

Oconee County, South Carolina

PAVEMENT MANAGEMENT SYSTEM RESULTS



Overview

- Introduction
- Data Collection
- Network Characteristics
- Pavement Distresses
- Deliverables
- Budget Scenarios
- Summary

Introduction

History

- Established in 1994
- PEs, PhDs, GISPs on staff
- Over 150 cities & counties
- Exclusively city/county
- National provider

TECH
COLUMBUS

green
BUSINESS

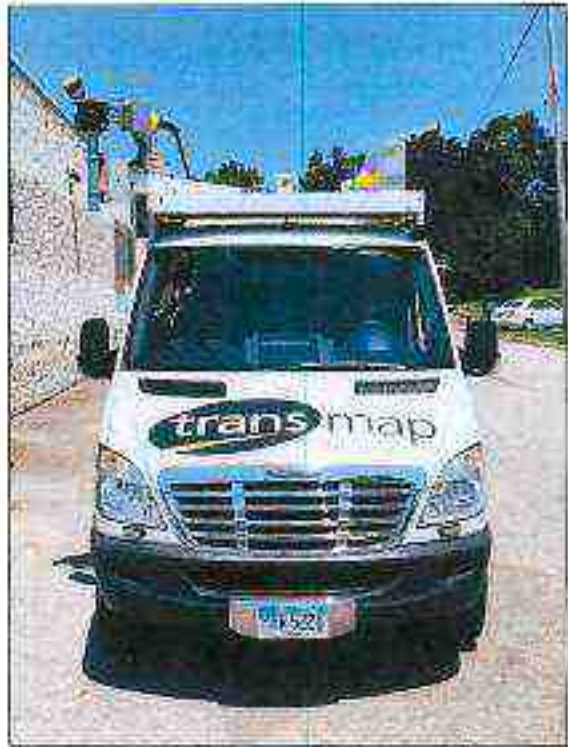
Services

- Pavement and Roadway Asset Management
- GIS Services
- System Integration



Data Collection

Laser Crack Measurement System (LCMS)



Crack Map



Crack Map 3D

ASTM Standard D-6433-11

- Collect 100 percent of your paved network
- ASTM sampling method to load distress data



Network Characteristics

Network Characteristics

- Total mileage of all paved streets is almost **500 miles**.
- Total Pavement Network Value considering the replacement cost of \$1.3 Million Dollars per mile equals **\$650M**.
- Total Distress Value/"Fix" Everything **\$20.9M**.

Network Characteristics

Road Group	Paved Length (Miles)	Length (%)	Surface Area (square yards)	Area (%)	Weighted Average PCI (2015)
Collector and Major Local	106	21%	1,197,416	21%	76
Minor Local and Other	392	79%	4,406,139	79%	78
Totals	498	100%	5,603,555	100%	78

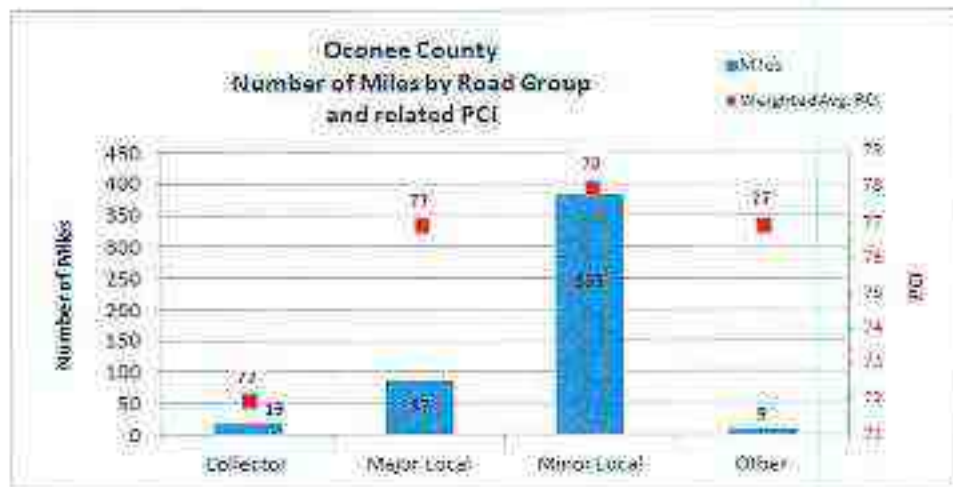
M&R Table: Category Ranges and Treatments, Miles and Costs, Asphalt Collector and Major Local

M&R Category	# of Miles	Expected Result	Unit Price (Sq. Yd.)	2016 Cost
Localized Preventative (PCI 81-100) Crack Seal	52.05	4 year stabilization	\$6.27	\$162,311
Global (PCI 61-80) Surface Treatments	36.36	6 year stabilization	\$3.40	\$1,386,799
Critical and Conventional (PCI 41-60) Mill in Place	14.97	Reset PCI=100	\$15.15	\$2,501,177
Reconstruction (PCI 0-40) Full Depth Reclamation	2.14	Reset PCI=100	\$19.00	\$412,483
Total	105.52			\$4,492,770

Asphalt M&R Table: Category Ranges and Treatments, Miles and Costs, Minor Local and Other

M&R Category	# of Miles	Expected Result	Unit Price (Sq. Yd.)	2016 Cost
Localized Preventative (PCI 81-100) Crack Seal	202.15	4 year stabilization	\$6.27	\$633,385
Global (PCI 66- 80) Surface Treatments	115.32	6 year stabilization	\$3.40	\$4,284,645
Critical (PCI 51-65) Simple Overlay	55.74	Reset PCI=100	\$12.40	\$7,480,388
Conventional (PCI 41-50) Mill in Place	13.98	Reset PCI=100	\$15.15	\$7,204,485
Reconstruction (PCI 0-40) Full Depth Reclamation	5.02	Reset PCI=100	\$19.00	\$974,928
Total	392.21			\$15,577,831

Number of Miles by Road Group and Related PCI



Pavement Condition Index (PCI)

Engineering terminology representing the surface condition of the pavement on a scale of 0 to 100

- PCI of 100 is a pavement in *perfect condition*
- PCI of 0 is a pavement that is *destroyed*

PCI Ranges and Treatments for Minor Local and Other

PCI	Treatment	Description
81-100	Crack Seal	Good
66-80	Surface Treatments	Satisfactory
51-65	Simple Overlay	Fair
41-50	Mill in Place	Poor
0-40	Reconstruction	Very Poor

Example PCI of 26 Spring Drive Reconstruction



**Example PCI of 41
Dewey Street Mill In Place**



**Example PCI of 51
Brewer Road Simple Overlay**



**Example PCI of 66
Lighthouse Road Global (Microsurface)**



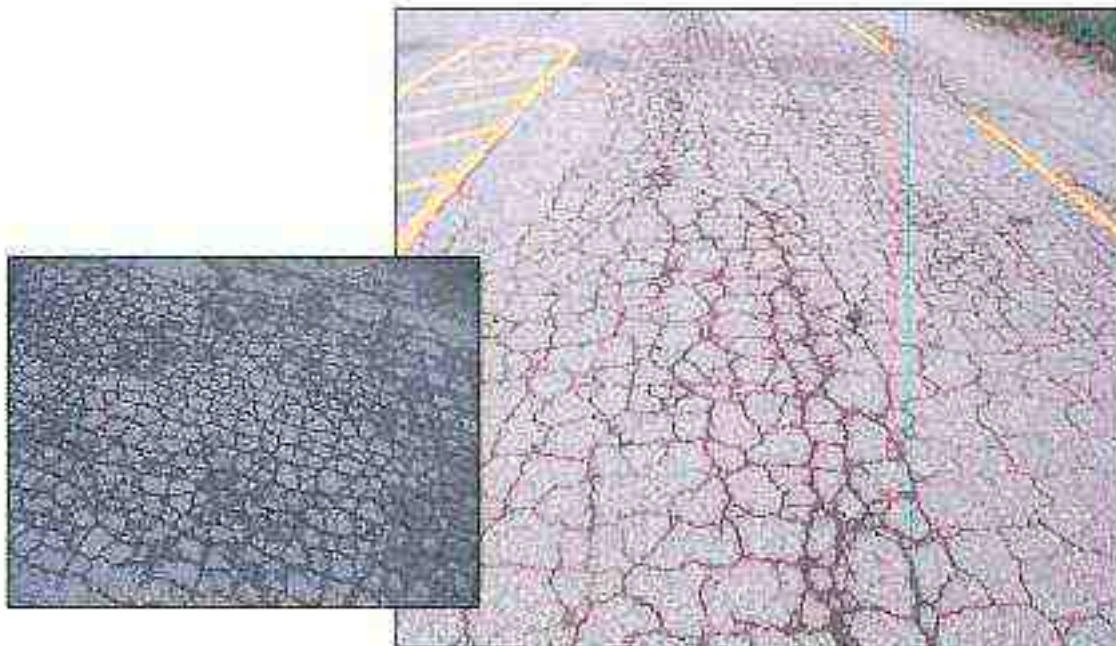
Pavement Distresses

Pavement Distress for Asphalt Pavement

Examples of Pavement Distresses Collected:

- Alligator Cracking
- Block Cracking
- Edge Cracking
- Lane/Shoulder Drop-Off
- Longitudinal Cracking
- Transverse Cracking
- Patching and Utility Cut Patching
- Polished Aggregate
- Potholes
- Rutting
- Weathering
- Raveling

Alligator Cracking



Block Cracking



Edge Cracking



Lane/Shoulder Drop-Off



Longitudinal Cracking



Transverse Cracking



Patching and Utility Cut Patching



Pothole



Rutting



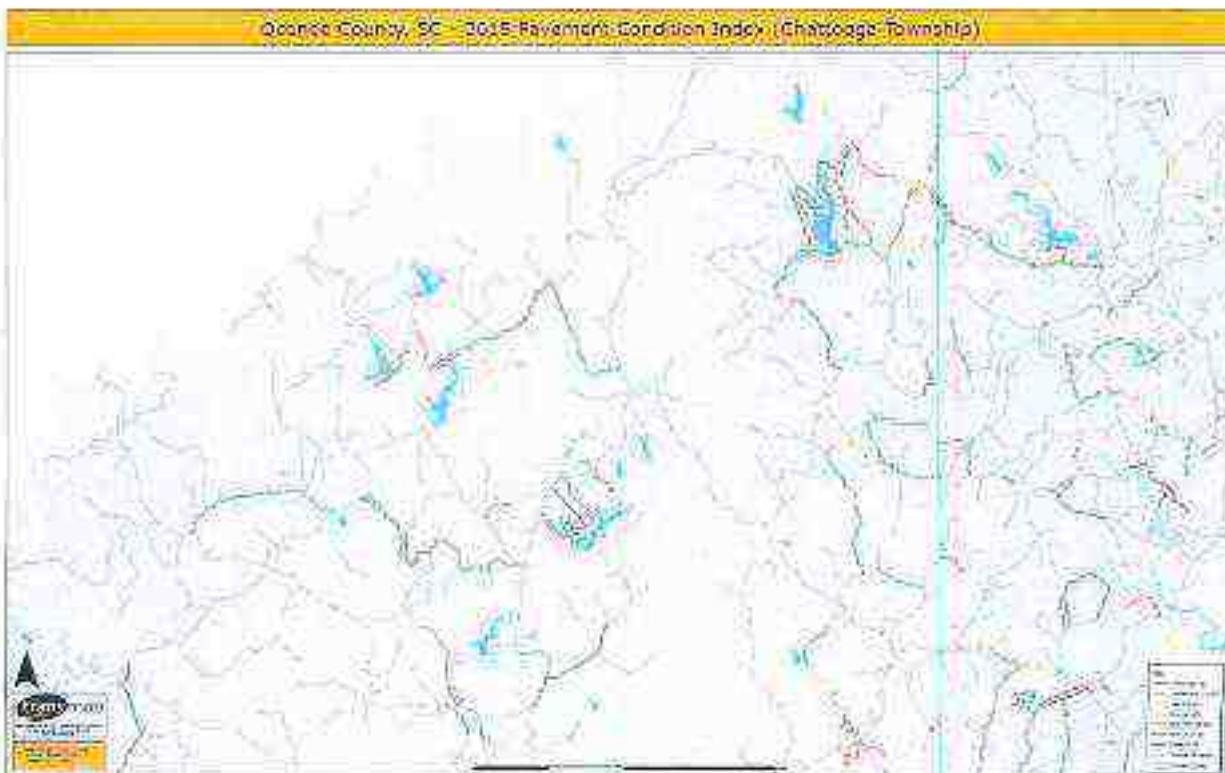
Weathering



Raveling



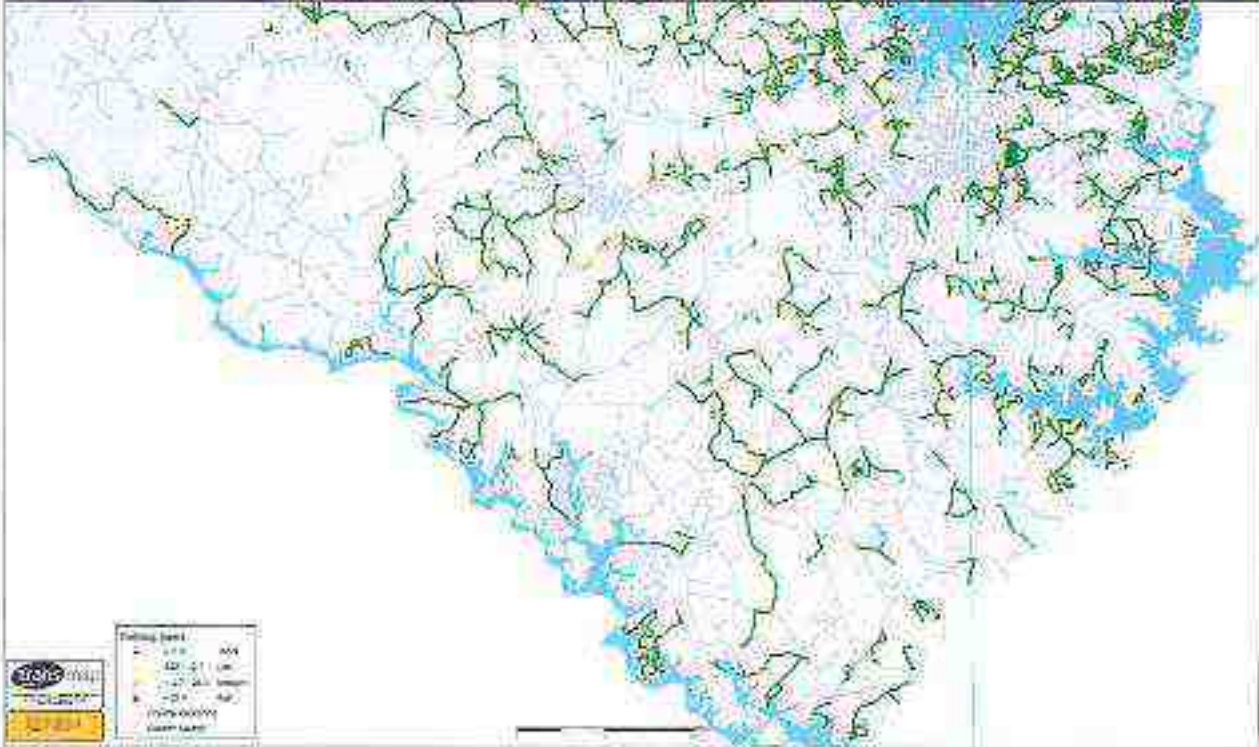
Deliverables



Oconee County, SC - 2015 Pavement Rutting (North)



Oconee County, SC - 2015 Pavement Rutting (South)



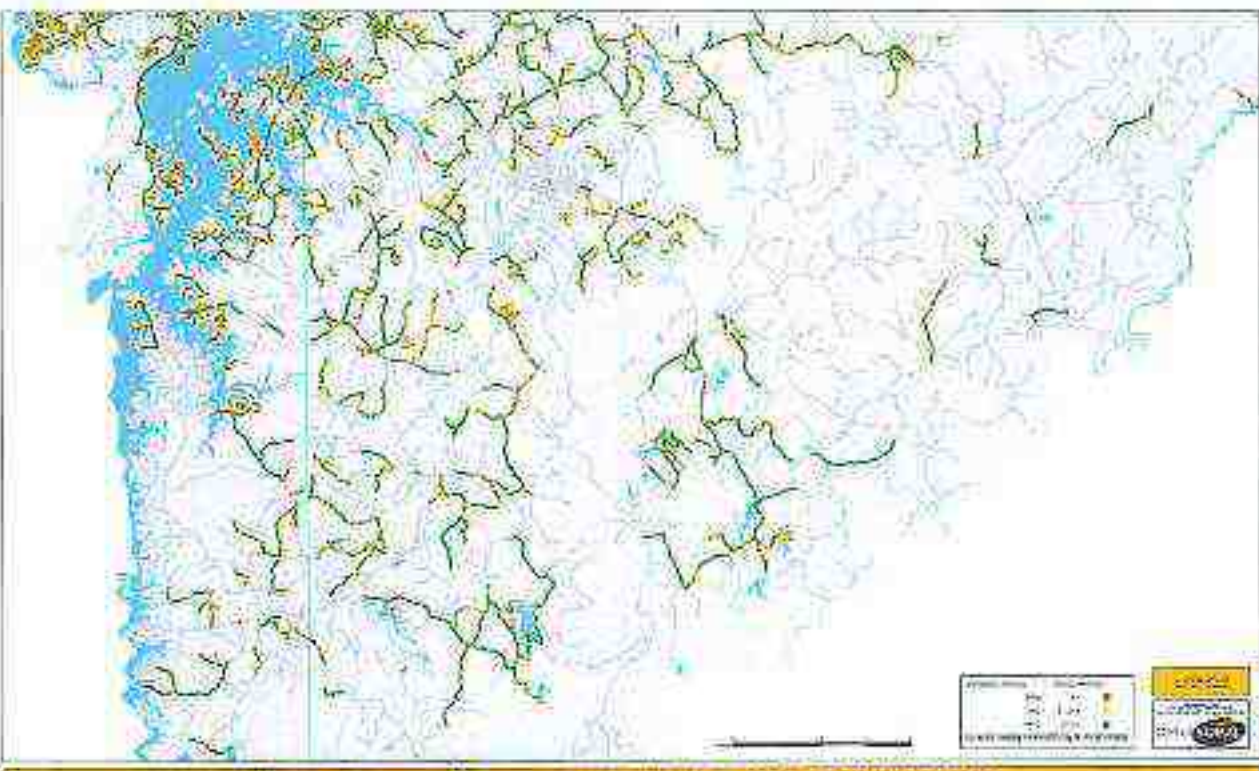


Image Database Short Street, Walhalla



Budget Scenarios

Budget Scenario #1: Annual Budget for Minor Local

Year	PCI	Annual Budget (Thousands)	Total Unfunded (Millions)
2016	78	\$611.3	\$12.2
2017	78	\$611.3	\$12.0
2018	78	\$611.3	\$11.9
2019	78	\$611.3	\$11.8
2020	78	\$611.3	\$11.8
Total		\$3.06 Million	\$59.7 Million

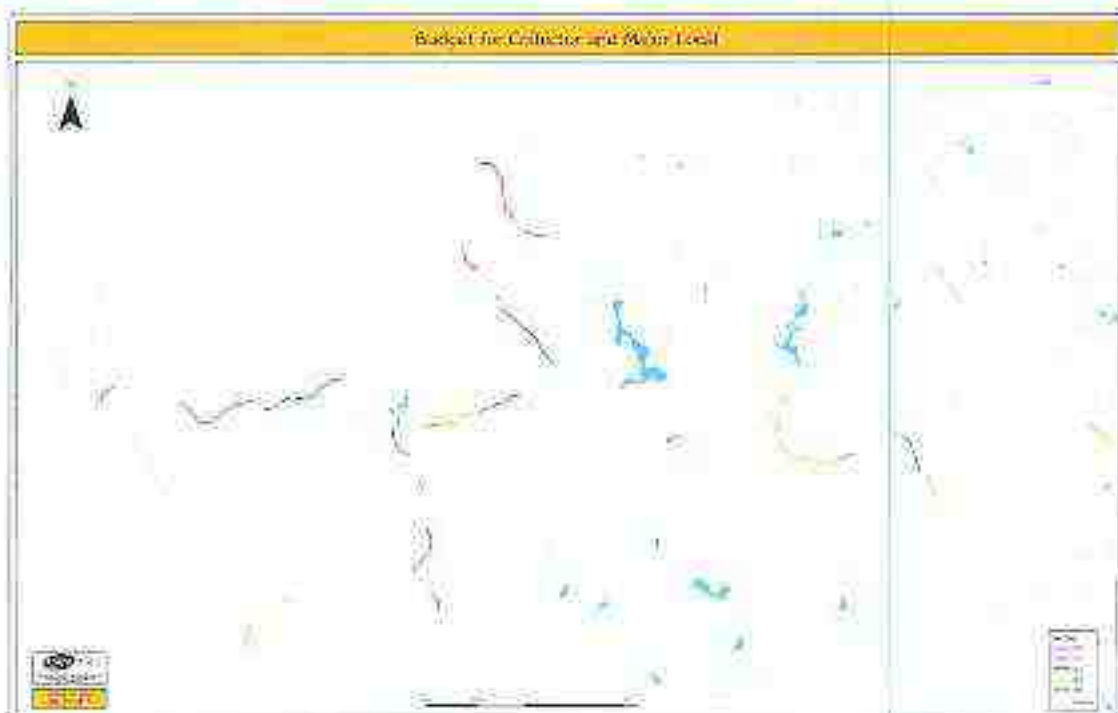
Minor Local and Other Scheduled Maintenance by Year



Budget Scenario #2: Annual Budget for Collector and Major Local

Year	PCI	Annual Budget (Thousands)	Total Unfunded (Millions)
2016	77	\$406.3	\$4.21
2017	77	\$406.2	\$4.24
2018	77	\$406.3	\$4.24
2019	76	\$406.3	\$4.27
2020	76	\$405.5	\$4.24
Total		\$2.03 Million	\$21.2 Million

Collector and Major Local Scheduled Maintenance by Year



Additional Cost to Widen Pavement to Meet Standards

Road Group	# of Miles Impacted	Total Cost to Widen
Collector	18	\$182,558
Major Local	76	\$614,853
Minor Local	159	\$1,191,472

Summary

- Overall, the pavements in Oconee County are in satisfactory condition.
- The annual budget to maintain the pavement at its current condition is approximately \$1.4M.
- Implementing a Pavement Management System provides the necessary tools to keep the higher scoring roadways at a high level of service.

APPENDIX A.***Public Use Kitchens in the Tri-County and Surrounding Region***

Business	Location	Website Description
DER Kitchen	Columbia, SC	DER Kitchen is a commercial kitchen for rent to culinary entrepreneurs. We provide an affordable solution to the space, time, and expense of owning a commercial kitchen of your own. We have two private kitchens (Catering Kitchen and Baking Kitchen); each commercially equipped, and permitted by the South Carolina Department of Health & Environmental Control (SCDEHEC).
Blue Ridge Food Ventures	Candler, NC	Blue Ridge Food Ventures is an 11,000-square-foot shared-use kitchen and natural products manufacturing facility that offers support in product development, guidance through the maze of government regulations, equipment for bottling and packaging, advice on marketing and label design, and much more.
Naked Kitchen	Greenville, SC	The goal of Naked Kitchen is to provide a quality commercial kitchen for rent to culinary entrepreneurs and instructors. The Naked Kitchen is an affordable, ideal solution for its members as compared to the complexities, time, and expense of owning or renting a kitchen of their own full time. The Naked Kitchen is commercially equipped and properly permitted by the South Carolina Department of Health and Environmental Control (SC DHEC), South Carolina Department of Agriculture (SC DOA), and City of Greenville.
SKR, Inc Kitchen Services	Moncks Corner, SC	SKR, Inc Kitchen Services has two DHEC kitchens available for lease/shared use. We have reasonable rates, 24/7 security, and lots of equipment.
Stecoah Valley Center Kitchen	Robbinsville, NC	A renovated old school cafeteria kitchen, this facility offers a new commercial kitchen that is available for public use. It is an NCDA inspected and Sanitation Graded facility featuring modern kitchen equipment and cooler or dry storage space. The kitchen may be used to prepare food for personal use, retail sale or catering purposes, make value-added agricultural products, teach or take a class, host your own party or a variety of other purposes



Local Food and Farm Assessment

Anderson, Oconee, and Pickens Counties South Carolina



April 2015

Local Food Research Center
ASAP (Appalachian Sustainable Agriculture Project)

306 West Haywood St.
Asheville, NC 28801

About ASAP

ASAP has been a national leader in the local food movement for more than a decade. ASAP's mission is to help local farms thrive, link farmers to markets and supporters, and build healthy communities through connections to local food. The organization's work includes a broad array of planning, communication, grassroots organizing, research, and advocacy in order to generate awareness of local farms and increase consumer demand for local food, develop the regional capacity to support local farms, expand the availability of locally grown food, and foster systemic change in agriculture and the food system.

www.asapconnections.org

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Public Shared-Use Commercial Kitchen Interest Assessment

RECOMMENDATIONS

Support Farmers and Local Food Production

Conduct a Cost-Benefit Analysis of Commercial Kitchen Facility Based on Feedback from Potential Users

Engage Community Members and Visitors with Local Farms and Food

Explore Collaborative Action

Expand the Knowledge Base Around your Community Food System

APPENDIX A

INTRODUCTION

This report was produced by ASAP (Appalachian Sustainable Agriculture Project) to inform TriCounty Technical College and the TriCounty Entrepreneurial Development Center on the needs of area agribusinesses and potential strategies for growing those that already exist, and for promoting the growth of more agribusinesses for the three counties of Anderson, Oconee, and Pickens South Carolina. These counties will be referred to throughout this report as the "Tri-Counties" or "project region." This report documents current food, farm, and agribusiness conditions, raises awareness of local food system opportunities emerging in the project region, and contributes to the TriCounty Technical College goal to develop an action plan for regionally directed economic growth.

The first three sections of this report focus on statistical data and analysis regarding food and farm conditions, food production trends, and consumption patterns for Anderson, Oconee, and Pickens counties. The last section of the report provides recommendations for strategic action and next steps for developing the local food, farm, and agribusiness sectors of the project region.

DESCRIPTION OF THE PROJECT REGION

The three counties of Anderson, Oconee, and Pickens are located in the Upstate of South Carolina, the westernmost part of the state and an area of abundant natural amenities including many lakes, rivers, state parks, heritage preserves, and designated wilderness areas.¹ The temperate climate and rich soils have enabled a long legacy of agricultural production.



Agribusinesses in the three counties benefit from the region's close proximity to the cities of Atlanta and Charlotte - cities with a combined population of over 8.6 million - both of which are easily accessed from the three counties via Interstate-85. The Upstate is currently the fastest growing area of South Carolina, in part due to the recent influx of new industry to the region including textiles, chemicals, and the automobile industry.² Still, agriculture and agribusiness play major roles in the region's identity

and economic vitality. For instance, Pickens County is home to Clemson University - South Carolina's land-grant and sea-grant university - and the headquarters of South Carolina's Cooperative Extension Offices. In addition, Anderson County ranks first in the state for production of cattle and calves, sheep and goats, and Oconee County ranks second in the state for broilers and other meat-type chickens.

Of the 385,515 residents living in the Tri-Counties, the majority (65 percent) are natives of South Carolina, and are predominantly of Irish, English, or German ancestry.³ An age breakdown of the

¹ <http://www.tricountysc.com/about-the-area/index.aspx>

² <http://www.ancountrysc.com/about-the-area/index.aspx>

³ Selected social characteristics in the United States, 2009-2013 American Community Survey 5-Year Estimates, American Factfinder

population shows that the median age of residents in Anderson and Oconee counties are relatively similar at 40.1 and 43.4 years of age respectively, but residents of Pickens are considerably younger with a median age of 34.9 years. The racial distribution in the three counties is fairly similar, with 80.5 percent of the population identifying themselves as White, followed by 11.5 percent Black, 3.4 percent Latino, and 1.3 percent Asian.

With an employment rate of 99 percent, the labor force in the three counties is in a strong position, with the majority of workers employed in: educational services, health care, and social assistance (21.7 percent); manufacturing (16.3 percent); or retail trade (10.6 percent). Less than one percent of the workforce in the three counties is employed in agriculture, forestry, fishing, hunting, and mining.¹ Median household income is similar among the three counties at an estimated \$41,579 in Anderson, \$41,394 in Oconee, and \$41,788 in Pickens. These median incomes are less than the State of South Carolina's median household income of \$44,163 and the national median household income of \$53,046.²

FARMING IN THE PROJECT REGION

According to the most recent U.S. Department of Agriculture (USDA) Census of Agriculture, which reports data from 2012, the Tri-County region is home to 3,109 farms and 4,642 farm operators. This is a four percent less in farms and operators from 2007 Census figures. The loss in farms mirrors a national trend: between 2007 and 2012 the Census of Agriculture reported a four percent drop in farm numbers for the country as a whole. Table 1 gives a breakdown of farm numbers and farm sizes in the Tri-County region from both the 2007 and 2012 censuses of agriculture. The table shows the predominance of small farms (farms smaller than 180 acres) for the three counties. For both 2007 and 2012, 87 percent of farms were under 180 acres in size. In comparison, the average farm size in the state of South Carolina was 189 acres in 2007 and 197 acres in 2012.

¹ Selected economic characteristics: 2009-2013 American Community Survey 5-Year Estimates: American Factfinder

² Selected economic characteristics: 2009-2013 American Community Survey 5-Year Estimates: American Factfinder

Table 1. Tri-County Farms by Size (2007 and 2012)

	2007	2012	% Change 07-12
Farms	3,283	3,109	-5.3%
Land in farms (acres)	295,121	271,952	-7.9%
Size of farm	2007	2012	% Change 07-12
1 to 9 acres	282	329	16.7%
10 to 49 acres	1,494	1,476	-1.2%
50 to 179 acres	1,091	919	-15.8%
180 to 499 acres	337	318	-5.6%
500 to 999 acres	60	51	-15.0%
1,000 acres or more	19	16	-15.8%

Table 1 shows the percentages of farm loss among the various farm size categories. With the exception of farms 1 to 9 acres, small farms experienced the greatest loss in numbers between 2007 and 2012. While farms 1 to 9 acres increased by 47 (+17 percent) between the two census years, farms of 10 to 179 acres fell in number by 190 (-7 percent) and farms over 180 acres by 31 (-8 percent).

Concurrent with this loss in farms was an eight percent loss of farmland between 2007 and 2012. The Census of Agriculture does not precisely detail the location of these losses, however Table 1 suggests the majority of these losses came from farms of 500 acres or more.

According to the 2012 Census of Agriculture, total combined agricultural receipts reported for Anderson, Pickens, and Oconee counties totaled over \$190 million, a small increase over the \$187 million reported in 2007. Looking at edible goods that could potentially contribute to the local food system, for 2012, 2.8 percent of total agricultural receipts came from the sale of fruits, vegetables, melons, and tree nuts; 81.5 percent came from the sale of livestock, poultry, and their products. This skew toward livestock sales is mirrored in the number of farms engaged in each type of production: less than ten percent of the project region's farms produced fruits and vegetables in 2012 while nearly half (49.4 percent) produced cattle, poultry, hogs, eggs, etc.



As the Census of Agriculture does not distinguish between farms that sell their products to local markets and those that do not, how many farms are producing these products for local markets is unclear. Undoubtedly, the bulk of these products are grown to sell to wholesalers and are not marketed for local consumption.

Though the Census does not reveal the number of farms engaged in local markets, it does report 192 farms (six percent of all farms) in the three counties sell their edible goods directly to customers via farmers markets, roadside stands, or through community supported agriculture.

(CSA's). The Census also reports 49 farms sell their goods directly to retail outlets like restaurants and institutions. According to the South Carolina Department of Agriculture's Certified South Carolina program, Anderson, Oconee, and Pickens counties are home to over 160 farms, nurseries, greenhouses, roadside stands, and businesses featuring products grown in the region and sold to local customers. Though a minority, these farms vending directly to local customers form the backbone of production for the region's developing local food system.

OPPORTUNITIES IN THE LOCAL MARKET FOR LOCAL FOOD

Despite national trends toward consolidation of the food system, other national trends demonstrate the growth of local, decentralized agribusiness markets. National market research by firms like the Hartman Group and JWT Advertising have tracked the shift in consumer demand to favor locally grown foods, as have organizations like the National Restaurant Association and the National Grocers Association who've named locally sourced foods top trends in 2013, 2014, and 2015.⁶



According to an August 2013 USDA news release, nationwide local food sales through direct and intermediate markets, worth an estimated \$1 billion in 2005, grew to \$4.8 billion in 2007 and reached nearly \$7 billion in 2012.⁷ To better understand how this national movement translates to the local level, the next section looks at the current balance between local food production and general food purchasing and consumption of residents in the Tri-Counties.

Evidence of the interest in local food in the Tri-County area is found in various studies and surveys conducted with residents and businesses, which document high and consistent demand for local food products. For example, in their 2012 study of South Carolina consumers, researchers Willis, Carpio, and Young found that the majority of their South Carolina

⁶ National Restaurant Association, "What's Hot in 2015? Discover new menu trends," National Restaurant Association News & Research, December 3, 2014,

<http://www.restaurant.org/News-Research/News/Whats-Hot-in-2015-culinary-forecast-predicts-top>

National Restaurant Association, "What's Hot in 2014: culinary forecast confirms sourcing, nutrition trends," Culinary Forecast Predicts Top Food and Drink Menu Trends," National Restaurant Association News & Research, December 3, 2013, <http://www.restaurant.org/News-Research/News/Whats-Hot-in-2014-culinary-forecast-confirms-sour>

National Restaurant Association, "National Restaurant Association's "What's Hot in 2013" Culinary Forecast Predicts Top Food and Drink Menu Trends," National Restaurant Association News & Research, December 4, 2012,

<http://www.restaurant.org/Pressroom/Press-Releases/Whats-Hot-in-2013-Culinary-Forecast>

National Grocers Association, "2013 National Grocers Association Supermarket Gains Consumer Panel Survey," National Grocers Association, August 23, 2012,

<http://www.nationalgrocers.org/resource-center/nga-research/consumer-panel-survey>

⁷ "USDA Celebrates National Farmers Market Week, August 4-10," USDA Office of Communications, News Release No. 015513, accessed October 31, 2013,

<http://www.usda.gov/wps/portal/usda/cslar/adialb/contentid=2013/08/0155.xml&printable=true&contentidonly=true>

participants prefer locally grown products to out-of-state products.⁸ Another 2013 study by Ken Meter and Megan Philips Goldenberg, who interviewed 150 local food system leaders in South Carolina, found nearly twenty “food nodes,” or businesses that focus on the aggregation and distribution of local foods for area restaurants, grocery stores, educational institutions, and wholesalers. These findings, combined with the very visible and successful state local food branding campaign, Certified SC Grown, clearly suggest that the opportunities to ramp up local food production for local markets is ripe for entrepreneurs in Anderson, Pickens, and Oconee counties.

Local Food Production and Consumption Estimates

No matter how large the demand for locally grown foods, there is an upper limit to the amount of local product residents, visitors, and businesses can purchase from regional growers based on climate and soil-related limitations. Local farmers cannot supply 100 percent of the produce desired by local customers, because they cannot efficiently grow bananas, pineapple, or lemons, for example, no matter how much local food infrastructure is improved. They can, however, grow 23 different types of fruits and vegetables that account for over 56 percent of the fresh fruits and vegetables most frequently and regularly consumed by the region’s residents.

Table 2 shows production and consumption estimates for these 23 fresh fruits and vegetables. The column labeled “Acres in Production” shows the current capacity for the production of these goods as of 2012. The column titled “Sufficient to Satisfy (x)% of the Local Population” is a calculated estimate, based on per capita consumption of each fresh food item by residents, of the approximate amount of local demand that could be satisfied by local production.

⁸ David B. Willis et al., “Consumer Willingness to Pay for Locally Grown Produce Designed to Support Local Food Banks and Enhance Locally Grown Producer Markets,” *Journal of Agriculture, Food Systems, and Community Development* 15 (2013).

Table 2. Tri-County Fruit and Vegetable Production (2012)

	Acres in Production ⁹	Sufficient to Satisfy (x)% of the Local Population ^{10, 11}
Apples	183	100%
Beans, snap	142	250%
Blackberries	18	900%
Blueberries	61	100%
Broccoli	1	1%
Cantaloupes	19	100%
Cucumbers and pickles	15	30%
Garlic	2	3%
Grapes	56	30%
Okra	4	120%
Onions, dry	1	1%
Peaches	80	115%
Pears	8	40%
Pecans	100	60%
Peppers, bell	1	1%
Potatoes	17	3%
Raspberries	4	30%
Squash	5	20%
Strawberries	13	10%
Sweet corn	175	725%
Sweet potatoes	5	15%
Tomatoes	119	60%
Watermelons	21	30%

What is clear from Table 2 is that for some of the fresh fruits and vegetables grown in the region, there is significantly more demand (consumption) than supply (production). For certain produce items, however, regional production levels far surpass regional consumption levels.

Table 3, like Table 2, shows a comparison of current consumption rates versus area production volumes for selected animals and their edible products. As with many of the fruits and vegetables, most meat products are being produced in quantities much lower than regional demand, except for chicken which is produced in quantities much larger than what the local population consumes per year.

⁹ Cynthia Clark, ed., "2012 Census of Agriculture," National Agricultural Statistics Service United States Department of Agriculture (2014).

¹⁰ "Crops Highs & Lows Stocks & Storage: Biotech Varieties Floriculture County Estimates," North Carolina Department of Agriculture (2010), http://www.ncagr.gov/stats/2010AgStat/Page057_082.pdf.

¹¹ Jeanine Bentley and Jean C. Buzby, "ERS Food Availability (Per Capita) Data System (FADS)," (2013), [http://www.ers.usda.gov/dataproducts/food-availability-\(per-capita\)-data-system.aspx#.UnkVy_IPIOE](http://www.ers.usda.gov/dataproducts/food-availability-(per-capita)-data-system.aspx#.UnkVy_IPIOE).

Table 3. Tri-County Meat and Dairy Production (2012)

	Number of Animals ¹²	Sufficient to Satisfy (x)% of the Local Population ^{13, 14}
Beef cows	19,638	60%
Chickens	41,436,291	1,200%
Hogs	1,191	2%
Turkeys	62	<0.1%

Though Tables 2 and 3 show large quantities of food produced in the region, as stated previously, a large majority of these products are not marketed to local residents but are sold to outside markets through complex national and global food supply chains. The challenge for local food system developers is to first increase awareness and demand for food produced locally. At the same time, there needs to be an effort to research and understand the intricacies of the food system so that stakeholders can conduct strategic interventions that boost the capacity of local producers to grow for and supply local consumers through local markets.

Resident Food Consumption and Spending

This section focuses on fresh produce consumption. Fresh produce requires little processing and is therefore more easily produced and marketed through local marketing channels.¹⁵ For this reason, a focus on fresh produce consumption and production will yield the most practical assessment of the potential for immediate local food system expansion in the project region.

Based on 2013 population estimates, the residents of Anderson, Oconee, and Pickens counties spend over \$941 million on food each year. Regional estimates indicate that the average household in the southern U.S. spends 60 percent of total food expenditures on food consumed at home and the remaining 40 percent on food consumed away from home. For the project region this figure breaks down to \$560 million spent on food consumed at home and \$380 million spent on food consumed away from home.

Looking at Table 4, in 2012 the estimated retail value of resident spending in the project region on a selected variety of fresh fruits and vegetables that can be grown in the region totaled \$50.3 million dollars or about five percent of total food purchasing. For comparison, farms in the project region produced an estimated retail equivalent of just under \$26 million dollars of the same fresh fruit and vegetable products. The difference between \$50.3 million dollars in fresh

¹² Cynthia Clark, ed., "2012 Census of Agriculture," National Agricultural Statistics Service United States Department of Agriculture (2014).

¹³ "Crops Highs & Lows Stocks & Storage: Biotech Varieties Floriculture County Estimates," North Carolina Department of Agriculture (2010), http://www.ncagr.gov/stats/2010AgStat/Page057_082.pdf.

¹⁴ Jeanine Bentley and Jean C. Buzby, "ERS Food Availability (Per Capita) Data System (FADS)," (2013), [http://www.ers.usda.gov/dataproducts/food-availability-\(per-capita\)-data-system.aspx#.UnkVy_IPIOE](http://www.ers.usda.gov/dataproducts/food-availability-(per-capita)-data-system.aspx#.UnkVy_IPIOE).

¹⁵ Steve Martinez et al., "Local Food Systems: Concepts, Impacts, and Issues," USDA Economic Research Service (2010): 97, http://www.ers.usda.gov/media/122868/err97_1_.pdf.

produce spending and the retail value of \$26 million dollars of local production represents an opportunity for the expansion of local fruit and vegetable production and local food sales in the Tri-County region.

Table 4. Tri-County Estimated Retail Value of Resident Spending on Select Food Products and of Current Farm Production (2012)

	Estimated retail value of resident consumption	Estimated retail value of current farm production
Apples	\$6,000,000	\$6,000,000
Beans, snap	\$600,000	\$1,600,000
Blackberries	\$110,000	\$980,000
Blueberries	\$1,900,000	\$1,700,000
Broccoli	\$2,000,000	\$10,000
Cantaloupes	\$104,000	\$105,000
Cucumbers and pickles	\$1,400,000	\$390,000
Garlic	\$960,000	\$30,000
Grapes	\$3,380,000	\$950,000
Okra	\$248,000	\$290,000
Onions, dry	\$3,170,000	\$30,000
Peaches	\$1,040,000	\$1,200,000
Pears	\$900,000	\$330,000
Pecans	\$780,000	\$490,000
Peppers, bell	\$2,340,000	\$20,000
Potatoes	\$5,790,000	\$180,000
Raspberries	\$810,000	\$260,000
Squash	\$1,370,000	\$230,000
Strawberries	\$3,490,000	\$380,000
Sweet corn	\$373,000	\$2,700,000
Sweet potatoes	\$530,000	\$70,000
Tomatoes	\$12,500,000	\$7,600,000
Watermelons	\$547,000	\$160,000

Food Dollar Considerations

The percentage of each dollar spent on food that goes to the farmer who produced it differs depending on where food is purchased. For instance, if a farmer sells a product directly to a consumer – at a farmers market, through a CSA, or at a roadside stand – the farmer retains all earnings from that product (though they may have more costs in labor and marketing, for example). On the other hand, in the case of grocery store spending, an average of only \$0.18 of every dollar spent on food goes to the farmer. The rest of the dollar pays for the processing, energy, packaging, advertising, salaries, and other expenses that went into getting the product from the farm to the shopper’s grocery bag. In addition, the average proportion of the food dollar a farmer receives varies by product. For example, farmers retain an average of \$0.28 for every

dollar spent on fresh fruits and vegetables but only \$0.17 for processed fruits and vegetables (like canned fruit or juice).¹⁶

For away-from-home spending, including food purchases at restaurants, hospitals, parks, workplaces, etc., the average proportion of each food dollar that goes to the farmer decreases significantly to just \$0.03. The majority of the food dollar that makes up away-from-home spending goes toward labor (\$0.74).



In terms of the local economy, these food dollar figures mean that significant percentages of every retail dollar spent in a local restaurant or grocery store may already be in the local economy in the form of payroll for local employees. Accordingly, calculations of the economic impact of localizing food systems need to be grounded in food dollar economics. While localizing a community's food system will affect the local economy, transitioning to a more locally based food system will not shift the entire food dollar; much of that is already present in the form of community wages. Nevertheless, there are financial benefits that

can accrue to local producers and locally owned businesses with the development of local market opportunities.

The impacts of consumer food spending on the local food and farm economy lies in the potential of local sales to increase returns to individual farmers and to keep more of the food dollar with locally owned businesses. Since demand for food stays relatively constant (i.e., there is only so much food people can eat), the primary way for food producers to increase their proportion of earnings is to take over other sectors of the food dollar. For example, in the case of direct marketing, a producer grows, transports, packages, markets, and sells his or her own product and, accordingly, is able to retain 100 percent of the food dollar. In this way, producers can capture a larger proportion of the food dollar by strategically marketing their products to the local population of consumers and food businesses and can earn greater returns for their products. Likewise, locally owned businesses keep a higher percentage of the food dollar in the local economy by not exporting a percentage of their profits to parent companies that may not be located within the region.

There are benefits other than direct economic impact that accrue to both farms and communities when food systems become localized in the form of improved health, support for local businesses, community vitality and resilience, open space, quality of life, etc. When people become knowledgeable about the food system and begin to understand where their food comes from, extra-economic factors like these are more likely to be elevated and to inform consumer purchases and the price they are willing to pay to uphold these benefits.

¹⁶ Randy Schnepf, "Farm-to-Food Price Dynamics," Congressional Research Service (Washington DC: 2013). www.fns.org/sgp/crs/misc/R44621.pdf

Public Shared-Use Commercial Kitchen Interest Assessment

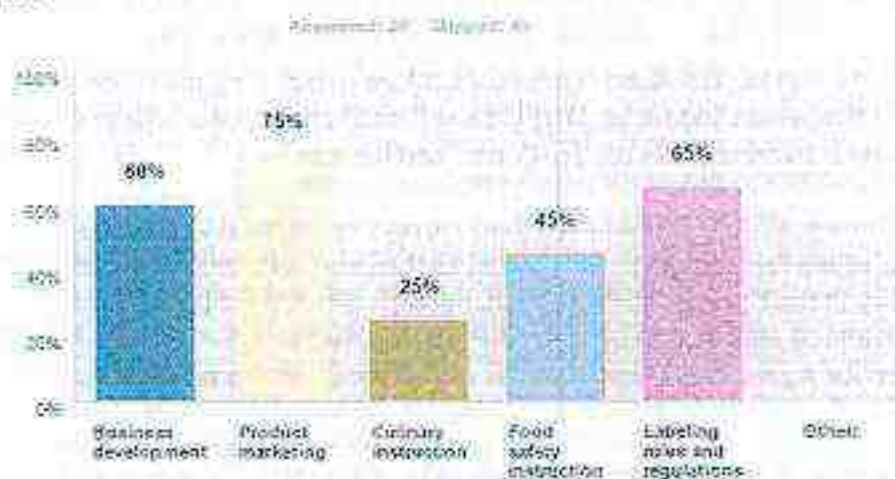
For local food system development initiatives, public shared-use kitchens can become regional sites for commercial food enterprises, incubation programs, as well as a place to aggregate, process, and distribute local food products. The 2012 Census of Agriculture reports 126 farms in the three counties that produce and sell value-added products and 19 farms with on-farm packaging facilities. To better understand the needs and options for expanded value-added production in the region, TriCounty Technical College is exploring the economic feasibility of establishing a public-use, industrial, DHEC compliant kitchen on the college campus to be used by agribusiness entrepreneurs in the Tri-County service area.

In support of this goal, ASAP conducted three surveys of potential kitchen stakeholders to assess current value added food production, potential kitchen use, and demand for access to a new kitchen facility in the Upstate. The stakeholder groups targeted for the surveys included local farmers, agricultural informants such as cooperative extension agents, farmers market managers, and Farm Service Agency representatives, as well as local small businesses currently engaged in value-added food production. While the surveys were structured for three audiences, the results demonstrate a great deal of overlap. Key findings from the three surveys include:

- *Tri-County farmers and food entrepreneurs are interested in public use commercial kitchen* - 70 percent of surveyed farmers and 64 percent of surveyed food entrepreneurs expressed interest in using a public kitchen located at TriCounty College.
- *Tri-County farmers and food entrepreneurs see price as a major obstacle for using commercial kitchens* - When asked how much money they would be willing/able to spend to use the TriCounty kitchen, on average farmers were willing to pay \$18.15 and food entrepreneurs \$21. Research conducted for this project found that public kitchens within and surrounding the Tri-Counties charge anywhere from \$15 to \$60 per hour for the use of their facilities with most charging \$20 per hour or more, potentially putting the price of using these kitchens out of range for many of the farmers who participated in the survey.
- *Tri-County farmers and food entrepreneurs believe they would benefit from training around value-added food production* - In addition to the facility itself, survey participants are interested in additional services at the kitchen including trainings on product marketing, labeling rules and regulations, and business development. The breakdown of farm stakeholder preferences for additional services can be seen in Figure 1.

Figure 1. Tri-County Farmer Survey responses to “What type of related training would be of benefit to you?”

17. What type of related training would be of benefit to you? Mark all that apply: (20 responses)



	Response Percent	Response Count
Business development	60%	12
Product marketing	75%	15
Culinary instruction	25%	5
Food safety instruction	45%	9
Labeling rules and regulations	65%	13

- *Tri-County farmers and food entrepreneurs see lack of support and awareness for local food and regulations/policies as key barriers to value-added business expansion* - When asked what they perceive to be the greatest barriers to local food and agribusiness in the Upstate, participants from the three surveys most frequently cited expensive and complicated rules and regulations (e.g., GAP or business licensing) as well as a lack of local food purchasing and support by area residents and businesses.

RECOMMENDATIONS

This section discusses a number of key areas of opportunity for local food systems development in the project region. The recommendations presented are options, and some are more easily implemented than others. Given regional priorities and resources, stakeholders in Anderson, Pickens, and Oconee counties must decide which recommendations are appropriate for implementation.

Support Farmers and Local Food Production

In the context of a developing local food economy, providing farms and food entrepreneurs with support is essential. Supplying local food products to residents in the Tri-County region will require a diversity of farms (defined by size and production capacity, products grown or raised, farm infrastructure, etc.) to supply a diversity of market outlets with different requirements.

Small farms in the region – from 1 to 49 acres – are emerging in an environment of increasing demand for locally-grown food and interest in experiencing local agriculture. Small farms, in particular, are well positioned to be innovative and respond to the demands of the local market. Often relying on direct sales, small farms supply their products to residents and visitors via farmers markets, CSAs, roadside stands, and small independent businesses. At the same time, the data show that a large proportion of the region's small farms are losing money. According to the 2012 Census of Agriculture, the average net farm income for producers in the three counties was \$2,436 in Anderson County, \$19,918 in Oconee County, and a loss of \$5,721 in net income in Pickens County. While the emergence of small farms offers a promising countertrend to the loss of larger scale farms in the region, the increase will only be maintained if farms can become and stay successful and profitable.



Mid-sized and larger scale farms (50+ acres) have the production capacity to reach larger retail markets like grocery stores and schools. These farms are also important to a developing local food system, because they are able to supply the markets where the majority residents and visitors purchase food. The data, however, show that in the project region the number of farms in these categories are declining.

Both farmers and food entrepreneurs need a combination of skills, resources, and support to access the opportunities in local markets for local food products successfully. They need training and expertise in business and market planning to effectively diversify their businesses and to market their products locally. Both farmers and value-added food businesses need to understand industry standards for different types of local market outlets: packaging, labeling, food safety requirements, distribution, quality standards, trace-back standards, etc. Furthermore, farmers and

food business entrepreneurs need assistance determining what types of market outlets are a good match for the capacity of their production. For retail, wholesale, and institutional outlets in particular, farmers need assistance developing relationships with buyers and information specific to market requirements and desires. This combination of assistance provides farmers with the support needed to make decisions and implement practices based on careful planning. Decisions based in planning reduce risk and increase the likelihood that strategies are successful.

Many agencies already exist in the Upstate to support farms and businesses in meeting market requirements and are outlined in Table 5. It is important that community organizers, funders, residents, the business community, and local government support such agencies in their work. For TriCounty Technical College and the TriCounty Entrepreneurial Development Center in particular, support of these agencies might include partnering to provide outreach and promotion of education and training opportunities provided by support agencies, or advocating for continued funding of organizations conducting training and technical support work.

Table 5. Upstate Agriculture and Agribusiness Education and Training Providers

Organization	Services
Cooperative Extension	The Clemson Institute for Economic + Community Development (CIECD) has a wide variety of programs and workshops that help agribusiness operators explore ways to increase the profitability of their agribusiness
Farm Service Agency (FSA)	The State and County Office Coordinators serve as primary Points of Contact for FSA's state/local outreach initiatives and activities. Activities may include workshops, presentations, trainings and seminars, with specific targeted program outreach to traditionally underserved groups
South Carolina Farm Bureau	The Young Farmer & Rancher (YF&R) Program provides members, ages 18 - 35, with an opportunity to hone their skills to prepare them for leadership roles with Farm Bureau as well as within other organizations in their county and on the state and national levels.
CFSA (Carolina Farm Stewardship Association)	CFSA works to increase knowledge of and commitment to organic, local, and sustainable food and agricultural systems – among farmers, the general public, and other stakeholders. CFSA signature events and programming includes workshops and regional conferences, including the Sustainable Agriculture Conference and the Organic Commodities & Livestock Conference, to train farmers how to grow food organically and develop successful farm businesses; farm tours to create meaningful field-to-table connections between consumers and local farms; and the Growing Green Farmers initiative to provide targeted education and assistance to new and beginning farmers.
South Carolina Future Farmers of America Association	The South Carolina FFA Association is affiliated with the National FFA Organization, the agricultural education student organization. This organization is designed to provide premier leadership, career success and personal growth. FFA activities are linked to high-quality

	agricultural education curriculum. Career development events, awards programs, community service projects, and leadership activities strengthen instruction by providing a real-world context for learning. The knowledge and skills students develop through the FFA prepare them for life and future careers.
South Carolina Young Farmer and Agribusiness Association	The South Carolina Young Farmer and Agribusiness Association is an organization of students enrolled in adult agricultural education programs. Activities are designed to provide continuing education, leadership development, community service, and group benefits for its membership. Events such as state convention, contests and awards, and tours add to the value of the local agricultural continuing education component. The state association is affiliated with the National Young Farmer Education Association.

Conduct a Cost-Benefit Analysis of Commercial Kitchen Facility Based on Feedback from Potential Users

This research project has shown that farmers, agribusinesses, and food entrepreneurs in the Upstate are interested in using a kitchen facility on the TriCounty campus. When asked about their interest in using such a facility, combined, 69 percent of survey participants said “definitely yes” or “possibly yes.” Survey participants are most interested in producing value-added bakery items, jams/jellies, sauces/salsas, and chilled or frozen fruits and vegetables at the kitchen. They also foresee using the facility every month of the year with the greatest concentration of use occurring in the summer and fall months (June through October). Both groups also indicated that in addition to using the facility they desired additional training for their value-added businesses, including instruction on product marketing, labelling rules and regulations, business development, culinary instruction, and more.

However, survey participants noted that the expense of renting kitchen space as a potential barrier to kitchen use and value-added business expansion. On average, farmer survey participants said they were able to spend an average of \$18 per hour to use a kitchen facility; area food entrepreneurs were willing to pay a bit more at an average of \$21 per hour. The fee potential customers would be willing to pay to use a new facility, especially if that facility is to offer training and other services, should guide thinking around the financial feasibility of a kitchen on the TriCounty campus. Accordingly, a comprehensive and detailed financial assessment of a kitchen facility is required for leaders at TriCounty Technical College and the TriCounty Entrepreneurial Development Center to make a fully informed decision.

In addition, interest in a new shared-use kitchen facility is not isolated to the TriCounty project. The Catawba Regional Local Food Coalition and Clemson University are currently conducting a study to determine the feasibility of a food business incubator facility.¹⁷ According to the project’s website, “[t]his food business incubator could house a commercial kitchen, packing

¹⁷ Boyles, Ben. Kitchen Incubator Study - Want to Start Your Own Food Business?. Clemson Cooperative Extension, Clemson, SC. <http://www.clemson.edu/extension/communitysurvey.html>.

machinery, freezers, etc., plus warehouse space for [interested parties] to rent as needed.¹⁸ Therefore assessing the feasibility of establishing a kitchen on the TriCounty campus should include a meeting to discuss the Catawba Regional Local Food Coalition and Clemson University project and see where project activities could be aligned and merged.

The fact that there are multiple players interested in developing a public kitchen space in the Upstate indicates the need for a thorough understanding of the circumstances that could affect a new kitchen's potential.

Engage Community Members and Visitors with Local Farms and Food

Citizens who actively participate in and understand local agriculture will become advocates for local food and farms and will provide the foundation for continued development of the region's food system. Rich learning environments focused on local food and experiential instruction also promote healthy eating and positive associations with healthy food, leading to lifelong healthier eating and lifestyle habits. Surveys of the region's local food and farm stakeholders found that both farms and agricultural key informants believe community support for local food and farms could be strengthened. Lack of local food purchasing and support by area residents and businesses was identified as a key barrier to local food and agribusinesses in the Upstate.

Farm to school, farm tours, farmers markets and CSAs, food and farm festivals, cooking demonstrations, public gardens, and public awareness campaigns are all mediums for bringing farmers and consumers into contact, increasing consumer knowledge and awareness of where food comes from, how it is produced, the impacts of the food system on communities and the environment, and the relationship between food and personal health. Accordingly, funding and other kinds of support for regional programs that offer these kinds of activities, resources, and educational materials to community members is essential.

In addition to local residents, tourists to Anderson, Oconee, and Pickens counties should be engaged in local food and farm-based activities as a way to maximize the area's asset-based heritage tourism opportunities. In 2013 visitors to the three counties spent an estimated \$91 million on food and beverages, signifying tremendous opportunity for efforts geared around promoting and further developing the region's local food and agribusiness economy.¹⁹

There may be a need for expanded or differentiate market promotion among tourists, encouraging them to visit area farmers markets and farms. Increasing the variety and quantity of processed farm products for direct sale is another way to include tourists in local food promotion effort. A variety of efforts to increase agritourism in the area is already underway, such as the

¹⁸ Boyle, Ben. Kitchen Incubator Study - Want to Start Your Own Food Business?. Clemson Cooperative Extension, Clemson, SC. <http://www.clemson.edu/extension/community/survey.html>

¹⁹ U.S. Travel Association, "The Economic Impact of Travel on South Carolina Counties 2013", prepared for the South Carolina Department of Parks, Recreation & Tourism, Washington, D.C. August 2014.

<https://www.scprtc.com/files/Research/SC%202013%20EIM%20Report.pdf>. The report estimates total visitor spending in the three counties for 2013 to total \$306.41 million. The report further estimates that foodservice makes up 29.7 percent of all travel expenditures. \$306.41 million multiplied by 29.7 percent yields \$91 million in visitor food spending.

annual South Carolina Foothills Heritage Fair, the Bart Garrison Agricultural Museum of South Carolina, and Calyx Farms and Little Cane Creek Farms, which operates on-farm tourism activities. The continued support of these types of efforts will further embed local food and agriculture into the fabric of community life in the Tri-Counties and contribute to the sustained success of the area's farms.

Explore Collaborative Action

Transforming a complex system requires an intense amount of investigation, exploration, and innovation. And working in a complex system requires that results be shared across broad groups in order to see the effects of actions taken. Taking collaborative action builds capacity to work and learn together, while also advancing a shared understanding of how the community food system works and what it needs to grow. Collaboration does not require a formal, organized project; networks of organizations and people can effectively provide a means for ad hoc groups to take initiative and try something.

Some key questions to consider when looking for opportunities to explore collaborative action and a collaborative network include:

- Who in our community is already working to improve the food system?
- Where are there gaps? Overlaps?
- Who are the diverse voices we need to bring to the table?
- Where does it make sense for a network to focus efforts to inspire, enable, and support work that is being done?

Expand the Knowledge Base Around your Community Food System

For a local food system to successfully meet the needs of local people, it is essential that stakeholders be familiar with available research and information related to issues/priority topics, such as food production, markets, infrastructure capacity, and food access. As a center of community knowledge and education, it is important that entities like TriCounty Technical College and the TriCounty Entrepreneurial Development Center create opportunities for individuals and groups to share research, assessment, or knowledge gleaned through joint reflection on collaborative experience. Adopt as a practice building time for joint reflection on shared experience into meetings and projects to ensure communication of "lessons learned" to others working on community food systems across the community and region. When collaborative learning takes place, communities become better informed about what to do next. In this way, collaborative learning is an underpinning of the process of local food system development, providing a foundation for future actions that will help strengthen the system.

APPENDIX A.***Public Use Kitchens in the Tri-County and Surrounding Region***

Business	Location	Website Description
DER Kitchen	Columbia, SC	DER Kitchen is a commercial kitchen for rent to culinary entrepreneurs. We provide an affordable solution to the space, time, and expense of owning a commercial kitchen of your own. We have two private kitchens (Catering Kitchen and Baking Kitchen); each commercially equipped, and permitted by the South Carolina Department of Health & Environmental Control (SCDEHEC).
Blue Ridge Food Ventures	Candler, NC	Blue Ridge Food Ventures is an 11,000-square-foot shared-use kitchen and natural products manufacturing facility that offers support in product development, guidance through the maze of government regulations, equipment for bottling and packaging, advice on marketing and label design, and much more.
Naked Kitchen	Greenville, SC	The goal of Naked Kitchen is to provide a quality commercial kitchen for rent to culinary entrepreneurs and instructors. The Naked Kitchen is an affordable, ideal solution for its members as compared to the complexities, time, and expense of owning or renting a kitchen of their own full time. The Naked Kitchen is commercially equipped and properly permitted by the South Carolina Department of Health and Environmental Control (SC DHEC), South Carolina Department of Agriculture (SC DOA), and City of Greenville.
SKR, Inc Kitchen Services	Moncks Corner, SC	SKR, Inc Kitchen Services has two DHEC kitchens available for lease/shared use. We have reasonable rates, 24/7 security, and lots of equipment.
Stecoah Valley Center Kitchen	Robbinsville, NC	A renovated old school cafeteria kitchen, this facility offers a new commercial kitchen that is available for public use. It is an NCDA inspected and Sanitation Graded facility featuring modern kitchen equipment and cooler or dry storage space. The kitchen may be used to prepare food for personal use, retail sale or catering purposes, make value-added agricultural products, teach or take a class, host your own party or a variety of other purposes

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Big plans

A planned mixed-use project in Clemson will span 180 acres
PAGE 4

Paddle sport

Greenville Kayak manufacturer sold, looks to expand product offerings
PAGE 8



Mobile money

Smaller banks are imple-

Growing markets with fresh vegetables



by ASHLEY BONCHIMINO
ashleyb@scbiznews.com

Painted antique houses line the shoulderless street in sunny Northside Spartanburg. Interspersed with liquor stores and used-car lots, the houses with their peeling paint contrast sharply with the bright orange clay of a construction site along

Howard Street.

The site is the area's hope for a better future.

Soon, the spot will be the home of a new pavilion, a \$1.7 million Healthy Food Hub with an urban garden, a cafe, culinary job training, row crops, chicken coops and a retail space. The center sets the stage for the now 10-year project to revitalize the entirety of

Northside Spartanburg, which includes 1,772 residents.

"We were building off the idea that people would want to be able to live where they could walk to get fresh vegetables and healthy prepared foods," said Northside Initiative Project Manager Curt McPhail, who also graduated

see **MARKETS**, page 8

The future Northside Spartanburg community includes green space surrounded by residences and commercial developments. (Rendering/foundation)

MARKETS, continued from page 1

from Wofford College on the Northside.

The Healthy Food Hub is within walking distance of The Edward Via College of Osteopathic Medicine, Wofford College and the Northside Community. The master plan for the Northside Initiative includes the development of a community gateway, better connections between Northside, Wofford College and Spartanburg Regional Medical Center, widened lanes, additional bike lanes, on-street parking, landscaping and zoning for multi-use development.

Northside Development Corp., formed to buy up vacant, foreclosed or distressed properties, has already acquired 170 lots around the Food Hub.

"The idea is if we owned property, residents' opportunities and ideas could be more easily facilitated," said McPhail. The area has a 46% vacancy rate overall, and has been designated a food desert, meaning residents don't have ready access to fresh, healthy and affordable foods.

While the Healthy Food Hub is only an element in the overall plan, the farmers market could play a significant role in both bringing economic activity to the area as well as exposing people to what's available there.

"We think an added benefit of the Healthy Food Hub is that all of the folks that visit the farmers market on a regular basis in the season will now be exposed to the



The rendering shows planned housing in yellow along with proposed green space and commercial development as part of the initiative to revitalize the Northside community in Spartanburg. The food hub under construction is the first phase of the plan. (Rendering provided)

changing and improving Northside area that's always had a challenged reputation," said Spartanburg Assistant City Manager Chris Story.

"There are a number of different aspects related to it that we're trying to address, like public safety and housing and crime," he said.

Spartanburg isn't alone in its approach

to promoting economic development. Anderson, Greenwood, Fountain Inn, and Travelers Rest — along with a host of other county centers — are spearheading the effort to promote spaces and infrastructure for farmers markets because of their economic potential.

Greenwood, for example, recently approved construction on a \$2.8 million

open-air development for an Uptown Greenwood farmers market, which will include space for at least 16 vendors and tables, chairs, restrooms and space for musical performances.

Anderson County built a pavilion for its Anderson Area Farm and Food Asso-



The Healthy Food Hub's greenhouse is the first structure of several to go into the space as part of an effort to revitalize Spartanburg's Northside community. (Photo: Ashley Baccinino)

MARKETS, continued from page 8

ciation's (AAFFA) Community Farmers Market, which hosts between 20 to 30 vendors each year and an average of 300 to 600 people every week, according to AAFFA Vice-Chair Diana Vossbrick.

Fountain Inn's farmers market, which runs every Saturday morning June through September, draws producers from across Greenville, Anderson, Laurens and Spartanburg counties, as well as many local Fountain Inn farmers.

"It's definitely a draw to come down to our area because of the pavilion," said Fountain Inn Parks and Recreation Director Chris Barrineau. A 2006 economic development impact study by the city reported more than \$85,000 of direct job revenue impact and over \$21,000 in indirect job revenue impact. Six new businesses opened or expanded since the inception of Commerce Park, according to the study.

"Crowds here on Saturday morning give some of the businesses and restaurants (reason) to be open on Saturdays," said Barrineau. "A couple of places have started out on the farmers market and have opened storefronts because of their success."

Having a farmers market in town brings a certain sense of community and pride to a city because of the atmosphere and the growing trend of buying local.

"People like the feel of a market," said Greenville County Planning Department Principal Planner Scott Park, who said more and more communities are pushing for their own farmers markets. "It's a cultural experience. You meet the farmers, you get some good food. It's a culinary tourism experience."

Growth market

But too many farmers markets could detract from the whole, creating a competition for producers and customers to patronize markets during key time slots.

"There's a competitive nature to this, and the kind of package that the community put together to attract producers is important," said Park. "Regional coordination is important... There's some level of kind

of fairly sharing opportunities in terms of who gets the prime Saturday market."

While timing is important, insufficient supply has an effect on the success of markets as well, according to Park.

"Currently our demand for local products is not being met," said Park, who says many farmers bring everything they harvested the previous day to the market. Still, he says, they close up shop before it's done because they run out of produce. Locally grown food isn't necessarily making it to restaurants and people who want it, he said.

"We have a lot of people who want to make stuff," said Park. "What we don't have is that infrastructure (farmers markets and channels) of putting all those pieces together."

The success of a farmer's market largely depends on the distance between the production area and the market, the costs involved with transportation, good management of the market, and the facilities and physical space of a market that makes it a cultural experience.

For Travelers Rest, growing the local farmers market has been a seven-year journey, according to one of the TR farmers market founders Sandra Stroud. The market started as a grassroots effort with a handful of tents in the empty field behind Sunrife Adventures and has grown to one of the largest in the Upstate, she said.

This season, the market will be held in the new \$1.5 million pavilion the city built in part as a response to people's interest in the farmers market.

"It means a lot to us being that the city was having the confidence in us to build the pavilion for us," said Stroud, who expects to double the 15 to 20 vendors the market averaged in previous seasons. Around 200 to 300 people come every Saturday to purchase fresh produce, baked goods, eggs and food truck fare while live music and special activities like cooking demonstrations run in the background.

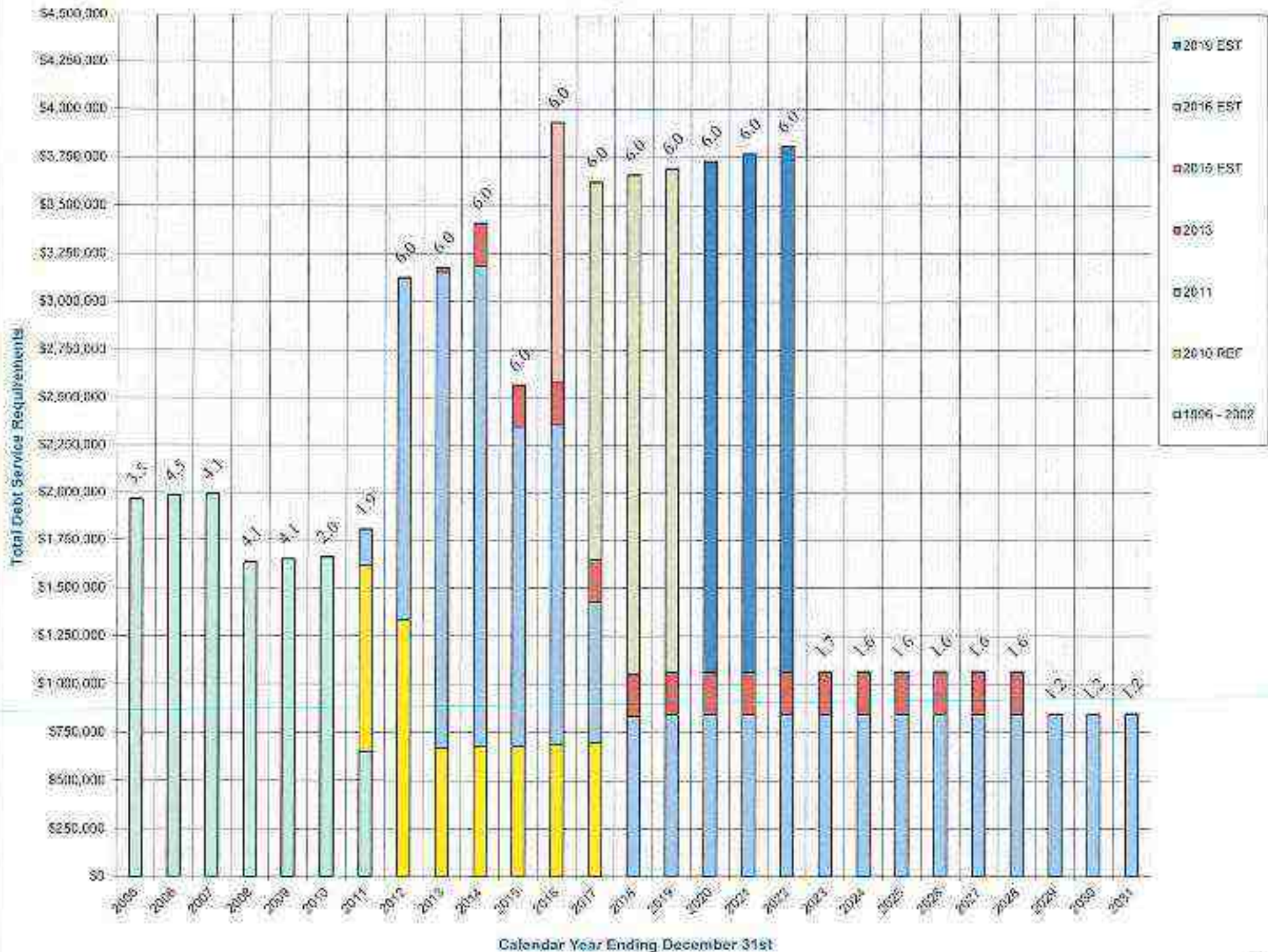
"It's meant a lot to the community, and I think as it grows, it's going to continue to grow," she said. "I'm glad to be a part of it, and it means a lot to us who started it from nothing to see it grow as it has." 22

*Oconee County, South Carolina
(Building Program Funding Report)*



Debt Capsule Report

(A)	(B)	(C)	(D)	(E)	(F)
Bond Series	Original Par Amount	Current Amount Outstanding	Interest Rate Range	Final Maturity	Call Information
2010 REF	\$5,300,000	\$2,635,000	2.000%	2017	Non-Callable
2011	\$17,000,000	\$13,930,000	2.000% - 5.000%	2031	Apr 2021 @ 100%
2013A	\$2,600,000	\$2,600,000	3.000% - 3.600%	2028	Apr 2023 @ 100%
2014 SSRB	\$2,993,000	\$2,993,000	2.850%	2025	Int Pmt @101%
Totals:	\$27,893,000	\$22,158,000	---	---	---



Calendar Year Ending December 31st

Debt Service Structure Report

(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)
					(\$1.350MM)	(\$6.870MM)	(\$7.750MM)	
Calendar Year	Series 1996 - 2002 Bonds	Series 2010 REF Bonds	Series 2011 Bonds	Series 2013 Bonds	Series 2015 EST Bonds	Series 2016 EST Bonds	Series 2019 EST Bonds	Totals
2005	\$1,965,487							\$1,965,487
2006	\$1,984,324							\$1,984,324
2007	\$1,991,691							\$1,991,691
2008	\$1,635,951							\$1,635,951
2009	\$1,649,742							\$1,649,742
2010	\$1,659,685							\$1,659,685
2011	\$651,840	\$966,684	\$186,696					\$1,805,220
2012		\$1,330,775	\$1,793,450					\$3,124,225
2013		\$668,800	\$2,483,700	\$23,252				\$3,175,752
2014		\$676,400	\$2,510,400	\$220,780				\$3,407,580
2015		\$678,650	\$1,665,600	\$221,505				\$2,565,755
2016		\$690,500	\$1,665,400	\$222,080	\$1,353,938			\$3,931,918
2017		\$696,900	\$731,050	\$217,580		\$1,975,983		\$3,621,513
2018			\$834,950	\$218,005		\$2,605,050		\$3,658,005
2019			\$844,875	\$218,280		\$2,628,850		\$3,692,005
2020			\$844,200	\$218,405			\$2,665,521	\$3,728,126
2021			\$843,075	\$218,380			\$2,704,775	\$3,766,230
2022			\$845,650	\$218,205			\$2,740,500	\$3,804,355
2023			\$846,400	\$217,700				\$1,064,100
2024			\$843,900	\$221,780				\$1,065,680
2025			\$843,400	\$220,620				\$1,064,020
2026			\$846,800	\$218,900				\$1,065,700
2027			\$844,100	\$221,520				\$1,065,620
2028			\$845,300	\$218,870				\$1,064,170
2029			\$845,300					\$845,300
2030			\$844,100					\$844,100
2031			\$846,600					\$846,600
Totals:	\$11,538,719	\$5,708,709	\$22,854,946	\$3,315,862	\$1,353,938	\$7,209,883	\$8,110,796	\$60,092,853

Cash Flow Analysis Report

(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)
Calendar Year	Millage Valuation	Est. Growth	Other Sources	Fund Balance	Debt Service	Millage Target	Millage Levy	Millage Remaining
2005*	\$342,682		\$80,512	\$756,975			3.5	
2006*	\$388,172	13.27%	\$115,717	\$0			4.5	
2007*	\$434,930	12.05%	\$131,985	\$0			4.1	
2008*	\$449,181	3.28%	\$57,283	\$0	\$1,635,951		4.1	
2009*	\$468,244	4.24%	\$68,491	\$0	\$1,649,742		4.1	
2010*	\$517,418	10.50%	\$35,729	\$594,712	\$1,659,685		2.0	
2011*	\$586,497	13.35%	\$4,935	\$388,453	\$1,805,220		1.9	
2012*	\$566,041	-3.49%	\$2,730	\$16,828	\$3,124,225		6.0	
2013*	\$578,276	2.16%	\$38,097		\$3,175,752		6.0	
2014*	\$585,985	1.33%	\$34,294		\$3,407,580		6.0	
2015	\$591,845	1.00%			\$2,565,755		6.0	
2016	\$597,763	1.00%		\$345,339	\$3,931,918	6.0	6.0	\$0
2017	\$603,741	1.00%			\$3,621,513	6.0	6.0	\$931
2018	\$609,778	1.00%			\$3,658,005	6.0	6.0	\$664
2019	\$615,876	1.00%			\$3,692,005	6.0	6.0	\$3,251
2020	\$622,035	1.00%			\$3,728,126	6.0	6.0	\$4,082
2021	\$628,255	1.00%			\$3,766,230	6.0	6.0	\$3,300
2022	\$634,538	1.00%			\$3,804,355	6.0	6.0	\$2,871
2023	\$640,883	1.00%			\$1,064,100	6.0	1.7	\$2,781,198
2024	\$647,292	1.00%			\$1,065,680	6.0	1.6	\$2,818,071
2025	\$653,765	1.00%			\$1,064,020	6.0	1.6	\$2,858,568
2026	\$660,302	1.00%			\$1,065,700	6.0	1.6	\$2,896,114
2027	\$666,905	1.00%			\$1,065,620	6.0	1.6	\$2,935,812
2028	\$673,574	1.00%			\$1,064,170	6.0	1.6	\$2,977,277
2029	\$680,310	1.00%			\$845,300	6.0	1.2	\$3,236,561
2030	\$687,113	1.00%			\$844,100	6.0	1.2	\$3,278,580
2031	\$693,984	1.00%			\$846,600	6.0	1.2	\$3,317,307
Totals:	--	--	\$569,773	\$2,102,307	\$54,151,351	--	--	\$27,114,588

* Actual Collectable Value of a Mill, Audited Financial Statements.

Constitutional Debt Limitation Report

(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)
June 30th	Series 1996-2002 Bonds	Series 2010 REF Bonds	Series 2011 Bonds	Series 2013A Bonds	Series 2015 EST Bonds	Series 2016 EST Bonds	Series 2019 EST Bonds	Estimated Assessed Valuation	Est. Growth	Max. Debt Limitation	Available Capacity
2005	\$1,255,000							\$352,460,067		\$28,196,805	
2006	\$1,330,000							\$407,321,641	15.57%	\$32,585,731	
2007	\$1,395,000							\$436,402,261	7.14%	\$34,912,181	
2008	\$1,230,000							\$457,165,825	4.76%	\$36,573,266	
2009	\$1,295,000							\$473,103,274	3.49%	\$37,848,262	
2010	\$1,360,000							\$485,175,818	2.55%	\$38,814,065	
2011	\$640,000	\$820,000						\$514,602,648	6.07%	\$41,168,212	
2012		\$1,235,000	\$1,165,000					\$517,969,088	0.65%	\$41,437,527	
2013		\$610,000	\$1,905,000					\$515,557,710	-0.47%	\$41,244,617	
2014		\$630,000	\$2,010,000	\$140,000				\$521,294,691	1.11%	\$41,703,575	
2015		\$645,000	\$1,230,000	\$145,000				\$526,507,638	1.00%	\$42,120,611	\$26,405,611
2016		\$670,000	\$1,280,000	\$150,000	\$1,350,000			\$531,772,714	1.00%	\$42,541,817	\$23,406,817
2017		\$690,000	\$375,000	\$150,000		\$1,790,000		\$537,090,441	1.00%	\$42,967,235	\$26,837,235
2018			\$490,000	\$155,000		\$2,490,000		\$542,461,346	1.00%	\$43,396,908	\$30,401,908
2019			\$515,000	\$160,000		\$2,590,000		\$547,885,959	1.00%	\$43,830,877	\$26,350,877
2020			\$530,000	\$165,000			\$2,465,000	\$553,364,819	1.00%	\$44,269,186	\$29,949,186
2021			\$545,000	\$170,000			\$2,585,000	\$558,898,467	1.00%	\$44,711,877	\$33,691,877
2022			\$570,000	\$175,000			\$2,700,000	\$564,487,452	1.00%	\$45,158,996	\$37,583,996
2023			\$600,000	\$180,000				\$570,132,326	1.00%	\$45,610,586	\$38,815,586
2024			\$625,000	\$190,000				\$575,833,650	1.00%	\$46,066,692	\$40,086,692
2025			\$650,000	\$195,000				\$581,591,986	1.00%	\$46,527,359	\$41,392,359
2026			\$680,000	\$200,000				\$587,407,906	1.00%	\$46,992,632	\$42,737,632
2027			\$705,000	\$210,000				\$593,281,985	1.00%	\$47,462,559	\$44,122,559
2028			\$735,000	\$215,000				\$599,214,805	1.00%	\$47,937,184	\$45,547,184
2029			\$765,000					\$605,206,953	1.00%	\$48,416,556	\$46,791,556
2030			\$795,000					\$611,259,022	1.00%	\$48,900,722	\$48,070,722
2031			\$830,000					\$617,371,613	1.00%	\$49,389,729	\$49,389,729
Totals:	\$8,505,000	\$5,300,000	\$17,000,000	\$2,600,000	\$1,350,000	\$6,870,000	\$7,750,000	--	--	--	--

Oconee County, South Carolina
Debt Service Fund Millage Levy Summary
(Tax Year 2015)

DRAFT

Estimated Revenues

Beginning Balance on June 30, 2015:			\$1,623,870.00
1000 Revenues from Local Sources:	\$597,763.13	6.00	\$3,586,578.77
Interest Earnings			\$0.00
Total Revenues:			<u>\$5,210,448.77</u>

Estimated Expenditures

<u>Due Date</u>	<u>Bond Series</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Grand Total</u>
09/01/15	2010 REF		\$13,600.00	\$13,600.00	
10/01/15	2011		\$205,500.00	\$205,500.00	
10/01/15	2013A		\$37,165.00	\$37,165.00	\$256,265.00
03/01/16	2010 REF	\$670,000.00	\$13,600.00	\$683,600.00	
04/01/16	2011	\$1,280,000.00	\$205,500.00	\$1,485,500.00	
04/01/16	2013A	\$150,000.00	\$37,165.00	\$187,165.00	
04/01/16	2015 EST	\$1,350,000.00	\$3,937.50	\$1,353,937.50	\$3,710,202.50
09/01/16	2010 REF		\$6,900.00	\$6,900.00	
10/01/16	2011		\$179,900.00	\$179,900.00	
10/01/16	2013A		\$34,915.00	\$34,915.00	<u>\$221,715.00</u>
Total Expenditures:					<u>\$4,188,182.50</u>
Ending Balance June 30, 2016:					\$1,243,981.27
Ending Balance December 30, 2016:					\$1,022,266.27

Oconee County, South Carolina
Debt Service Fund Millage Levy Summary
(Tax Year 2014)

DRAFT

Estimated Revenues

Beginning Balance on June 30, 2014:			\$1,095,802.00
1000 Revenues from Local Sources:	\$591,844.68	6.00	\$3,551,068.09
Interest Earnings			\$0.00
Total Revenues:			<u><u>\$4,646,870.09</u></u>

Estimated Expenditures

<u>Due Date</u>	<u>Bond Series</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Grand Total</u>
09/01/14	2010 REF		\$20,050.00	\$20,050.00	
10/01/14	2011		\$230,100.00	\$230,100.00	
10/01/14	2013A		\$39,340.00	\$39,340.00	\$289,490.00
03/01/15	2010 REF	\$645,000.00	\$20,050.00	\$665,050.00	
04/01/15	2011	\$1,230,000.00	\$230,100.00	\$1,460,100.00	
04/01/15	2013A	\$145,000.00	\$39,340.00	\$184,340.00	\$2,309,490.00
09/01/15	2010 REF		\$13,600.00	\$13,600.00	
10/01/15	2011		\$205,500.00	\$205,500.00	
10/01/15	2013A		\$37,165.00	\$37,165.00	<u>\$256,265.00</u>
Total Expenditures:					<u><u>\$2,855,245.00</u></u>
Ending Balance June 30, 2015:					\$2,047,890.09
Ending Balance December 30, 2015:					\$1,791,625.09

Beth Hulse

From: Beth Hulse
Sent: Tuesday, July 21, 2015 2:42 PM
To: Beth Hulse; Carlos Galarza; Chad Dorsett; DJM News Editor; Fox News; Greenville News (localnews@greenvillenews.com); Kevin; Norman Cannada (ncannada@upstatetoday.com); Ray Chandler; Steven Bradley (sbradley@upstatetoday.com); Westminster News / Keowee Courier (westnews@bellsouth.net); WGOG (dickmangrum@wgog.com); WSPA TV - Channel 7 (assignmentdesk@wspa.com); WYFF 4 News
Cc: _Administrator; Council District 1; Council District 2; Council District 3; Council District 4; Council District 5
Subject: Council Committee Meeting Schedule Change: August 11, 2015

The Oconee County Real Estate, Facilities & Land Management Committee meeting scheduled for Tuesday, August 11, 2015 has been cancelled.

The Oconee County Budget, Finance & Administration Committee meeting scheduled for Tuesday, August 11, 2015 at 6:30 p.m. has been moved to same date at 5:30 p.m.

Thanks.

Elizabeth G. Hulse, CCC

Clerk to Council

Oconee County Administrative Offices

415 South Pine Street

Walhalla, SC 29691

864-718-1023

864-718-1024 [fax]

bhulse@oconeesc.com

www.oconeesc.com/council

OCONEE COUNTY COUNCIL RETREAT

FEBRUARY 25, 2015

8:00 a.m. – 12:00 p.m.

OCONEE COUNTY ADMINISTRATION BUILDING, COUNTY COUNCIL CHAMBERS
415 SOUTH PINE STREET, WALHALLA, SC

In advance of the upcoming budget year, Oconee County Council holds an annual planning retreat to prioritize their long and short term goals. This practice is important to decisions about how resources are allocated. For the 2015-2016 year, the Council decided to address their long and short term goals separately. The session for short term goals was held from 8 a.m. to noon on Wednesday, February 25, 2015, in the Oconee County Administration Building in Walhalla, SC. All County Council members were present in addition to the Clerk of Council and the County Administrator. Observers included members of the media, the community, and the staff.

VISION:

Council was asked if the County's current vision is still on target. They agreed that the vision continues to be relevant and important to the County's future.

Oconee County 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:

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

The conversation touched on a number of diverse topics and reflected the diverse constituency, perspectives, and geography of Oconee County. Review of the above noted mission stimulated a number of comments to include:

- Concern related to the phrase 'by managing growth and change through smart, inclusive planning'. The concern was two-fold from the choice of wording, particularly the words 'smart' and 'inclusive' and as it relates to the industrial park on Highway 11. There was a suggestion to eliminate the phrase; however, general support was not there for the revision given the thought that went into mission development and the recognition that there are many elements (competing interests, time, money, contractor schedules, existing infrastructure, and previous plans) that frequently must be juggled in accomplishing day to day actions as well as the goals. When additional mission wording suggestions are submitted by interested council members, Council may decide to revisit the mission rewording at a future meeting.
- Continued focus on the county's rich historical and cultural tradition. The scenic highway designation, the overlay protection, new development and special interest groups all have an effect on longstanding, existing uses, including dairy farms, other agricultural uses, and lumber mills.
- A suggestion was made to replace the word 'neighborhoods' with 'communities'. Council agreed with this suggested change.

- Planning and Economic Development Committee has begun to consider form based regulations in Oconee County because they are more organic, context sensitive and based on physical form rather than strict separation of uses.

As agreed, the suggested mission of Oconee County reads as follows:

Oconee County Mission

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

GUIDING PRINCIPLES

Guiding principles were suggested based on Council's underlying beliefs about why they focus on certain standards, actions, and ways of doing business. These principles were extracted in part from the reports of the previous four council planning retreats.

Oconee County Guiding Principles

Oconee County will strive for:

- 1. Predictability and stability in its operations,***
- 2. Inclusive and fair treatment of constituents***
- 3. Wise use of revenue,***
- 4. Accessible and diverse communication methods, and***
- 5. Integrated planning for natural resources, tax base growth, and opportunity.***

ASSETS AND DIRECTION

Council members were asked the following questions to identify Oconee County's significant resources and areas of competitive advantage. The responses are important to consider as they can provide Council with the direction that guides and/or supports their decisions and resources.

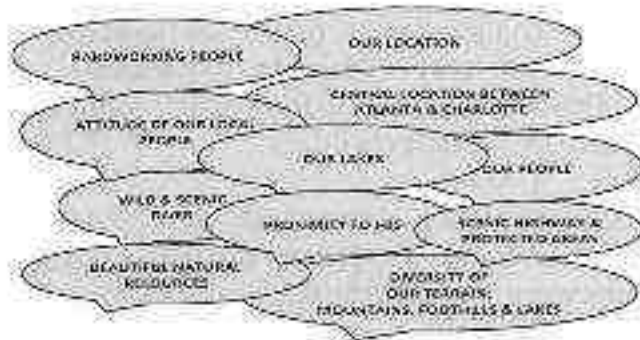
What are the precious resources that make Oconee County what it is?

Why do people move here?

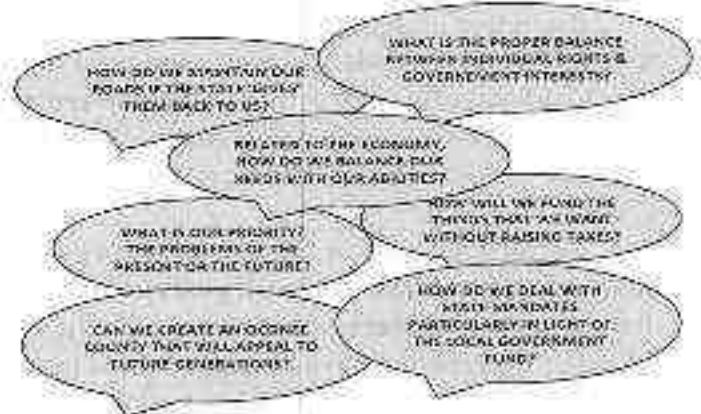
With the loss of one of these items, how will that affect the County's sense of itself?

In this session, timing did not allow for Council to focus as a group on what ensures that the County's assets are maintained and enhanced if desired. When the long term goals are considered, perhaps these responses can be reconsidered.

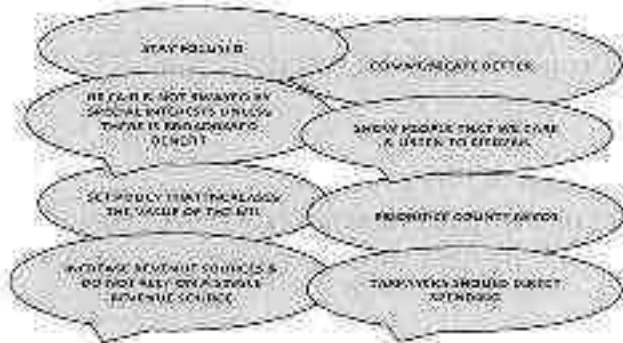
What Strength Sets Oconee County Apart From Other South Carolina Counties?



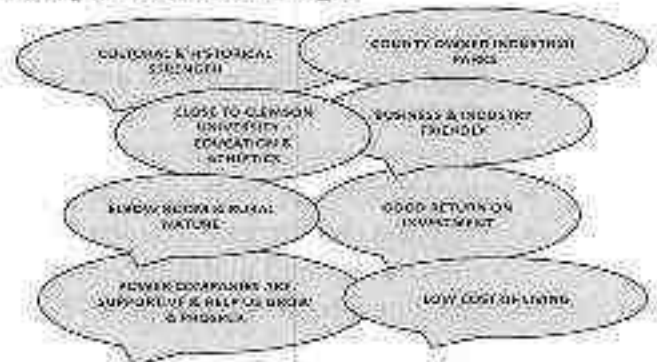
Are There Big Questions The County Must Answer To Be Successful Over The Next Year?



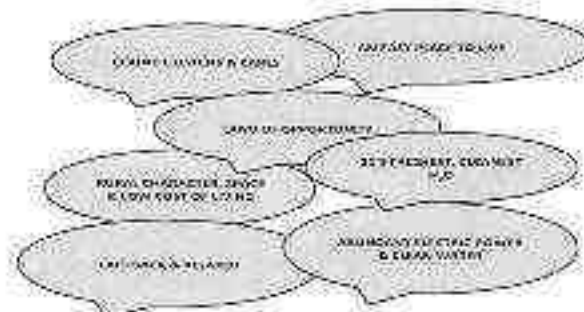
What Does County Council Need To Do To Assure Success In Meeting The Goals?



In What Areas Does Oconee County Have A Competitive Advantage?



What Should People Know About Oconee County?



SHORT TERM GOALS

Short term goals are those goals that can be completed in a few years. In previous retreats, it was twelve to twenty-four months. This year, short term goals were defined as one to three years.

To better understand where Oconee County stands on accomplishing the short term goals, Council reviewed the 2014 goals and discussed their status and stages of completion. In some cases the stated project had actually been completed but there were many items underway or identified as needing additional steps that were not in the previous retreat goals. The chart included in this section addresses the status update of the 2014 Short Term Goals as well as the 2015 Short Term Goals.

Because one of the 2014 short term goals was to pursue completion of previously identified items, Council reviewed the short term goals identified in the 2013, 2012, and 2011 retreats and then a few new potential priorities were added. Interestingly, a few new items were added to the list, it appears that most of the items on the list have been discussed previously by staff and in council and committee meetings and already are being addressed in various ways. It is important to know that early on in the discussion, Council members noted a sense of urgency about completing short term goals already in the works. The 2015 short term priorities certainly support that desire.

The priorities for 2015 are outlined in the last column of the chart with "1" being the highest priority based on the council votes allocated to that goal. In the final analysis the Council's priority are as follows:

- hire a grants writer
- participate in discussions and advocacy for an Oconee County Tri County Technical College campus
- hire personnel to staff the new jail
- work on the Phase II of the sewer project that takes it to I-85 properties
- reassess the current broadband contract in light of enhanced internet technology options and recommend updated technology options before the next contract payment is due
- make progress towards an 85% recycling rate

**OCONEE COUNTY SHORT TERM PRIORITY
2014-2015 GOAL STATUS AND 2015-2016 PRIORITY GOALS**

2014 Short Term Priorities	2014 Project Priority Completed or Changed	2015 Action Underway or Ongoing	2015 New Listed Needs	2015 Short Term Ordered Priorities ^o	Short Term Goals
	Completed				A. Finish Jail Facility
				4	B. 85% Recycling Rate
				4	C. Boating Safety/Fire Boats
					D. County Efficiencies
					E. Workforce Development Programs
	Completed				F. Distracted Driving Regulations
	Changed			4	G. Broadband Technology Contract
				3	H. Phase II Sewer South To I-85
					I. Industrial Park Recruitment
	Changed				J. Countywide Sewer Plan
			★		K. Planning & Form Based Zoning Regulations
					L. Permanent Farmers Market Location
					M. YMCA Building in Conjunction with GHS, OCH, Tricounty Technical College, Private Business
					N. Market Industry Sites Close To Railroad Spurs
					O. Wash Plant at Quarry
					P. Continue to Assess Needs & Work on Substations
					Q. Library - Ongoing Maintenance/Upgrades
				1	R. Grants writer
				2	S. Jail Staffing
				1	T. TCTC Oconee County Campus and Workforce Development Programs - site selected, purchased, engineered and designed
			★		U. Investigate New Revenue Sources

★ = highest word counts

^o = 1 is highest priority as determined by County Council vote

SHORT TERM PRIORITY DISCUSSION

The majority of the short term goals set forth during the 2014 planning retreat appear to be on target in terms of completion or in the case of ongoing activities, progress.

Two of the 2014 short term priorities have been completed, or are very near completion. The **Detention Center** project is almost complete. Staff has completed a jail personnel plan in order to begin the process of budgeting for and staffing the facility. The jail staffing was subsequently added to the 2015 short term goals list.

Also, **Distracted Driving** regulations were implemented at the end of 2014. In the summer of 2014, South Carolina adopted statewide distracted driving legislation and implementation began in December 2014. (See A., S, and F. above)

Other items discussed as potential priorities by Council included:

Achieve 85% recycling rate

In 2013, the County's recycling rate was just over 40%; exceptional among South Carolina counties. While increasing the rate to 85% is an ambitious goal, it is attainable only through both short and long term planning. Logistically, a top rate system requires phasing of activities to include:

- who owns the processing and transfer facilities,
- education and will of the citizens
- the buy-in of local governments, business and industry
- the convenience of the Recycling Centers
- whether product is comingled or separated
- transportation costs

Still, for counties that support and work towards a comprehensive, well planned and executed recycling system, the benefit far outweighs the costs. (See B. above)

Boating Safety and Fire Boats

Oconee County has an abundance of recreational waters with moderate temperatures that allow for recreational boating most days of the year. Naturally, boating is a popular activity on these lakes. Statewide, operator inexperience, inattention and carelessness are major causes of accidents. South Carolina does not require a boater's license that would require recertification over a time period. Early in 2015, a SCDNR representative met with the Law Enforcement, Public Safety, Health & Welfare Committee to provide an update on boating safety status in SC.

Another issue that surfaced related to the availability of surplus fire safety boats and the need to pursue acquisition because of the need to respond to emergency situations on the lakes. A dock has been approved at an emergency services site, safety staff is trained, and the Law Enforcement, Public Safety, Health & Welfare Committee Chair has been and will continue discussions with Charleston County Emergency Management in order to finalize vessel transfer(s). (See C. above)

County's Efficiency Programs

The County Administrator was acknowledged for the progress made in County efficiencies including one stop permitting, communications, and cost cutting endeavors. Council would like to see these efficiency efforts continue as opportunities, time, and resources exist. (See D. above)

Workforce Development and Oconee County Tri County Tech Campus

Workforce development is one of the necessary components of a successful economic development system in that it matches skilled and work ready people to the needs of current and future business and industry via educational and training programs. In economically sustainable communities it is an ongoing endeavor because needs and technology change and the ability to adapt in this realm is important to a community's success. Discussions related to the need to communicate with the County's youth about potential job opportunities in Oconee County if they recognize employer and workplace needs and are committed to learning applicable but adaptable skills. There are a variety of partnerships and endeavors in the works that are program oriented and Council would like to see these continue.

Council stressed the importance of an **Oconee Tri-County Tech Campus** to provide education to the county's citizens related to technology changes, existing industry and business needs, and to attract new industry. The siting, purchase, engineering and design of the campus are a council priority. (See E. and T. above)

Broadband Project

Council voiced concern about the current broadband project and how rapidly changing and advanced technology may have rendered it less than adequate since the project was first negotiated. The question surfaced as to whether the County wanted to continue this service. There was mention of other providers that offer widespread digital access that could be potential partners. (See G. above)

Phase II Sewer South to I-85

The County has, in partnership with the City of Seneca, conducted a sewer infrastructure expansion to ensure that the designated growth areas are equipped and can be promoted as industry-ready. Currently, Phase II of the sewer expansion is moving ahead and the plan is to continue to phase in sewer expansion as funding becomes available. According to the Real Estate, Facilities & Land Management Chairman, I-85 Exits 1, 2 and 4 are important growth and sewer expansion areas. (See H. above)

Industrial Park Recruitment

Recruitment to industrial parks within Oconee County borders is an ongoing priority of the County Council. Council is pleased with the outlook for activity and indicated the need to stay out front of potential growth. (See I. above)

Countywide Sewer Plan

This item was removed from the short term goals for the 2015-2016 year due to the need to update and prioritize additional County sewer needs based on more recent growth projections and area growth plans (within the Comprehensive Planning Update) that will be in the works over the next year or two. Discussions indicated that this item might best be situated within council's long term goals. (See J. above)

Market Rail Service

As a continued component of the County's economic development strategy, council suggested that the railroad spurs throughout the County continue to be marketed to industries. (See N. above)

Library

Upgrades but particularly maintenance of the library facilities was noted as an immediate need. Library upgrades already are budgeted, underway and in some cases waiting on the estimates to come in. There was agreement that maintenance and where feasible expansions should be a priority among council members and the Administrator. It was clear that at this point, new library buildings were not a short term priority without a capital sales tax. (See Q above)

Land Development

In the report from Council's 2013 planning retreat, it was suggested that staff present alternative methods for implementing countywide zoning. In the 2014 report, development regulation or policy was not specifically mentioned. In the 2015 session, the topic was broached again but this time it was specific to a form-based zoning code. It was obvious that council and staff have been completing their due diligence on a form base development code based on an integrated built form that supports community character and scale.

Other discussions relative to this topic targeted Highway 11 and the need to ensure that culture and environmental resources are prioritized. Culture is obviously important to Oconee County. The County's early culture centered around **Agricultural** uses including poultry and livestock farms, the timber industry, and other related uses. Somewhat related to this topic was the stated desire for a **Permanent Location for a Farmers Market** potentially in the area of the proposed Oconee Tri-County Tech campus. In an unscientific word count of the retreat notes, the items most discussed related to land development with 36 topics including the need for planning and form based zoning, and to a lesser extent, a permanent location for a farmers' market. (See K. and L. above)

YMCA building

Oconee Medical Center , Greenville Hospital System, Oconee County School system, the County, industry interests, and others are in discussions about the potential for a YMCA recreation center in Oconee County. For the present, the Council wants to continue participation in the discussions and keep their options open on the pursuit of this capital project. Given the magnitude of the project, it was noted that the project might be better suited for a midrange rather than a short term project. (See M above)

New Wash Plant at Quarry

A wash plant at the quarry was suggested as a need if the County is to add value to its current product. In addition to increased revenue and product quality, washed material enhances environmental quality. Given the expense, it was determined that the wash plant should remain on the list but may be more feasible as a midrange rather than a short term project. (See O. above)

Police and Fire Substations

While there was a concern voiced about communications relative to the substations, there also was disagreement among Council about communications being an issue. Discussion continued on the goal prioritization process and how prioritization provides the Administrator and his staff with the guidance needed and budget allocation to implement the priority. (See P. above)

Grants Writer

A grants writer was added to the 2015 list. While there was general support for this initiative, it is also one of the items that already is in the works. (See R. above)

New Revenue Sources

Property tax is the primary source of revenue for Oconee County as it is for many other local governments. Somewhat recently, sales tax referendum was initiated but failed and it is highly unlikely that it will be revisited in the near future. Still, there is Council interest in increasing value and revenues. In a word count of the discussion notes, revenue sources was the second highest noted word behind planning and form based zoning terms. (See U above)

COMMENTARY

Oconee County has a long list of short term, operational goals and a few new priorities were added to the 2015-2016 list. Because of the progress that has been made to date in addressing most of the short term goals, there is potential to expand the focus to either additional new goals that may not have made the short term priority list or even some of the longer range goals that are critically important in a fast changing environment.

Council is the steward of today and tomorrow's Oconee County. While it is important to maintain a continuing focus on short term goals, it is equally important to addressing upcoming needs and to position the County so that it is able to capture upcoming opportunities that seem far away but by the time, they are in our sights, we may have lost valuable time and not be equipped to take advantage of the situation. The County can be steps ahead of the inevitable growth and change. The question is how will we grow, will we be prepared, and what will it take to maintain the assets that the County holds dear.