as a result of a project to readily identify the training and medical clearance level of personnel operating on an emergency scene.

Oconee County Emergency Services exist to support our 450+ volunteers and the communities they serve. A fire services advisory commission was established to ensure that continued success of our department involved the volunteers in the street. The five regionally elected commissioners represent the needs, wishes, and vision of the departments they serve. The "Fire Commission" has worked in earnest to provide a vision forward for the future of our department to include a capital equipment replacement plan, the recruitment and retention of volunteers, financial planning and improving efficiency. A newsletter, "OnScene Oconee" has been developed to keep everyone involved with the events of our organization. The newsletter is delivered via email each month to every responder in our department. We look forward to continuing the success of our department and ensuring the safety of Oconee residents and visitors in the years to come.

Did You Know?

In the last year, Oconee County dispatched 5,522 units to emergency fire calls.

## Public Works and Facility Services

### Facilities Maintenance Department

Lake Julian, Facilities Maintenance Director

The Facilities Maintenance Department maintains all county-owned/managed facilities, including performing day-to-day custodial operations, mowing and landscaping work, typical repairs, and minor building renovations and upgrades.

The entire Facilities Maintenance department has been extremely busy in the last year.

Among the most notable projects was the construction of a new residence for the ranger at Chau-Ram County Park, a major project that saved taxpayers many thousands of dollars over what it would have cost to contract it.

In addition, the staff also completely renovated and upgraded the County Council Chambers.

Staff's expertise was also put to use in supervision of the construction of two new fire substations (Foxwood Hills and Holly Springs).

In addition, we took part in renovations at the Pine Street Administrative Complex (new carpet, paint, and a major modification of the County Council Chambers) and the DSS Facility (office space addition to accommodate relocation of the Veteran Affairs Office).

And, of course, all of this was accomplished in addition to keeping up with the regular maintenance and repair work required to keep the County offices a safe, comfortable environment.

### Roads and Bridges Department

Mack Kelly, Public Works Director and County Engineer

The Road and Bridges Department maintains all county roads and bridges, and performs engineering, surveying, and construction services for a variety of county projects; additionally, the department plans for and responds to winter weather events and emergencies as needed.

This year the Roads and Bridges Department improved over 10 miles of county roads, with 8.3 miles of the improvements performed by outside contractors for \$1,140,360; and another

#### Did You Know?

Osonee County Roads manages 492.4 miles of paved roads, 166.9 miles of dirt & gravel roads, 25 County-maintained bridges and, mows more than 460 miles of roadside?



2.4 miles of road upgrades completed 'in-house' for \$267,420. The department was able to offset a significant portion of the cost of this work with monies from state gas tax (C-Fund) revenues totaling \$765,313.

The department was also successful in finding outside funding to help pay for a bridge upgrade, with the award of a federal grant totaling \$159,000 aimed at the improvement of an obsolete structure located in the Sumter National Forest, and we implemented a more efficient program to use in processing work requests, which can now be submitted online 24 hours a day. Already the department has received a number of positive reviews of the new system.

## Solid Waste Department

Swain Still, Solid Waste Director

The Solid Waste Department manages and operates all county solid waste facilities, including Manned Convenience Centers, the construction & demolition landfill, and the transfer station.

The last year was a busy time for Solid Waste staff. After years of planning and preparing, we completed the relocation of the Strawberry Farm Road Manned Convenience Center, our busiest facility, to a new, more efficient, and much larger location a short distance down the road from the old facility. As a result, citizens utilizing the facility can now get in and out much faster than ever with no worry about the safety hazards of traffic backing up on the highway.

We're very proud to highlight our partnership with Goodwill Industries have placed donation receptacles at each convenience center. They accept any merchandise (clothes, toys, household items, etc.) that will fit inside their boxes. Goodwill is recycling all electronic devices and has sponsored the two E-Waste days, where 5350 pounds of material was recycled.

Also, in an effort to accommodate contractors and other citizens who want to get an earlier start on their day, operation hours were adjusted at the Construction and Demolition Landfill facility, which now opens for business at 7:15 a.m. Finally, the sale of recyclables reached new heights in 2012, with total sales topping \$400,000 for the first time.

### Solid Waste (in Tons)

	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
Municipal Solid Waste	36,782	36,779	34,101	36,794	36,632
Construction and Demolition	23,121	21,308	17,905	19,299	14,870



## Vehicle Maintenance

Ronnie Smith, Vehicle Maintenance Director

Vehicle Maintenance is responsible for managing and maintaining the County's fleet of vehicles to ensure proper, safe, reliable, and cost-effective service.

This year Vehicle Maintenance continued to focus on improving efficiency and effectiveness through staff skill development, which culminated in several additional certifications being awarded by the National Institute for Automotive Service Excellence (ASE), widely considered the industry standard. As a result, eight of our nine technicians have now met the combined minimum work experience and testing requirements necessary to hold ASE certifications, with four having been awarded the 'Master' status. Also, three technicians completed training as emergency vehicle technicians, with two achieving certifications awarded through the Emergency Vehicle Technician Certification Commission.

By adding the EVT certification to the department places Oconee County among the very best governmental fleet maintenance operations in the region.

## Administrative Services

### Economic Development Commission

Richard Blackwell, Executive Director

The Economic Development Commission propels the county's efforts to recruit, retain, and grow industrial and commercial investment in Oconee County, as well as providing advice to Council and Administration on matters related to economic development.

This year the Economic Development office continued to focus on positioning Oconee County at the forefront of the region in marketability for potential employers.

June 2012 saw the retirement of longtime executive director Jim Alexander, whose hard work and wisdom will long be remembered as a major factor in both current and future economic development success.

Smoothly taking the lead, our new director, Richard Blackwell, moved ahead immediately with the development of a new five-year strategic plan that will serve as a roadmap for growth opportunities and expanded prosperity.

Oconee County's efforts to push ahead to create marketable 'product' in spite of the economic downturn has begun to pay off. This summer, the County's second shell building was sold to A.I.D. Corp., a move that is expected to bring in at least 75 new jobs.

Also, with all infrastructures in place, interest in the 300+ acre Echo Hills Industrial Park has also picked up, leading Council to move ahead with development of the initial phases of 'pad-ready' sites that are expected to greatly speed up the timeline for attracting new businesses there.

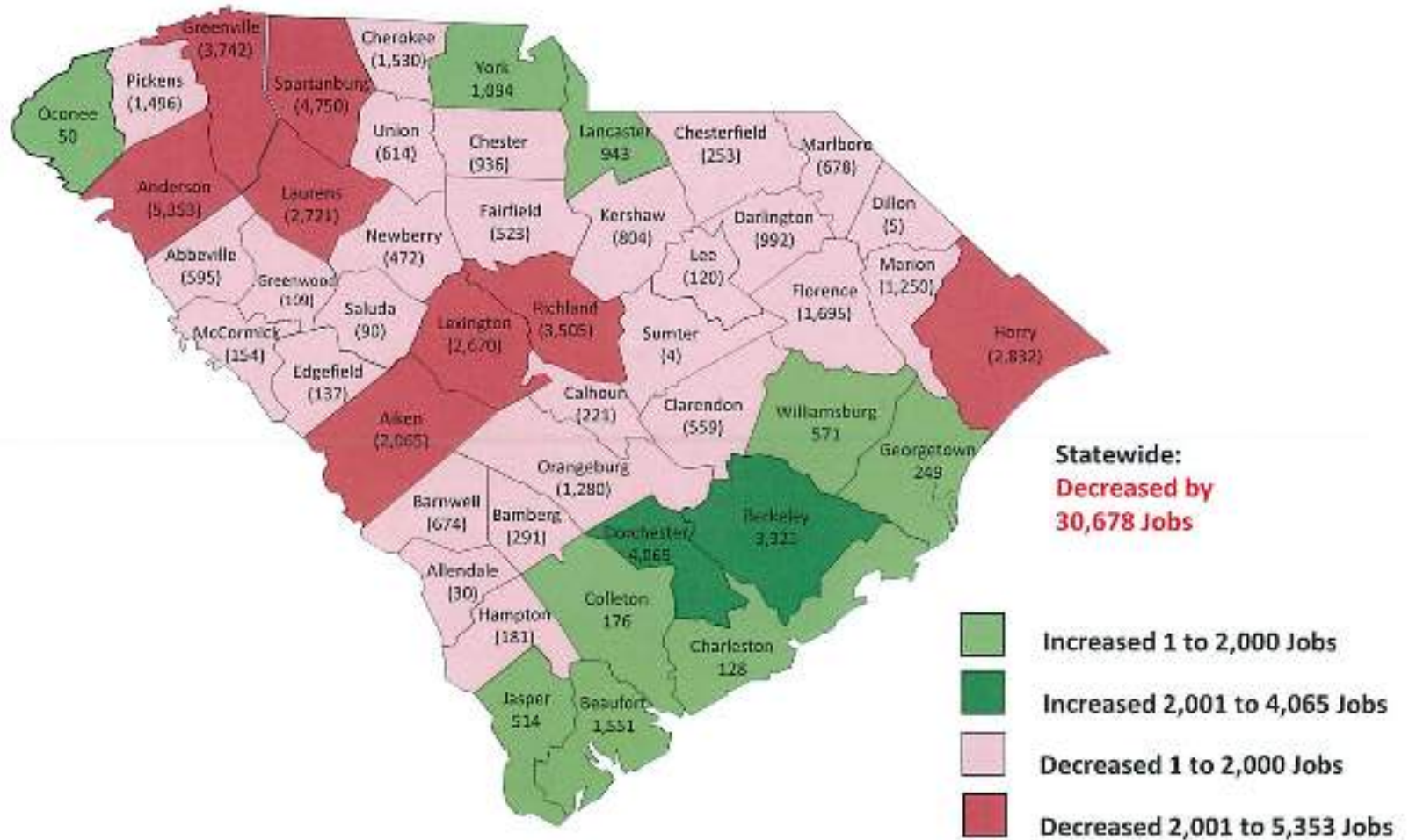
Other achievements include the purchase of the Seneca Rail Site, a very special 100 acre parcel that is one of only ten rail sites in the entire Upstate; and major progress toward finalizing sewer service for the Golden Corner Commerce Center in Fair Play, the final major piece needed to start what is widely believed to spark tremendous prosperity to the entire area.

**Oconee County  
Capital Investment and Job Creation**

Company	New/Exp	Capital Investment	Jobs
AD Company	New	7,000,000	75
Borg Warner	Exp	25,000,000	90
<b>2012 Total</b>		<b>\$ 32,000,000</b>	<b>125</b>
SA&F	Equipment Upgrade	60,000,000	25
Alex Polymers	New	4,000,000	50
ColmaCrab	Expansion	1,750,000	5
<b>2011 Total</b>		<b>\$ 65,750,000</b>	<b>80</b>
US Engine Valve Corporation	Expansion	16,000,000	5
Schwab Electric	Equipment Upgrade	5,000,000	5
Koyo Bearings	FLOT Extension	5,000,000	0
<b>2010 Total</b>		<b>\$ 26,000,000</b>	<b>10</b>
Greenfield Industries	Expansion	18,000,000	85
Bron	Equipment Upgrade	30,000,000	150
<b>2009 Total</b>		<b>\$ 48,000,000</b>	<b>235</b>
BorgWarner	Expansion	10,000,000	50
Sandvik Inc. Tolance	Expansion	47,500,000	65
ITCI South	New	5,000,000	65
LiF Technologies	New	5,000,000	60
<b>2008 Total</b>		<b>\$ 67,500,000</b>	<b>240</b>
<b>2008 - 2012 TOTAL</b>		<b>\$ 241,250,000</b>	<b>740</b>

# SC EMPLOYMENT GROWTH BY COUNTY

## NET CHANGE: JANUARY 2008 VS. NOVEMBER 2012





## Finance

Mark Pullium, Finance Director

The Finance Department has oversight of the County's financial activities, ensuring all transactions are in compliance with applicable federal and state laws and County policies, as well as providing sound financial counsel to all county entities.

This year the Finance Department welcomed Mark Pullium as its new director. Mark's experience and knowledge is a tremendous resource for an already strong county financial team, meaning the citizens of Oconee County can rest assured that their tax dollars will continue to not only be managed within the framework of all legal and ethical standards, but also allocated with the support of sound financial guidance.

Finally, our external auditors expressed an "unqualified opinion" on the annual comprehensive annual financial report. This form of opinion is the **highest** level of opinion and gives the users assurance that the financial report is materially free of misstatements. Further, there were no findings in any of the audited financial reports including our Single Audit Report.

And, for the **fourth** consecutive year Oconee County was awarded the Governmental Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting, an honor reserved for those governmental agencies that go beyond the minimum requirements of accounting principles in an effort to provide full disclosure and transparency.

## Human Resources Department

Kay Olbon, Human Resources Director

The Human Resources Department is responsible for coordinating all employee-related matters, including policy and benefits administration, assisting departments with personnel recruitment, acting as primary resource for issues associated with labor law, directing risk management, and supervising workers' compensation.

This year, the Human Resource office staff oversaw a comprehensive compensation & wage study that was initiated by Council during last year's strategic planning retreat. The results of this study will be used to create a forward-looking compensation plan based on relevant comparisons of current positions, thereby making the County more competitive in the local, regional and national employment markets.

This year the Human Resources office also continued to support the growth of the on-site nurse practitioner program for County employees and their insured dependents. A popular program with County employees, the clinic has not only reduced lost productivity resulting from time

away from the job for a doctor's visit, but also helped lighten the burden on taxpayers by cutting the cost of the self-funded health insurance; last year the County saved \$75,671.

## Information Technology

Mike Powell, IT Director

The IT team focuses on disaster recovery, backup, centralized home directories, voice over internet provider (VOIP) phone system, desktop virtualization, and infrastructure stabilization utilizing server virtualization. This department continues to support the various information and technology requirement of the County and this endeavor is both complex and encompassing.

This department works to fix, enhance, support, modify and perform numerous routine duties that are required to keep this complex, essential infrastructure operational on a day to day basis; these functions require that parts, software, computer, servers, supplies and the tools of this trade are available to meet the various needs of the County.

- Created a unified data strategy utilizing latest Network Attached Storage (NAS) / Storage Area Network (SAN) to lower Total Cost of Ownership of the County's growing data needs. This system unifies user home directories, department shares, and server storage.
- Secondary backup server online that replicates backups at 2 different sites.
- New VOIP phone system roll-out. Rich feature phone system that will lower Total Cost of Ownership (TCO) over the next few years. System will allow expansion and integration into other applications.
- Upgrade network core, reconfigure all network devices, create new IP scheme, and configurations on every network device.
- Reduction of ticket closure time. Reduction of tickets by adding Computer Hardware Specialist.
- Continual utilization of VMware as server platform. Currently running 63 virtual servers across 4 physical server that provides High Availability in case of a server crashing. This enables the County to plan for a disaster recovery solution where servers are in separate locations.
- Reconfigured server room to have redundant power, HVAC, and network.

## IT / Geographic Information Systems

Lisa Simmering, Senior Analyst

A geographic information system (GIS) integrates hardware, software, and data for capturing, managing, analyzing, and displaying all forms of geographically referenced information. GIS allows us to view, understand, question, interpret, and visualize data in many ways that reveal relationships, patterns, and trends in the form of maps, globes, reports, and charts." The GIS Department is an internal support function within the



Information Technology Department of Oconee County. The GIS Department assists county administration and operations.

- Developed and deployed an interactive Emergency Services map, which is accessible via the internet. The map includes information pertinent to rescue personnel, such as pre-determined landing zones for evacuation, hydrant locations, building pre-plans, river & trail access points, and boat ramps.
- Partnered with the School District of Oconee County on a bus route pilot program. Optimized routes were prepared for the West-Oak and Salem elementary, middle, and high attendance zones
- Asset Management: Collaborated with Roads and Bridges staff to GPS and map end of maintenance points for all county roads
- The Special Needs mapping and database program was recognized by Emergency Services personnel as a best practice. The Chairman of the OC Special Needs Task Force and OC GIS personnel will present at the upcoming 2013 SCEMA Workshop in Myrtle Beach
- Identified backup EMS stations, which will be incorporated into the 911 Dispatch system, for Oconee Medical Center by conducting a closest facility analysis utilizing the roads geometric network
- Assisted Parks, Recreation and Tourism with development of the County wayfinding sign master plan and published flyers for each park depicting campsites, recreational facilities, and boat ramps
- Utilized GIS topology tools to assist with the siting of prospective fire substations and solid waste manned convenience centers

## Procurement

Robyn Courtright, Procurement Director

The Procurement Department coordinates and oversees the acquisition of supplies, equipment, materials and services for all County departments, ensuring that each transaction is compliant with all applicable laws, regulations, policies and procedures.

In addition to processing more than 800 purchase orders this year, the Procurement Department managed a dozen formal award processes for bids or proposals. Some of the major projects include:

Phase II Broadband Project Focus	\$3,426,678
On Call Engineering Services (8 Categories)	Amount Varies by Project
Strategic Plan for Economic Development	\$49,775
Echo Hills Phase I Site Improvements	\$2,100,000
Road Paving	\$1,021,882



Also, the Procurement Department assisted in the development of four fire department substations, with the first (Foxwood Hills) completed in October 2012.

## Summary

In closing, I'd personally like to thank the Oconee County Council, elected officials and Oconee County employees for the job they do for this County, our citizens and our visitors. As is obvious in this report, we have come a long way in accomplishing the goals set forth by Council. This can be attributed to the commitment we've made.

To our Council, I'm grateful for the insight and vision each of you has, and for the leadership you provide. The goals and objectives you've set define the priority of this Council: a better way of life for all Oconeeans.

While facing the challenges of the day-to-day, I've managed to keep an eye on the future, and have continued to utilize every asset to the best of my ability to continue on this path of success. I'm extremely proud of what we've done, and I know we can keep this momentum going.

I'm proud of what we've done.

I'm committed to what we're doing.

I'm incredibly excited about where we're going.

**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 208 authorities
- Revisit 1976 referendum
- 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 15<sup>th</sup>, 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 PRT

### *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

**OCONEE COUNTY COUNCIL RETREAT  
OCONEE COUNTY COUNCIL CHAMBERS  
WALHALLA, SC  
JANUARY 27, 2011**

Background

Oconee County Council met on Thursday, January 27, 2011 in council chambers to development both short-term and long-term goals for the county. 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 2012. 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 vision, mission, and values discussion. However, because of a prior commitment, one member of council was unable to fully participate in the discussion of short-term and long-term goals

Introduction

Before council began to identify and prioritize their issues and goals, a discussion was held on the importance of planning for a county. Planning for the future is perhaps the most important responsibility of councils. However, it is not enough to have a plan. The plan must be evaluated on an ongoing basis to measure progress made in implementing the plan and to make adjustments as needed based on new or emerging challenges.

There must also be a direction or purpose which motivates achievement of the goals and resolution of the issues identified during the planning process. This direction or purpose is most often identified and reinforced the organization's vision and mission. In the planning process, vision has two components. The first is the ability to see what is possible. This is addressed through the discussion of vision, mission, and values. The second is the ability to see what currently exists in the environment in which Council is currently operating.



To address the future component of vision, council engaged in a facilitated discussion to reinforce their vision for the future of Oconee County, their mission or responsibility for helping move the county forward in achieving that vision, and identifying the values council members share that should be used as guides for the decisions that council makes.

To address the second component of vision a SWOT analysis was conducted to identify strengths, weaknesses, opportunities, threats that currently exist. Strengths are those areas or issues that provide a foundation upon which Oconee County can adapt to the changing environment in which it currently exists. Weaknesses are those areas or issues that can cause harm to the organization if not recognized and addressed in a timely manner. If left unattended they can undermine the strengths that the county has. Opportunities are those issues and areas that can be either a positive or negative depending upon the county's decisions about how best to respond to them. Threats are those areas and issues in need of immediate action on the part of the county. Failure to respond to threats will directly impact the county's ability to meet its mission and achieve its vision for the future.

It is also important to acknowledge the successes and accomplishments of county government. While citizens may focus on only one or a few issues, county government must address a wide range of issues impacting citizens through the county. Before the SWOT analysis was conducted, council members had the opportunity to identify the successes that have been achieved.

After discussing their vision, mission, and values, as well as the environment in which they currently exist, council then spent the remainder of the retreat identifying and prioritizing both short-term and long-term issues and goals. Once the issues were identified, a 10-4 voting scheme was used to prioritize the issues. In this scheme, each member is given ten (10) 'votes' that can be cast for the issues that they feel are most important. However, they can only cast a maximum of four (4) 'votes' for any single issue. This procedure help reduce the possibility of a single council member skewing the ranking by casting all of their 'votes' for a single issue.

## **VISION**

In discussing their vision for Oconee County, council members identified a number of issues and values they considered to be part of their vision for the future. Listed below are the elements that were mentioned:

- Environment
- EMS/Fire/Safety
- Jobs/Industry
- Education (K-12, Tri-County Tech, Work-link)
- Infrastructure
- Planning/order
- Vibrant community
- Strong financial base/diverse funding sources/financial management
- Better use of existing resources
- Better use if I-85 corridor
- Evolving, diverse population
- Best government service provider
- Meet service needs of a diverse population

Based on these elements, the following vision statements are recommended.

We want Oconee County to be respected as a modern, vibrant community that enjoys a proud rural tradition and values and offers all generations the potential for a rich quality of life through planning. *(Submitted by a council member)*

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. *(My suggestion)*

*(NOTE: These are just suggestions. Council should spend a bit of time reviewing the vision statement to make sure it matches the issues and concerns that they raised.)*

## **MISSION**

Oconee County's current mission statement is:

To provide quality service to our citizens and to protect our heritage and environment for the future by planning for the best utilization of our resources.

There was general consensus that that mission statement is still valid. Based on the few suggestions that were made, a proposed updated 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.

*(NOTE: This is just a suggestion and I would encourage Council and staff to review the statement and make appropriate revisions. A final mission statement does not have to be included in this report. However, if it is available, it would be a nice addition.)*

## **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

## **ACCOMPLISHMENTS**

- Hiring capable County Administrator
- Settled issue with Courthouse while coming in under expected cost
- Moving forward with new jail
- Reduced millage rate
- Updated Comprehensive Plan with community input
- Purchased an industrial site
- Developed an EMS Plan
- Initiated job creation activities
- Received a grant for broadband service
- Airport runway extended
- Implemented a spay and neuter program through animal control
- Improved intergovernmental relations with other government units and non-governmental organizations through the county
- Regional partnership with Pickens and Anderson counties
- Completing reassessment through county
- Improved quality of legal services, advice, and assistance available to county



## **SWOT ANALYSIS**

During the SWOT analysis many strengths, weaknesses, opportunities, and threats were identified by council and serve to facilitate informed discussion of the priority issues facing the county. They are presented here in no particular order. No attempt was made to rank or prioritize any of the strengths, weaknesses, opportunities, or threats discussed.

### **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
- 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
- Poorly implemented zoning
- Impact of special interest groups
- Form of government not always recognized
- External perception of the county as ‘backward’
- Ability to maintain political and administrative stability and not return to ‘revolving door’
- Sewer services not always where needed
- Transparency of government and becoming more transparent

- High unemployment
- Drug abuse is a local and national issue
- Too dependent on a single industry
- 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 industry through better marketing of resources
- 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
- Conduct organizational assessment of county administration with goal of providing most cost effective services
- Production of bio-fuels at landfill

### Threats

- Unfunded mandates, both Federal and State
- Lack of efficiencies in government operations
- Consolidation of services while maintaining quality
- 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
- Not competitive for attracting new business and industry
- Need to increase tax revenue
- County government is not 'user friendly'
- Lack of 'tools' to attract industry, including infrastructure development
- 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
- Not being proactive

## **SHORT TERM GOALS**

Having completed the SWOT analysis, council next began to identify the issues and goals that need to be addressed within the next 12 to 24 months. Each council member was given the opportunity to identify up to five issues or goals that they feel need to be addressed. The short term issues and goals identified included:

- Zoning implementation
- Communication of goals, objectives, accomplishments
- Complete organizational review: reengineering, create new operational budget baseline
- Complete total compensation review
- Finalize the EMS plan
- Implementation of first phase of fire/rescue plan
- Move forward on old courthouse
- New jobs
- Increase employment opportunities
- Complete our share or part of jobs creation equal to 30% - 40% improvement
- New jail
- Move forward on new jail – start construction
- New jail contract and ground breaking
- Sewer delivered to GCCP
- Begin infrastructure on I-85 corridor and Golden Corner Commerce Park
- Complete/update master infrastructure plan to include sewer and roads
- Sewer installed to Project North
- Complete key projects as scheduled: (1) Fire Plan; (2) Jail; (3) Airport; (4) Economic Development Schedule; (5) Tax reassessment
- Complete property reassessment with resident's confidence

During the in-depth discussion of these short term issues and goals, they were combined in to nine issue areas. The issue areas were next prioritized using the 10-4 voting scheme. Based on the results, the short term priorities identified by council members are:

1. Jobs and Job Retention (11)
2. Sewer Infrastructure (9)
3. Adopting the EMS Plan (6)
4. Developing a Communications Plan (4)
5. Completing a New Jail (3)
6. Administrative Review (3)
7. Zoning (2)



8. Reassessment (1)
9. Addressing the Old Courthouse (1)

During the discussion about short-term priorities, council added addressing county transportation as a 10<sup>th</sup> priority.

#### 10. County Transportation

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
- Fast-track sewer to Project North
- 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 full those jobs
- Work with the Upstate Alliance to increase the number of referrals to Oconee County
- Develop a public/private partnership for Project North

(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
- Resolve long-term sewer issues and relationships
- Update sewer master plan with future growth in mind - link with comprehensive plan
- Update sewer basin plan

## EMS Plan

- Complete the review of the proposed plan and make adjustments as needed
- Develop a phased implementation schedule for the EMS Plan to include time-line and action due dates for Council approval and submit to the Law Enforcement/Public Safety/ Health and Welfare Committee

## Communications Plan

- Fully develop and implementation 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.
- Use ongoing 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
- Consider rotation of County Council meetings through the county
- Administrator continue to do public presentations, using staff as appropriate to keep the public information

## New Jail

- 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.

## Administrative Review

- County Administrator should work within existing authority to begin the review process
- Council with 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.

## Zoning

- Provide training for Council, Planning Commission, Staff, and Citizens on the county's implementation policy for community zoning.
- Resolve ongoing issues with Planning Commission
- Identify the status of current citizen petitions for zoning
- Develop and implement a plan to work though current backlog and expedite process in the future

## Reassessment

- Completion target date is May 2011
- Implement with December 2011 tax notice

## 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 February 15<sup>th</sup>. Included in the committee's discussion is developing and recommending a policy for addressing vacant county property.

## County Transportation

- Begin development and implementation of a county road master plan

## **LONG-TERM GOALS**

Council next moved to identifying and prioritizing long terms issues and goals. As was done with short-term goals, each council member was given the opportunity to identify five issues that they felt needed to be addressed in the next three to five years. The following issues and goals were identified by council:

- Expand/develop tourism and recreation
- Review on a continuous basis organization structure
- Formalize agreement for "Oconee County Service Company" to provide consolidated common services
- Solid waste disposal
- Finalize agreement for 2-4 year Oconee County campus
- Road issues resolved
- Complete zoning implementation
- Oconee Library (Seneca)/Oconee Library – Seneca Branch
- Complete implementation of Fire-Rescue Plan
- Project North development
- Finalize agreement for long-term private development of GCCP and Project North
- Jobs – meeting population needs
- Implement long-term aggressive workforce development program
- Golden Corner Commerce Park development
- Form citizens committee to review and recommend changes to single revenue stream
- Increase revenue pool



After a discussion of each of these areas they were consolidated into ten issue areas. Using the 10-4 voting scheme, the issue priorities were:

1. Economic Development (7)
2. Revenue Alternatives (6)
3. Expand Tourism (5)
4. Resolve Road Issues (5)
5. Address Branch Library (5)
6. 2-4 Year Campus (4)
7. Solid Waste (3)
8. Management Review/Efficiencies (2)
9. Fire and Rescue Service (2)
10. Complete Zoning (1)

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

#### Economic Development

- This is an ongoing priority issues and council needs to continue to do what is can to facilitate economic development throughout the county.

#### 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

#### Expand Tourism/Resolve Road Issues/Branch Library

- Tourism and roads will be ongoing issues. Continue review of related issues as they arise and develop a strategy to address those issues
- Resolution of Branch Library issues

#### 2-4 Year Campus

- Continue current 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

#### Solid Waste

- Keep ongoing review of usage and costs
- Continue to look for alternatives

### Management Review/Efficiencies

- The goal is continuous improvement
- County Council will support County Administrator's need for resources to meet this goal

### Fire and Rescue Service

- 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

### Complete Zoning

- Work with communities that desire zoning to ensure timely implementation of appropriate zoning

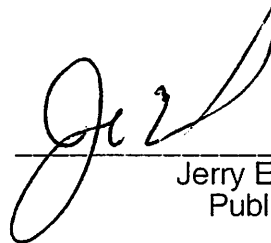
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**PUBLISHER'S AFFIDAVIT**

STATE OF SOUTH CAROLINA  
COUNTY OF OCONEE

IN RE:           Oconee County Council  
                    Retreat Special Meeting  
                    February 7, 2013

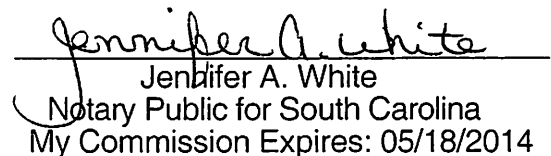
**BEFORE ME** the undersigned, a Notary Public for the State and County above named, this day personally came before me, Jerry Edwards, who being first duly sworn according to law, says that he is the Publisher of THE JOURNAL, a newspaper published Tuesday through Saturday in Seneca, SC and distributed in **Oconee County, Pickens County** and the Pendleton area of **Anderson County** and the notice (of which the annexed is a true copy) was inserted in said paper on January 5, 2013 and the rate charged therefore is not in excess of the regular rates charged private individuals for similar insertions.



---

Jerry Edwards  
Publisher

Subscribed and sworn to before me this  
7th day of January A.D. 2013



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Jennifer A. White  
Notary Public for South Carolina  
My Commission Expires: 05/18/2014







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Wayne McCall  
District II

Archie Barron  
District III

Joel Thrift  
District IV  
Chairman

Reg Dexter  
District V

.....LEGAL AD.....

**PLEASE ADVERTISE IN THE NEXT ISSUE  
OF YOUR NEWSPAPER**

Oconee County Council has scheduled a **Retreat Special Meeting** for **Tuesday, February 7, 2013 between 9:00 a.m. and 3:00 p.m.** *[or until discussion is completed]* which will be held in Council Chambers, Oconee County Administrative Offices, 415 S. Pine Street, Walhalla, SC for the purpose of discussing short and long term planning. The public are invited to attend to observe the meeting however an opportunity for public comment will not be offered at this meeting.



## Beth Hulse

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**From:** Beth Hulse  
**Sent:** Friday, January 04, 2013 9:53 AM  
**To:** Beth Hulse; classadmgr@upstatetoday.com  
**Subject:** Council 2013 Planning Retreat Meeting: 2/7/13  
**Attachments:** 010413 - CC Retreat 020713.doc

Please run at your earliest convenience.  
THanks.

### **Elizabeth G. Hulse**

#### **Clerk to County Council**

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