

Recreational Master Plan for Kershaw County in Kershaw County, South Carolina



**Kershaw County
Recreation Master Plan
for**

**Kershaw County Recreation Department
in
Kershaw County, South Carolina**



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1.0 Executive Summary

1.1 BACKGROUND



Alliance Consulting Engineers, Inc. (herein called “the Consultant”) was commissioned by Kershaw County to develop capital improvement recommendations for improvements to the recreational program in Kershaw County to be implemented over a ten year period from 2012 through 2022. The

recommendations of this master plan consider the citizens of Kershaw County’s input in numerous public meetings held by the Consultant and Kershaw County, a comparison of Kershaw County’s facilities as compared to NRPA standards for a community between 50,000 and 99,999 in population (it is anticipated that Kershaw County will be within this range through 2032), as well as a programmatic comparison with published government facilities in the State of South Carolina. As in 2002, the residents of Kershaw County have high expectations of what should be provided by the public sector for recreation. Kershaw County can use this as support for significant investment in recreation for Kershaw County.

1.2 PURPOSE

This report was prepared as a guide to assist Kershaw County in developing parks, recreation and the County Parks and Recreation Department over the next decade, building upon the previous Recreational Master Plan implemented in 2002. It should be noted that this plan, instead of just accounting for public owned facilities as was completed in 2002, also incorporates

privately owned facilities and school district facilities countywide to give a true quantity of the facilities within the County, so that when compared with local and national recreational facility averages, a focus can be given not only to quantity, but the quality of the facilities as well. This plan includes an inventory and map of existing parks and facilities, a 5-year and 10-year recreation improvement and development plan with associated costs through 2022. Overall department structure, staffing, programming, and marketing strategies are also discussed, and ultimately this document will be used to shape recreational investment through 2022. Once this plan is implemented, it should be continually reviewed, revisited and refined throughout the upcoming years to fit the needs of Kershaw County residents in order to be successful.

1.3 PLANNING PROCESS



The Consultant assessed the community needs by first conducting an inventory of existing parks, ball fields, gyms, playgrounds and other facilities within the County. A review of *Kershaw County Recreation Master Plan (2002-2030)*, prepared by Seamon, Whiteside and

Associates, Inc. was performed. The Consultant conducted interviews with Kershaw County personnel to determine which facilities have been added since the 2002 Master Plan.

During the facilities inventory, the Consultant conducted interviews with officials from Kershaw County, the City of Camden, the Town of Elgin, the Kershaw County School District, the University of South Carolina School of Public Health, Kershaw Health, and South Carolina Parks, Recreation and Tourism to receive input concerning parks and recreation within Kershaw

County. Questionnaires were distributed to the public and collected at the public forums. In addition, the questionnaires were made available to the public online through the Kershaw County website. A record of these meetings can be found in the **SUPPLEMENTAL INFORMATION APPENDIX A** under a separate cover.

A resource analysis was then conducted by the Consultant. This analysis included evaluation of population and demographics within the six (6) Kershaw County Council Districts as of February 2012 along with Kershaw County as a whole. An inventory of existing parks and recreation facilities within Kershaw County was then conducted. This inventory not only included parks and recreation facilities under the jurisdiction of Kershaw County but included those under City of Camden and other public and private entities. A vicinity map, a site location map, and a map illustrating the locations of facilities included in the inventory are included in **Exhibit A, B and C** respectively. A demand analysis was developed through the activities enrollment information provided by Kershaw County Recreation Department and the results from the questionnaires, public forums and interviews as found in **Exhibit D**. Furthermore, a standards analysis was conducted comparing Kershaw County's provision of parks, ball fields, and other facilities to those studied in the National Recreation and Parks Association (NRPA) 2009 Operating Ratio Report in addition to the City of Newberry, South Carolina Parks, Recreation, and Tourism Strategic Plan prepared by Clemson University. A list of all the facilities and amenities can be found in **Exhibit E**. It should be noted that the NRPA Standards have been revised since the original Master Plan in 2002 and can be found in **SUPPLEMENTAL INFORMATION APPENDIX B** under a separate cover.

Using the information gathered through the previously mentioned analyses, the Consultant developed an Agency Action Plan, Recommendations and Cost Analysis.

Overall, this plan provides a holistic overview of recreation facilities in Kershaw County, and this study recommends a public partnership between Kershaw County, the City of Camden, Kershaw County School District, and the many private entities in the County. Overall, using the resources of all the above mentioned entities, some of the immediate needs of the residents of Kershaw County can be met with little capital expenditure. These programmatic opportunities are mentioned in **SECTION 3.6.1** of this master plan.

In addition to the above-mentioned programmatic changes, the following capital improvements are the highest priority when reviewing NRPA standards and citizen of Kershaw County's responses. The existing facilities were compared with a population and demand analyses, stakeholder interviews, public forums, questionnaires, and a facilities inventory prioritization. With this information, five (5) and ten (10) year recommended goals for the Kershaw County Recreation Department were developed. Additional discussion can be found in **SECTION 3.6.2 and SECTION 3.6.3** of this master plan.

1.4 FIVE YEAR CAPITAL IMPROVEMENT RECOMMENDATIONS

The following capital improvement recommendations provide Kershaw County Recreation Department with a five (5) year goal to be implemented by 2017:

- 1) Commencement of a renovation program of all baseball and softball regional fields including a appropriate fencing, pitching machine electricity, irrigation and reseeding, backstop, dugout line, restroom and concession facility, and landscaping according to a high standard established by Kershaw County.

- 2) Addition/renovation of outdoor playground equipment and addition of disabled citizen use playground structure with compliant walkways and parking.
- 3) Addition of various picnic and covered sheltered areas throughout the County owned facilities.
- 4) Conduct a study and determine interest in a special events center such as a building to hold community gathering, possibly in joint cooperation with other stakeholders or as a public/private venture. Once specific interest is determined, Completion of a Regional Special Events Center/Recreation Complex and Recreation Department Offices.
- 5) Addition of a park and community center in the Town of Elgin and renovation of its existing tennis court facility.
- 6) Completion of a temporary enclosure for use in the winter months of the Kershaw County Aquatics Center for possibly high school shared use (until a permanent facility can be built).
- 7) Identification of a route and commencement of a first phase (approximately 5 miles) of the regional recreation hard-surface trail or walking tracks, totaling upon completion, fifteen (15) miles or greater. A possible component could be an interconnected multi-use trail with existing parks.
- 8) Completion of a neighborhood youth baseball/softball fields in the Mt. Pisgah area.
- 9) Demolition of facilities at Copeland Park within the Town of Bethune and creation of community field with electrical hookups as well as outdoor playground improvements, walking trail and permanent fixtures in the newly completed Community Center.
- 10) Kershaw County should review operation and maintenance costs of Goodale State Park and/or Pickett Thomas Park from South Carolina Parks, Recreation and Tourism

Department (SCPRT) to establish if it is feasible to maintain these facilities as County owned parks, as these properties may be acquired from the State. Also identify with SCPRT and other stakeholders opportunities for waterfront recreational or trail use to take advantage of Wateree River and Wateree Lake. See Section 3.6.2.

The following **Table 1** summarizes anticipated capital expenditures to implement the recommendations above:

Table 1: Summary of Capital Improvement Recommendations through 2017

Capital Improvement	Summary of Improvements	Cost
1. Kershaw West Improvements	Center Building with Concession, Press Box, Restrooms, Batting Cages, Drives and Parking, Sidewalks, Playground	\$1,629,000
2. Larry Doby Park Improvements	Walking Trail, Electrical and Lighting , Parking and Drives, Landscaping Additional Irrigation	\$1,570,000
3. New Regional Special Events / Recreation Complex / Recreation Department Offices	Complex with Indoor Track and Offices, Tennis Courts, Multi-purpose Fields, Sewer and Drainage Improvements, Drives and Parking (This would replace Rhame Arena)	\$11,215,000
4. Seaboard Park Improvements	Softball Fields, Center Pavilion, Drives and Parking, Volleyball, Water, Sewer and Drainage Improvements, Demolition of Existing Rec. Dept. Office	\$2,090,000
5. Woodward Park Improvements	Refurbish Existing Fields, New Drives and Parking, New Playground, Water, Sewer and Drainage Improvements.	\$2,716,000
6. New Elgin Park at Potter Road	Community Center, Playground, Site Improvements, Walking Track Playground, Picnic Shelters, Benches	\$1,952,000
7. Replace Existing Tennis Courts	Demolition, New Tennis court with Lights and Fencing	\$160,000
8. Aquatic Center	Dome Enclosure for Existing Pool, Splash Pad	\$633,000
9. Walking Track and Trails	Walking Trail, Lighting (1 Mile)	\$995,000
10. Mt. Pisgah Park	Baseball Field, Lighting, Restrooms and Concessions, Site Improvements Restrooms and Concessions, Picnic Shelters, Landscaping	\$1,582,000
11. Bethune Community Center	Workout Room, Stationary Bikes, New Weights, Chairs	\$63,000
12. Copeland Fields	Walking Track, Lighting, Renovation of Existing Grass Field as Community Field Fencing for Existing Playground, Electrical Replace to Fields	\$1,095,000
	Total	\$25,700,000

1.5 TEN YEAR CAPITAL IMPROVEMENT RECOMMENDATIONS

The following capital improvement recommendations provide Kershaw County Recreation Department with a ten (10) year goal to be implemented by 2022:

- 1) Completion of the regional recreational complex at Kershaw West Complex including Four (4) Multi-purpose Fields and hard surface walking trail/track.
- 2) Develop a facility capable of being of tournament venue (similar to Cherry Park or Freedom Park), hosting teams from across the state and the southeast. Refer to section 3.6.3 for additional discussion.
- 3) Discussion with the stakeholders to create a Dog Park facility, potentially a conversion of an existing underperforming park in a populated area.
- 4) Completion of the renovation to the remaining Kershaw County Recreation Park Signs and implementation of a way-finding and place-making standard for each County owned park.
- 5) Completion of the regional recreation hard-surface trail or walking tracks, totaling upon completion, fifteen (15) miles or greater. A possible component could be an interconnected multi-use trail with existing parks.
- 6) Kershaw County has tremendous natural resource assets in the waterfront area of Lake Wateree and the Wateree River, and should continue and broaden its capital improvement plan to utilize the waterfront shoreline, such as that in the “Wateree River Blue Trail” currently under development and should potentially locate more kayak/canoe launch areas or wildlife viewing areas.

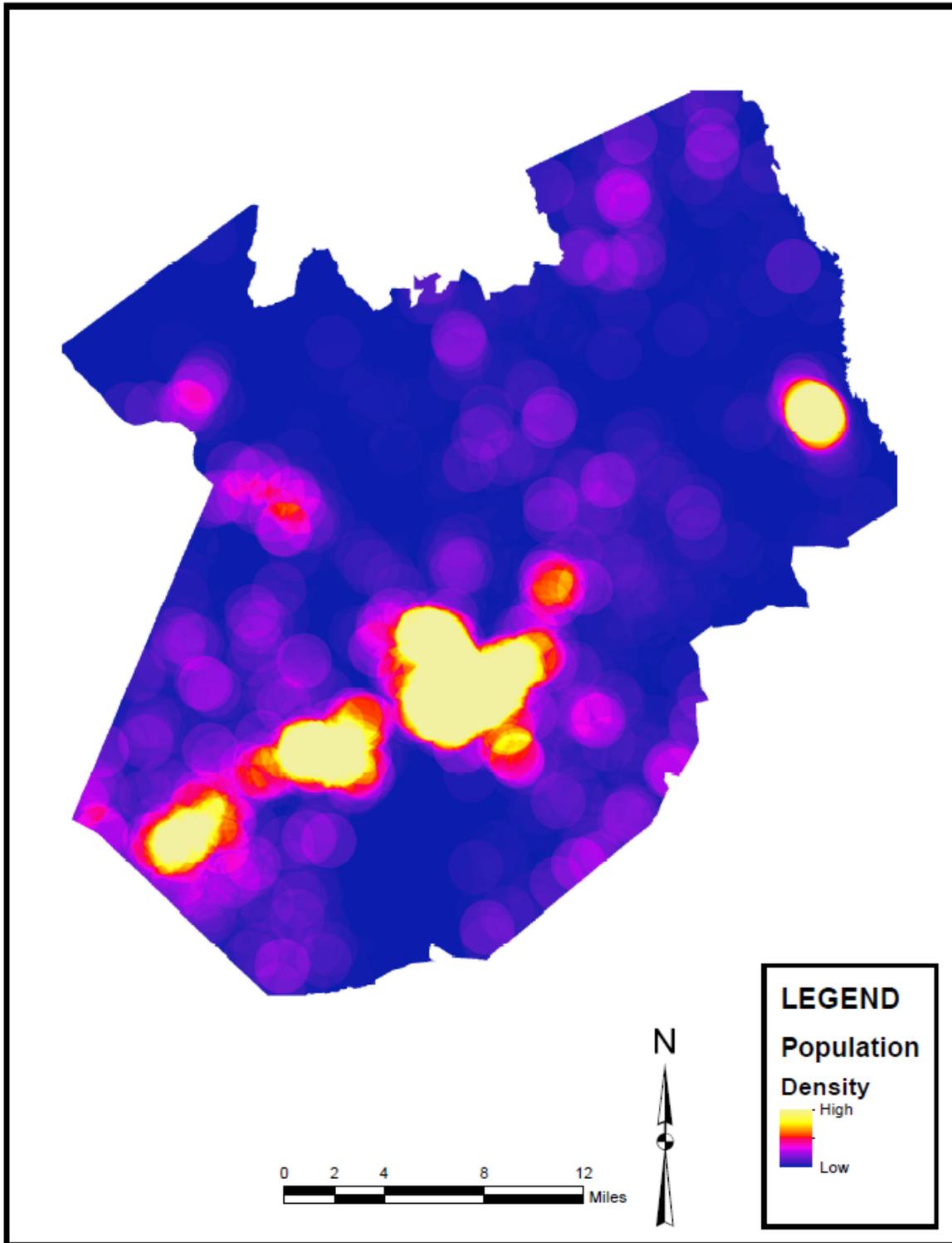
The following **Table 2** summarizes anticipated capital expenditures to implement the recommendations above:

Table 2: Summary of Capital Improvement Recommendations through 2022

CAPITAL IMPROVEMENT	YEAR 5-10	Cost
1. Goodale Park, Pickett Thomas Park	If acquired from SCPRT, Biking Trail, Walking Trail	\$671,000
2. Science Park	Asphalt Overlay of Existing Landing Strip, Demolish Existing Building, New Building	\$136,000
3. West Wateree	Refurbish Ball Fields, Renovate Bathrooms and Concessions, New Asphalt, Drives and Parking Areas, Picnic Shelters, Lighting	\$974,000
4. Wildwood Youth Complex	Refurbish Ball Fields, Renovate Bathrooms and Concessions, New Asphalt Drives and Parking Areas, Picnic Shelters, Lighting	\$1,170,000
5. Kershaw County West Complex	Football/Soccer Fields, Walking Trail	\$2,983,000
6. New Tournament Facility	Baseball Fields, Football/Soccer Fields, Splash Pad, Batting Cages, Pavilion Building with Press Box, Restroom and Concessions, Playground	\$7,385,000
7. Walking Tracks / Trails (10 miles)	Walking Trails, Lighting	\$9,943,000
Total		\$23,262,000

In summary, locating improvements specified above without locations should take consideration to population density within the area, to promote usage of the facilities and synergies with adjacent commerce, other recreational facilities, and hospitality businesses so that they are convenient to the most residents of Kershaw County as well as outside the County, such as a potential tournament facility. Although locating a site the particular uses is beyond the scope of this Master Plan, the following **Figure 1** shows population density which may aid in selecting facilities that need to be constructed, as well as those that may need to be consolidated.

Figure 1: Population Density Heat Map in Kershaw County



2.0 Introduction

2.1 GENERAL BACKGROUND



In 2002, Kershaw County developed an initial Recreational Master Plan to assist the county in developing parks, and recreational areas throughout Kershaw County. Through the master planning process, and the relentless work of the Kershaw County Recreation Department Staff

through some of the worst economic times since the Great Depression, Kershaw County implemented the plan and in the last ten (10) years has provided residents of Kershaw County the following:

- Two (2) new parks
- Six (6) new baseball and softball fields
- Four (4) new tee ball fields with restrooms and concessions
- New playground structures
- Eight (8) new tennis courts
- Eleven (11) new soccer fields
- One (1) new picnic shelter
- Seven (7) new picnic tables
- Two (2) walking trails
- One (1) disc golf course

In addition, Kershaw County acquired an existing baseball field, football field, and walking track in Bethune, South Carolina. Finally, Kershaw County's new Bethune Community Center is nearing completion. A good majority of these projects were accomplished through grants or matching funds awarded to Kershaw County through the hardwork and dedication of Kershaw County Recreation Department. Kershaw County should commend its Recreation Department for accomplishing almost all of its short term goals of the original 2002 Master Plan. Also, it should be noted that Kershaw County has unique waterfront recreation opportunities, that since standards do not exist, should be reviewed under a separate scope for use such as the implementation of the "Wateree River Blue Trail".

Due to the success of the initial master planing implementation, Kershaw County commissioned Alliance Consulting Engineers, Inc. to provide a ten (10) year Master Planning Update of the Recreation Department's existing Master Plan. While much has been accomplished, Kershaw County still has much implementation to accomplish in order to continue to meet the needs of its growing communities, as well as attract world-class development and industries to Kershaw County.

2.2 BENEFITS OF RECREATION

Municipal Parks and Recreational Centers result in countless benefits to their communities. These benefits include environmental benefits by the introduction of large green space elements to improve stormwater quality, personal benefits such as increased cardiovascular health and self esteem by maintaining a healthy lifestyle, social benefits for youth and adults to build strong relationships with family and new friends, economic in the attraction of new

businesses and tourism with the introduction of pristine recreational facilities. According to the American Planning Association (APA) other benefits can include:



- Parks that serve as a central walking, resting, and meeting places can revive failing or threatened commercial areas.
- Community residents and the County or City, working together on a neighborhood park project,

can turn around a distressed residential area

- Parks are one of the quickest and most effective ways to build a sense of community and improve quality of life.
- Green residential spaces are gathering places where neighbors form social ties that produce stronger, safer neighborhoods.
- Creating an interconnected system of parks offer children a sense of place, self-identity, and belonging as an antidote to social alienation, vandalism, and violence.
- Community Parks engage children in informal, experiential learning through play and shared experiences, with peers, laying the foundation for effective formal education and provide valuable resources for closing the educational gap in communities.
- Parks provide people contact with nature, known to confer certain health benefits and enhance well-being and provide physical activity opportunities that help to increase fitness and reduce obesity.
- Communities need to provide all types of parks to provide their various citizen groups with a range of health benefits.

- Parks provide sites for special events, festivals, and sports tournaments that can attract tourists and be sources of economic benefits for smaller cities.
- Parks have voter support to direct public funds toward growth management strategies and can enhance mixed development and redevelopment strategies.
- According to the National Recreation and Parks Association Air Quality Effects of Urban Trees and Parks produced in 2010 by D. Nowak and G. Heisler, “It is estimated that U.S. urban park trees alone remove 75,000 tons of air pollutants annually. This translates into an economic benefit of \$500 million each year.”

Kershaw County Recreation Department continues to face the challenges of a rapidly growing and dispersed population coupled with currently inadequate funding to increase services to meet this need. Currently a staff of eight (8) employees conducts all maintenance, programming and recreation administration for a county of 61,697 people dispersed over approximately 726 square miles. In addition the County utilizes labor from Kershaw County inmates (average 1/week), ten (10) contract class instructors, one (1) pool director, eighteen (18) seasonal lifeguards, eleven (11) summer camp instructors, nineteen (19) playground attendants, annual internships, and community service participants. While the Kershaw County Recreational Staff and representatives meet this task with enthusiasm and diligent effort, additional funding will be required to meet the needs of the residents of Kershaw County and provide more of the potential benefits of a recreational program as outlined above.



3.0 Kershaw County Overview

3.1 POPULATION:

To understand the needs of communities within Kershaw County, the Consultant divided the County into its six (6) Council Districts (Refer to SUPPLEMENTAL INFORMATION under separate cover). Kershaw County’s total population and population of its districts are summarized in Table 3.

Table 3: Population of Kershaw County Council Districts

District	2000	2010	2000- 2010 Annual Growth Rate	2017	2022
1	8,321	8,528	0.25%	8,678	8,942
2	8,797	9,611	0.89%	10,226	11,373
3	9,432	13,312	3.51%	16,948	25,639
4	8,724	11,407	2.72%	13,764	18,994
5	8,689	9,310	0.69%	9,769	10,609
6	8,684	9,529	0.93%	10,167	11,361
Total	52,647	61,697	----	69,553	86,920

Obtained from ESRI (Environmental Systems Research Institute, Inc.) Census 2010 Summary Profile

3.2 PUBLIC INPUT:

3.2.1 Interviews:

The Consultant conducted a series of seven (7) interviews with Kershaw County officials, City of Camden officials, Town of Elgin officials, Kershaw County Schools officials, Kershaw Health, South Carolina Parks, Recreation and Tourism, and the University of South Carolina School of Public Health. These interviews were conducted during the month of February 2012. Summaries of the interviews are included in **SUPPLEMENTAL INFORMATION Appendix A** - under separate cover. During these interviews, the following comments were raised:

1. It was suggested that school district facilities could be utilized for sports and recreation related activities. Agreements would need to be formulated between Kershaw County and the Kershaw County School District concerning wear and tear of the facilities and liability due to use of the district's facilities.
2. It was suggested that trails, sidewalks, and greenways be linked together by Kershaw County, the City of Camden and the Town of Elgin. Kershaw Health could potentially offer educational signage for walking trails if approached by Kershaw County.
3. Stakeholders stated that the City of Camden does not have a dog park and believes that one is needed. Furthermore, there appears to be a lack of parks in the Black River Road area.
4. The following facilities in order of priority for the Town of Elgin were stated including: a park with playground, tennis courts, gymnasium with indoor walking track, and a swimming pool.
5. There is consideration of a new elementary school near North Central Middle School with a gymnasium, a soccer field, a baseball field, and a softball field.
6. A need was expressed for an indoor pool in Kershaw County with the possibility of enclosing the existing pool at the Aquatic Center. A small indoor pool currently exists in the West Wateree Medical Facility in Lugoff. However, this pool's primary purpose is for therapy and is not intended for recreational use by the general public. If a larger indoor pool was built elsewhere, more people could use the West Wateree pool for rehabilitation, and the limited recreational use in this pool could be completed in the Kershaw County indoor pool.
7. A need was expressed for recreational softball. It was suggested that there is a need for electrical service installation at more baseball fields, to serve pitching machines. Furthermore, lacrosse and soccer are growing in popularity, so these facilities may be required in the future.
8. Stakeholders suggested a playground for the handicapped should be built at the Kershaw West Complex. It was suggested that one (1) park should have calisthenics in the county.
9. It was mentioned that Central Carolina Technical College, Kershaw Health and the Kershaw County School District applied for a grant for the construction of additional walking trails.
10. Stakeholders showed interest in a possible joint venture for a Regional Special Events Center or a large tennis complex. It was stated that the County needs a large basketball facility,

especially prior to the removal of Rhame Arena. It should be a multi-purpose type facility that contains two (2) full size adult basketball courts with the capability of transitioning into volleyball courts when needed. It should have an indoor walking track that can be used early in the mornings, while games are being played and during the evenings. This facility can also serve as a meeting place and host special events. A property located behind the School District offices could be a potential location to build a recreation/special events center. The entire property is estimated to be approximately twenty-eight (28) acres.

11. Goodale State Park and Pickett Thomas Park could become County Parks.
12. A public meeting should be held after the Master Plan is developed to allow for the opportunity for community feedback.

3.2.2 Public Forums and Questionnaires:

A series of seven (7) Public Forums were held in the month of February by Kershaw County and The Consultant. The meetings were advertised during the months of January and February 2012 and open to public input which was recorded in the meeting minutes (**Supplemental Information Appendix B – Under Separate Cover**). In addition, questionnaires were distributed and collected during the meetings (see **Supplemental Information Appendix C - under separate cover**). A total of 104 questionnaires were collected during the seven (7) meetings, an additional 192 questionnaires were collected via the online survey tool, and one (1) questionnaire was received by The Consultant by mail. Online responses were controlled by one (1) response allowed per IP computer address to help ensure accuracy of data. The information questionnaires covered basic demographic data (resident's district, time of residence, age of children in household), rating of potential facilities that could be developed in Kershaw County, feedback regarding the implementation of "per-use" or "annual" user fees, and open ended comments sections. Of the 297 total questionnaires, Kershaw County respondents felt it was

most important to have outdoor jogging and walking tracks while it was least important to have ice hockey facilities. These results are further illustrated in **Exhibit D**.

In addition to the interest in facilities and programs summarized in **Exhibit D**, Kershaw County respondents indicated the following items were important:

1. Additional restrooms are desired at existing facilities.
2. Citizens requested provisions for handicapped access at existing facilities and the addition of a playground for handicapped children.
3. Improved safety of facilities such as ball fields and fencing for playgrounds.
4. Citizens desired more connectivity between walking trails.
5. The renovation and improvement of upkeep of existing facilities.
6. Increased public outreach
7. During the public forums Kershaw County informed the Citizens that the Bethune Community Building completion was held up due to legal actions. As of February 2012, the project was approximately three (3) months from completion.
8. It was suggested that the County hire additional staff and a grant writer.
9. It was suggested that existing facilities were too spread out.
10. Citizens exhibited interest in facilities that can host tournaments such as a facility with five (5) tennis courts to host tennis tournaments.
11. Citizens exhibited interest in obtaining corporate sponsorship for new Kershaw County facilities.
12. It was suggested that the City of Camden and Kershaw County form one entity to manage the parks and recreation facilities within the County.

Table 4 summarizes the questionnaire respondents by residence period. More questionnaires were completed by respondents who have lived in Kershaw County for forty (40) years or more, than in any other residence period. However, this trend is not the case for all six (6) districts.

Table 4: Summary of Respondents' Residence Period

Residence Period	District 1	District 2	District 3	District 4	District 5	District 6	County
0-4 Years	3	3	3	3	9	5	26
5-9 Years	4	0	6	5	6	15	36
10-14 Years	5	1	3	4	6	4	23
15-19 Years	1	0	1	4	4	2	12
20-24 Years	1	1	1	0	3	4	10
25-29 Years	1	2	1	2	3	7	16
30-34 Years	1	2	2	2	1	4	12
35-39 Years	2	2	1	4	7	4	20
40+ years	7	2	5	3	20	28	65

Table 5 summarizes the questionnaire respondents by whether their household has children. Overall, more respondents do not have households with children. However, this trend is not true for all six (6) districts, such as District 3 and District 4.

Table 5: Kershaw County - Households with Children

Have Children?	Yes	No
District 1	15	19
District 2	7	8
District 3	24	8
District 4	32	10
District 5	34	46
District 6	28	62
County	140	153

Table 6 summarizes the questionnaire respondents who have children within their household by children age group. Overall, respondents' households with children between the ages of six (6) and ten (10) years of age are the dominate group within Kershaw County.

Table 6: Summary of Children Age Groups by District

Children Age Groups	0-5 Years	6-10 Years	11-13 Years	14-19 Years
District 1	4	9	4	4
District 2	1	3	1	4
District 3	7	10	6	14
District 4	13	20	10	11
District 5	17	20	9	10
District 6	10	17	11	10
County	52	79	41	53

3.3 STANDARDS ANALYSIS:

The Consultant used the 2009 NRPA (National Recreation and Parks Association) Operating Ratio Survey (ORS) Report as a standard to which Kershaw County’s inventory of parks and recreation facilities could be evaluated. In addition, the NRPA PRORAGIS (park and recreation operating ration and geographic information system) database was used. The NRPA PROGRAGIS database is a tool intended to replace the 1980’s NRPA guidelines. Given that PRORAGIS is a new national database which came online in 2010, relatively few parks and recreation agencies have contributed their facilities’ data. Following the recommendation of Mr. Bill Beckner, NRPA Research Manager, the Consultant used the 2009 NRPA Operating Ratio Survey Report as a supplement.

The following **Table 7** summarizes the mean data by population group. With the exception of walking trails and greenways, the facilities mentioned within the table increase in mean number with population.

Table 7: Summary: Mean Number of Facilities by Population Group

Facility	50,000 to 99,999	100,000 to 250,000	Over 250,000
Recreation/Community Center (#)	3.5	5.6	17.2
Playground	19.6	36.9	88.8
Indoor Tennis Court	7.4	30.2	16.7
Outdoor Tennis Court	14.3	34.5	79.6
Basketball Court (Outdoor)	10.5	24.5	96.8
Swimming Pool (Indoor)	1.5	2.9	3.4
Swimming Pool (Outdoor)	2.0	3.3	11.1
Rectangular Fields (eg. Football, soccer)	12.9	28.7	61.1
Diamond Fields (e.g. baseball/softball)	18.0	31.0	80.6
Golf Course	1.6	1.9	5.0
Dog Park	1.2	2.3	4.8
Total Mileage of Greenways and Trails (miles)	19.5	39.9	108.1

* NRPA 2009 Operating Ratio Survey Report (Nationwide Survey)
 Group Matching Kershaw County Through 2022

The following **Table 8** summarizes the percentage of surveyed agencies that offer certain facilities by population group. The percentages of surveyed agencies that offer a certain facility generally increase with population.

Table 8: Summary: Median Percentage of Agencies Offering Facility by Population Group

Facility	50,000 to 99,999	100,000 to 250,000	Over 250,000
Recreation/Community Center	79.7%	77.4%	70.4%
Weight Cardio Room	48.6%	58.8%	60.6%
Playground	97.3%	94.3%	95.8%
Indoor Tennis Court	12.7%	9.8%	11.6%
Outdoor Tennis Court	87.7%	86.5%	82.6%
Basketball Court (Outdoor)	87.8%	78.9%	79.7%
Swimming Pool (Indoor)	36.6%	36.5%	44.1%
Swimming Pool (Outdoor)	72.6%	69.8%	61.8%
Skate Park	62.9%	60.4%	60.3%
Senior Center	54.8%	42.3%	42.7%
Equestrian Center	10.1%	15.4%	41.2%
Rectangular Fields (eg. Football, soccer)	93.2%	88.7%	88.2%
Diamond Fields (e.g. baseball/softball)	97.3%	90.6%	89.6%
Sports Stadium/Arena	25.0%	33.3%	29.9%
Lake/River Access	58.1%	72.6%	79.1%
Boat Launch	46.6%	69.2%	69.6%
Picnic Areas with Shelters	96.0%	98.1%	98.6%
Gymnasium	73.0%	65.4%	57.4%
Golf Course	40.3%	62.8%	64.7%
Volleyball Court	78.1%	73.1%	81.2%
Dog Park	37.5%	53.9%	72.5%
Conference Center	13.7%	7.7%	23.2%

* NRPA 2009 Operating Ratio Survey Report (Nationwide Survey)

Group Matching Kershaw County Through 2022

In addition to a comparison of the NRPA documents, The Consultant, compared Kershaw County’s facilities, budget, and staffing levels to Clemson University’s study prepared recently entitled, *City of Newberry, South Carolina Parks and Recreation, and Tourism Plan* (see **Table 10**). It should be noted that the data obtained compares a smaller land area in a City or Town municipality as opposed to the land mass of an entire County. Concluding that a greater number of employees is required than shown due to the larger geographical coverage area.

Table 9: Clemson University Study: Agency Comparisons

City/County	Population (each)	Full-Time Staff (each)	Part-Time/Seasonal Staff (each)	Sq. Feet Indoor Space	Acres of Outdoor Space	Total Yearly Budget (\$ Millions)	Recreational Fund % Allocated from General Fund	% of Budget from User fees
Goose Creek	50,000	22	30	50,000	100	2.4	50	40
City of Orangeburg	15,000	32	30	10,000	250	1.95	98	2
City of Greenville	58,000	92	123	128,000	402	5.2	78	18
Irmo-Chapin	48,000	59	157	104,000	450	7.9	42	58
City of North Augusta	17,500	29	85	108,000	350	2.81	91.76	8.24
City of Rock Hill PRT	64,000	54	90	107,824	392	6.8	86	14
City of Aiken	30,000	51	54	237,521	250	4.81	85	15
Town of Cheraw	5,525	12	7	30,000	112	0.885	77	18
City of Myrtle Beach	25,000	123	128	247,000	645	13.47	78	22
City of Greer	26,000	18	22	113,000	140	3.52	74	26
City of Clemson	11,939	9	12			0.84		
City of Newberry	11,061	7	3	0	100	0.442	92	8
Kershaw County (Overall)	61,697	51	60	23,150 (not including Camden or KCSD)	398.3 (does not include KCSD)	1.3	75	24
Weighted Avg. 45k to 60k (As compared to Kershaw County)		58 (+7)	100 (+40)	99,167 (+76,017)	341 (-57.3)	6 (+4.7)	66 (-9%)	31 (+6%)

1. Kershaw Data from 2010-2011 Revenue and Expenditure Statement, and interviews with Kershaw County Officials
2. All other data from Clemson University City of Newberry, South Carolina Parks, Recreation, and Tourism Strategic Plan
3. Averages taken of Goose Creek, City of Greenville, City of Rock Hill PRT, and Irmo-Chapin data only.
4. Kershaw County employees includes employees from Kershaw County, Camden, and Kershaw County School District dedicated to recreation. It is assumed the employees contracted by City of Camden make up twelve (12) of this staff and Kershaw County School District equate to approximately twenty-four (24) staff members.
5. % Budget of User fees for Kershaw County includes donor, sponsor, aquatic center, and programs revenues.

As shown in **Table 9**, Kershaw County Recreation Department employs eight (8) full time staff. In addition the County utilizes part time/ seasonal labor from one (1) Kershaw County inmate, ten (10) contract class instructors, one (1) pool director, eighteen (18) seasonal lifeguards, eleven (11) summer camp instructors, nineteen (19) playground attendants, annual internships, and community service. It should be noted that revenues should be increased to cover any new hires that the Kershaw County Recreation Department choose to make.

It was suggested during the public forums by citizens that the Kershaw County and City of Camden parks and recreation departments should review combining entities. In order to account for the City of Camden's staffing, The Consultant conducted interviews with City of Camden officials. The City of Camden currently employs two (2) permanent employees in its Park Department; the remainder of its maintenance work is contracted to First Class Landscaping, Inc. and KC Disabilities. Based on the land coverage within the City of Camden, it is assumed approximately ten (10) full time employees are contracted by the City of Camden.

It was discussed during the public forums that the Kershaw County Recreation Departments and the Kershaw County School District enter into an agreement concerning the utilization of indoor basketball/volleyball courts, tracks, and tennis courts. The amount of full time employees employed by the Kershaw County School District is the following: one (1) director of operations, three (3) athletic directors, five (5) full time equivalent maintenance technicians, and fifteen (15) contract personnel per information obtained by Mr. Billy Smith, Operations Director for the School District.

Seven (7) full time maintenance staff were transferred from the Kershaw County Recreation Department to Kershaw County General Staff, however, they still perform

maintenance on Kershaw County parks. It should be noted that the County needs to refine their process for work order requests. This could be accomplished by an assistant recreational director.

Using the data collected from the 2009 NRPA Operating Ratio Survey Report, The Consultant compared the amount of existing types of facilities in Kershaw County as a whole to the amount of needed facilities as suggested by the report. In **Table 10**, the facilities needs for Kershaw County as a whole are summarized by the following: needs based on the average count, median count, and median count of population per facility for agencies of a similar population size (50,000 to 99,999 people). It should be noted that although Kershaw County's population is expected to grow over the next ten (10) years, it is not expected to exceed the 50,000 to 99,999 population range as shown in **Table 3** on **page 14**. Similar Tables in Supplemental Information, **Sections 4.0** through **9.0** (under separate cover) break down this data by Council District.

Table 10: Summary: Facility needs based on Averages for Kershaw County

Facility	Average Count 50,000 to 99,999	Existing (All Facilities)	County Needs (based on avg.)	Existing (County Owned Only)	Needs (County Owned Only)
Recreation/Community Center (#)	3.5	4	-1	3	1
Recreation/Community Center (sf)	33,635	23,150	10,485	23,150	10,485
Weight Cardio Room	N/A	2	N/A	1	N/A
Playground	19.6	27	-7	7	13
Indoor Tennis Court	7.4	0	7	0	7
Outdoor Tennis Court	14.3	43	-29	14	0
Basketball Court (Outdoor)	10.5	18	-8	1	10
Swimming Pool (Indoor)	1.5	0	2	0	2
Swimming Pool (Outdoor)	2.0	2	0	1	1
Rectangular Fields (eg. football, soccer)	12.9	21	-8	14	-1
Diamond Fields (e.g. baseball/softball)	18.0	44	-26	33	-15
Golf Course	1.6	6	-4	1	1
Dog Park	1.2	0	1	0	1
Total Mileage of Greenways and Trails (miles)	19.5	4	15	0	19

*Note: negative values indicate Kershaw County surplus over NRPA average.

Table 11 summarizes the data from the 2009 NRPA Operating Ratio Survey Report (ORS) referring to acreage of land maintained by agencies, capital, expenditures and revenues, and number of full time employees.

Table 11: Summary: 2009 NRPA ORS Report

Facility	50,000 to 99,999	Kershaw County	100,000 to 250,000	Over 250,000
Population per Full Time Employee (FTE)	1,200	1,255	1,333	2,401
Acres of Land Maintenance Per FTE	12	8	16	30
Acres of Land Maintenance Per 1000 Population	9	7	9	12
Capital Construction and Acquisition Per Capita	\$9	\$5.64	\$17	\$15
Revenues Per Capita	\$37	\$5	\$24	\$18
Operation Expenditures per Acre of Land Managed or Maintained	\$7,927	\$2,920	\$5,687	\$2,932
Operation Expenditures per Capita	\$74	\$21	\$70	\$44

* NRPA 2009 Operating Ratio Survey Report (Nationwide Survey)

Group Matching Kershaw County Through 2022

1. Capital Construction Based recent peak year FY 2011-2012 expenditure of approximately \$348,000

2. All Figures are Annual and Recreational Department specific where not specified

3.4 Facilities Demand:

Tables 12 and 13 summarize the participation rates of Kershaw County athletics and community programs. Baseball, followed by soccer and basketball are the most participated athletics in Kershaw County, while the Aquatic Center has the most participation per usage in Programs. Refining the top programs provides an opportunity for additional participation lost to neighbor Richland County and additional revenue for the Kershaw County Recreation Department, as well as attracts new investment into Kershaw County.

Table 12: Participation in Kershaw County Recreational Athletics

	No. of Individual Participants Annually	No. of Participants Per Team (average)	Anticipated Number of Uses Per Team Annually	Anticipated number of field uses annually	Number of Uses per field Annually
Baseball	1,664	13	30	3,840	87
Basketball	474	13	20	729	41
Fall Baseball	124	13	20	191	4
Football	390	18	24	520	25
Soccer	776	15	24	485	23
Totals:	3,428				

Table 13: Participation in Kershaw County Recreational Programs

	No. of Individual Usage Annually
Camps	1,150
Classes	2,050
Aquatic Center	4,915
Totals:	8,115

3.5 Financial Condition:

The total revenue generated by the Kershaw County Recreation Department was approximately \$293,800 for the 2009-2010 fiscal year and \$320,200 for the 2010-2011 fiscal year. Total expenditures made by the Kershaw County Recreation Department were \$1,138,800 and \$1,301,600 for the 2009-2010 and 2010-2011 fiscal years, respectively. The revenues mentioned above make up approximately 24% of the budget, well under the regional average of

revenues making up 31% of the recreational budget. The Kershaw County General Fund subsidizes approximately \$845,000 for the 2009-2010 fiscal year and approximately \$981,400 for the 2010-2011 fiscal year. Over the two (2) year period the revenue increased by \$26,400, expenditures increased by \$162,800, and the General Fund subsidy increased by \$136,400. The Kershaw County Revenues and Expenditures are summarized in **Table 14**. The County of Kershaw Revenue and Expense Statements by Department for fiscal years 2009-2010 and 2010-2011 are included in **Appendix D**. Furthermore, during the summer, the Kershaw County Recreation Department pays approximately \$11,000 to the per year to the Kershaw County School District for the use of its school facilities for the County’s United Way program.

Table 14: Kershaw County Revenues and Expenditures

Fiscal Year	Total Revenue	Total Expenditure	General Fund Subsidy
2009-2010	\$293,800	\$1,138,800	\$845,000
2010-2011	\$320,200	\$1,301,600	\$981,400
Increase	\$26,400	\$162,800	\$136,400

3.6 Recommendations and Action Plan:

3.6.1 PROGRAMATIC RECOMMENDATIONS

Based on the previously mentioned public input and analyses, the following programmatic recommendations are provided with a goal to be implemented by 2017:

1. Kershaw County should immediately invest in an electronic payment delivery system and possibly a recreational pass/identification program for increasing revenue and accepting all types of payment both online and in person, including credit cards and check scanners. This recommendation can also be implemented in all departments, such as Planning and Zoning, and the Building Department. The recreation pass/key Fob could be used to enter unstaffed premises, track and determine use, and help collect revenue, such as the

one used in Colleges and Universities or the Harbison Center in Irmo, South Carolina. Examples would be tennis court use, aquatic center use, etc. According to an article in the New York Times dated June 19, 2007 prepared by Allbusiness.com, accepting credit cards can increase sales upwards of 18%. Although not quantifiable at this time, this will greatly reduce staff time handling and processing payment, as well potentially increase enrollment in programs.

2. Kershaw County should continue to capitalize on the natural resources unique to Kershaw County, such as Lake Wateree and the Wateree River, equine interests as well as its historic sites. These should all be accentuated for new visitors and residents to enjoy.
3. Kershaw County Recreation Department should coordinate with the Kershaw County School District concerning the use of School District facilities by the general public. It should be noted that Kershaw County Recreation Department already uses Jackson Elementary School, Lugoff Middle School and Bethune Elementary from 8:00 AM to 3:00 PM during the summer months for a program with the United Way, and the terms of this use should be re-negotiated. Facilities currently used by Kershaw County Recreation Department include shared use of baseball fields, multipurpose fields, and soccer fields. Kershaw County School District would require the agreement to address revenue, wear, security and maintenance and operation costs, and Kershaw County may need to address capital costs potentially of restrooms and concessions at these facilities. Kershaw County School District representatives have indicated that they are a willing partner. These facilities include:
 - o Indoor Basketball/Volleyball Courts
 - o Tracks (Kershaw County residents #1 desire)
 - o Tennis Courts (there are two high schools that provide a group of 6 and 12 tennis courts respectively – residents requested five (5) grouped together for tournaments).
4. Discuss with the stakeholders an interest to convert an existing park to create a Dog Park facility within one of the most densely populated areas in Kershaw County.

5. Kershaw County should establish a stakeholder contact package to actively solicit sponsorship programs of facilities including posters, scoreboards, equipment, etc. within the business community of Kershaw County.
6. Kershaw County Recreation Department newsletter program should switch to electronic delivery via email and Kershaw County's website of programs unless specifically requested by enrollees. Maps and information of this study should be contained in each copy. Hard copies should still be made available at the Recreation Department and County offices.
7. Kershaw County should conduct a study and determine interest in a special events center, possibly in joint cooperation with the City of Camden.
8. Kershaw County Recreation Department should consider raising athletic fees to rates similar to those in Richland County. It appears that approximately a fifty percent increase (50%) would be justified, and could be incrementally implemented. This would greatly increase revenue generated by athletic fees to make up a larger portion of the Recreation Department budget.
9. Kershaw County Recreation Department and the City of Camden Parks Department should have regular joint recreational meetings to explore how to best combine resources and eliminate redundant programs.
10. Kershaw County, based on a comparison of a national parks inventory, when combined with all other public and private entities, has approximately fifty (50) acres of excess public park facilities. Those recreational facilities that are not located in areas of recent growth should be eliminated and new facilities should be considered in areas of current and expected future growth. It should be noted that while there is a need for Kershaw County to consolidate active recreational facilities, the City of Camden appears to make up a good portion of this acreage, and these parks, especially passive parks are a large contributor to what makes the City of Camden and Kershaw County unique.
11. Kershaw County should standardize its programs/facilities into three (3) distinct levels; Neighborhood Level (serving people within ¼ mile walking distance), Regional Level (potentially serving 20,000 people), and Competition Level (potentially serving 100,000 people). As Neighborhood Level facilities are the most expensive to maintain, it is

recommended that some of the active recreation (baseball fields, soccer fields) be consolidated to a regional or competition level facilities.

12. Establishment of a three-way grounds maintenance agreement with between Kershaw County School District, Kershaw County, and the City of Camden to eliminate inefficiencies, or joint contracting of contractual landscaping companies for grounds maintenance service **familiar with Recreational Maintenance**. Kershaw County Recreation Department should also review staffing needs as it appears Kershaw County Recreational Department is operating with much less than average staff of other recreational departments.
13. Kershaw County Recreation Department and the City of Camden Park Department should consider consolidation into one entity. The reorganization could assist both entities with maintenance and improve parks and recreation for both Kershaw County and City of Camden residents.
14. Kershaw County Recreation Department should seek consultation from the University of South Carolina School of Public Health to aid in the vision, marketing, and branding to make Kershaw County the healthiest county in South Carolina. It should be noted that this is a stated goal of Kershaw County Health for their centennial campaign.

3.6.2 FIVE YEAR CAPITAL IMPROVEMENT RECOMMENDATIONS

Based on the previously mentioned public input and analyses, the following programmatic recommendations are with a goal to be implemented by 2017:

1. Kershaw County should complete the Regional Recreational improvements at Kershaw County West to include a Center Building with Concession, Press Box, Restrooms, Batting Cages, Drives and Parking, Sidewalks and an accessible playground.
2. Larry Doby Park should be completed inclusive of a walking trail, electrical and lighting, parking and drives, landscaping and irrigation.
3. Similar to the 2002 Master Plan recommendation, Kershaw County Recreation Department should construct a Regional Special Events Center with the following

facilities: six (6) tennis courts capable for tournament play, two (2) indoor full size basketball court capable of transformation to volleyball court, an indoor walking track, one (1) rectangular multipurpose field, one (1) handicapped accessible playground and an outdoor walking track. In addition the special events center should include offices for Kershaw County Recreation Department staff as the current facilities are inadequate for large program enrollment activity and efficient office use.

4. Directly related to the previous recommendation and dependent on the result of a November 2012 vote by the citizens of Camden for the creation of The City of Camden Sports Complex, development of a regional recreational complex (possibly named Rhame Complex). This facility could replace (when removed) Rhame Arena, planned by the City of Camden to be removed because of its impacts to historic registration of Camden's historic battlefield grounds, and its current state of disrepair. This facility could include indoor jogging and indoor basketball facilities at a location to be determined, and be combined with the previous regional facility mentioned above.
5. Due to the explosive growth in and around the town of Elgin, lack of any passive facilities, and density of population, it is recommended that a passive neighborhood park, and potentially a community center be constructed, as well as to complete renovation to Elgin's existing tennis courts. Furthermore, a partnership with the school district is important for use of their facilities such as the school's gymnasium and tennis courts for public use.
6. Kershaw County Recreation Department should construct a temporary enclosure during the winter months at the Kershaw County Aquatics Center. This should be utilized until a permanent facility can be built, and can be used at the high school level during winter months. Also, the construction of a new splash pad should be considered for year round use and facility rental.
7. Kershaw County Recreation Department should identify routes and commence construction of the first phase of a regional recreation hard surface trail or walking tracks, interconnecting recreational parks where possible. The total length of trails and walking tracks when completed should meet or exceed fifteen (15) miles.

8. Contrary to the findings in this report for excess properties in growing, populated areas, Kershaw County made a commitment to the Mt. Pisgah and Kershaw County School district to complete the neighborhood youth baseball/softball fields in the Mt. Pisgah Area, and should complete this improvement on the land donated for these improvements. The County should then review other rural or under utilized active recreational locations for consolidation.
9. Kershaw County should remove the existing facilities and rehabilitate the existing facilities at Copeland Park within the Town of Bethune where the school district property has been obtained. This property should be redeveloped into a large community field for better hosting outdoor community events. Also, improvements should include picnic shelters, minor improvements to playgrounds, and permanent fixtures and accessories inside the newly completed community center.
10. Kershaw County Recreation Department should commence a renovation program of all athletic fields including, where appropriate, a standard fence, pitching machine electricity, irrigation and reseeding, backstop, dugout line, sponsorship opportunity fixtures, restrooms and concession facility, and landscaping according to a standard established by Kershaw County.
11. Addition/renovation of outdoor playground equipment capable of disabled citizen use playground structure with compliant walkways and parking.
12. Addition of various picnic and covered sheltered areas throughout the County owned facilities.
13. Although the findings of this master plan state that the County as a whole already has more than the average amount of property, Goodale State Park and/or Pickett Thomas Park are unique parks currently in the County and owned by the State that may be opportunistic acquisitions for the County. Currently with State Budget cuts, these facilities are falling into disrepair and are currently being under utilized. The County should first examine maintenance and operational costs from South Carolina Parks, Recreation and Tourism Department (SCPRT), examine if it feasible to obtain, and if so

obtain the excess property for future long-term County growth and passive park preservation. Negotiation of this property may also provide other opportunities or assistance from SCPRT, such as the waterfront of Lake Wateree or the Wateree River.

3.6.3 TEN YEAR CAPITAL IMPROVEMENT RECOMMENDATIONS

Based on the previously mentioned public input and analyses, The Consultant makes the following recommendations with a goal to be implemented by 2022:

1. If an acquisition of Pickett Thomas Park and Goodale State Parks are economically viable, the County should add additional walking or multi-use trails within this facility.
2. Kershaw County Recreation Department should commence a renovation program of all remaining athletic fields and parks including, where appropriate, a standard fence, pitching machine electricity, irrigation and reseeding, backstop, dugout line, sponsorship opportunity fixtures, restrooms and concession facility, and landscaping according to a standard established by Kershaw County. Also, Science Park, West Wateree and Wildwood Youth Complex should be renovated during this time period.
3. Completion of the regional recreational complex at Kershaw West Complex to include completion of the four (4) multi-use fields, and a multi-use trail.
4. Due to the overwhelming interest in sports in the community and contrary to the quantity of surplus ball fields in the County, it is recommended that the County develop a tournament venue sports complex facility capable of hosting teams and leagues from across the state and southeast by either upgrading an existing facility or constructing a new facility. Based on previous outreach to Dixie Youth and Pony league baseball, this facility would require four (4) Dixie Youth size fields, four (4) Pony League size fields, four (4) multi-use fields. This tournament facility could showcase Kershaw County and should also include picnic areas, a premium outdoor play structure, possibly a splash pad, concessions, and convenient and adequate parking. This facility should be easily accessible to the interstate, and nearby community hospitality businesses (hotels,

obtain the excess property for future long-term County growth and passive park preservation. Negotiation of this property may also provide other opportunities or assistance from SCPRT, such as the waterfront of Lake Wateree or the Wateree River.

3.6.3 TEN YEAR CAPITAL IMPROVEMENT RECOMMENDATIONS

Based on the previously mentioned public input and analyses, The Consultant makes the following recommendations with a goal to be implemented by 2022:

1. If an acquisition of Pickett Thomas Park and Goodale State Parks are economically viable, the County should add additional walking or multi-use trails within this facility.
2. Kershaw County Recreation Department should commence a renovation program of all remaining athletic fields and parks including, where appropriate, a standard fence, pitching machine electricity, irrigation and reseeding, backstop, dugout line, sponsorship opportunity fixtures, restrooms and concession facility, and landscaping according to a standard established by Kershaw County. Also, Science Park, West Wateree and Wildwood Youth Complex should be renovated during this time period.
3. Completion of the regional recreational complex at Kershaw West Complex to include completion of the four (4) multi-use fields, and a multi-use trail.
4. Due to the overwhelming interest in sports in the community and contrary to the quantity of surplus ball fields in the County, it is recommended that the County develop a tournament venue sports complex facility capable of hosting teams and leagues from across the state and southeast by either upgrading an existing facility or constructing a new facility. Based on previous outreach to Dixie Youth and Pony league baseball, this facility would require four (4) Dixie Youth size fields, four (4) Pony League size fields, four (4) multi-use fields. This tournament facility could showcase Kershaw County and should also include picnic areas, a premium outdoor play structure, possibly a splash pad, concessions, and convenient and adequate parking. This facility should be easily accessible to the interstate, and nearby community hospitality businesses (hotels,

EXHIBIT A – VICINITY MAP

KERSHAW COUNTY RECREATIONAL MASTER PLAN UPDATE KERSHAW COUNTY, SOUTH CAROLINA VICINITY MAP



+/- 740 Sq. Miles

ALLIANCE
CONSULTING ENGINEERS
PREPARED BY:
ALLIANCE CONSULTING ENGINEERS, INC.
MARCH 5, 2012

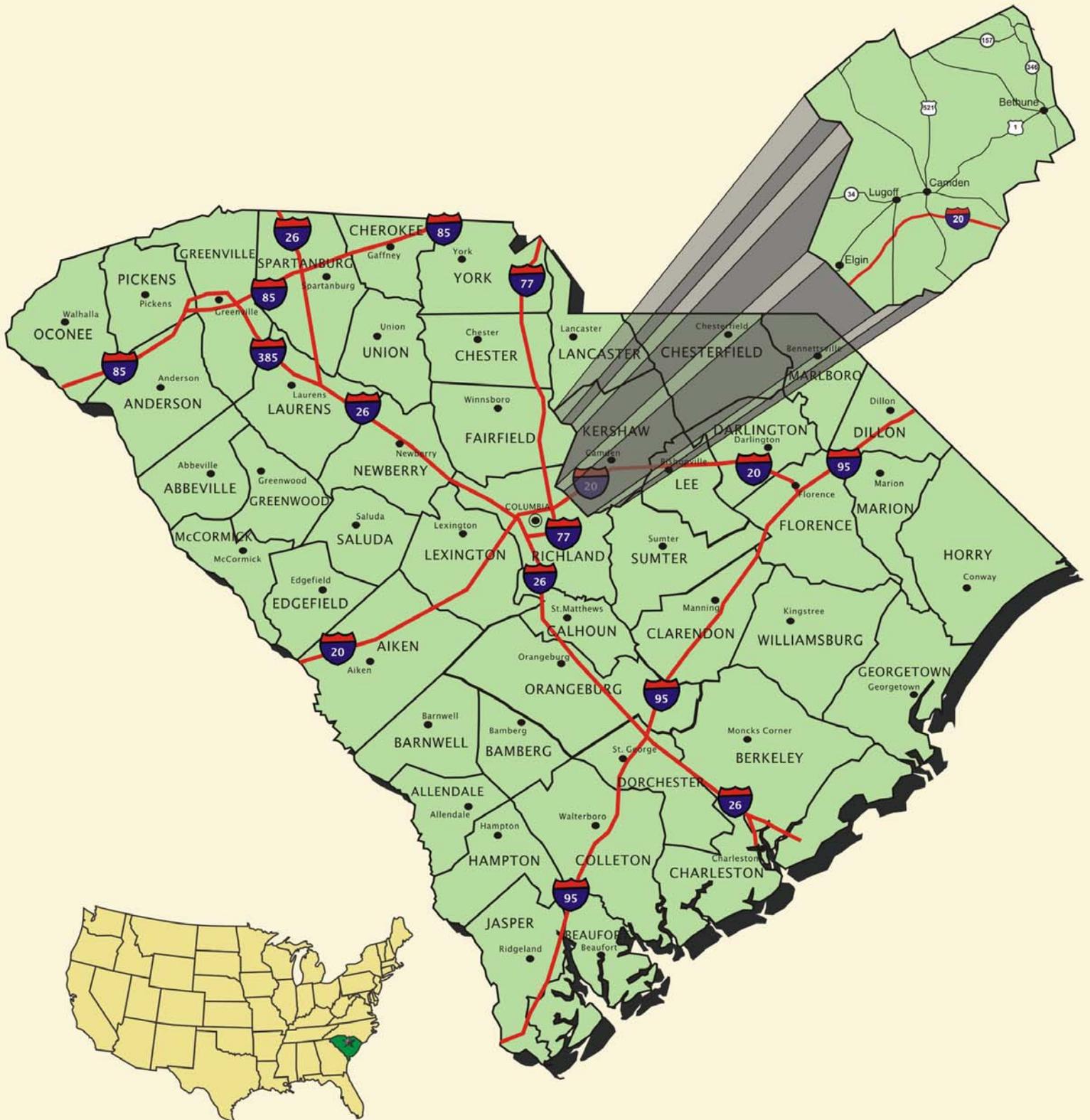


EXHIBIT B – SITE LOCATION MAP

KERSHAW COUNTY RECREATIONAL MASTER PLAN UPDATE KERSHAW COUNTY, SOUTH CAROLINA SITE LOCATION MAP



+/- 740 Sq. Miles



SCALE IN MILES
MARCH 5, 2012



PREPARED BY
ALLIANCE CONSULTING ENGINEERS, INC.
INFORMATION FROM
KERSHAW COUNTY HIGHWAY MAP
JULY 2005

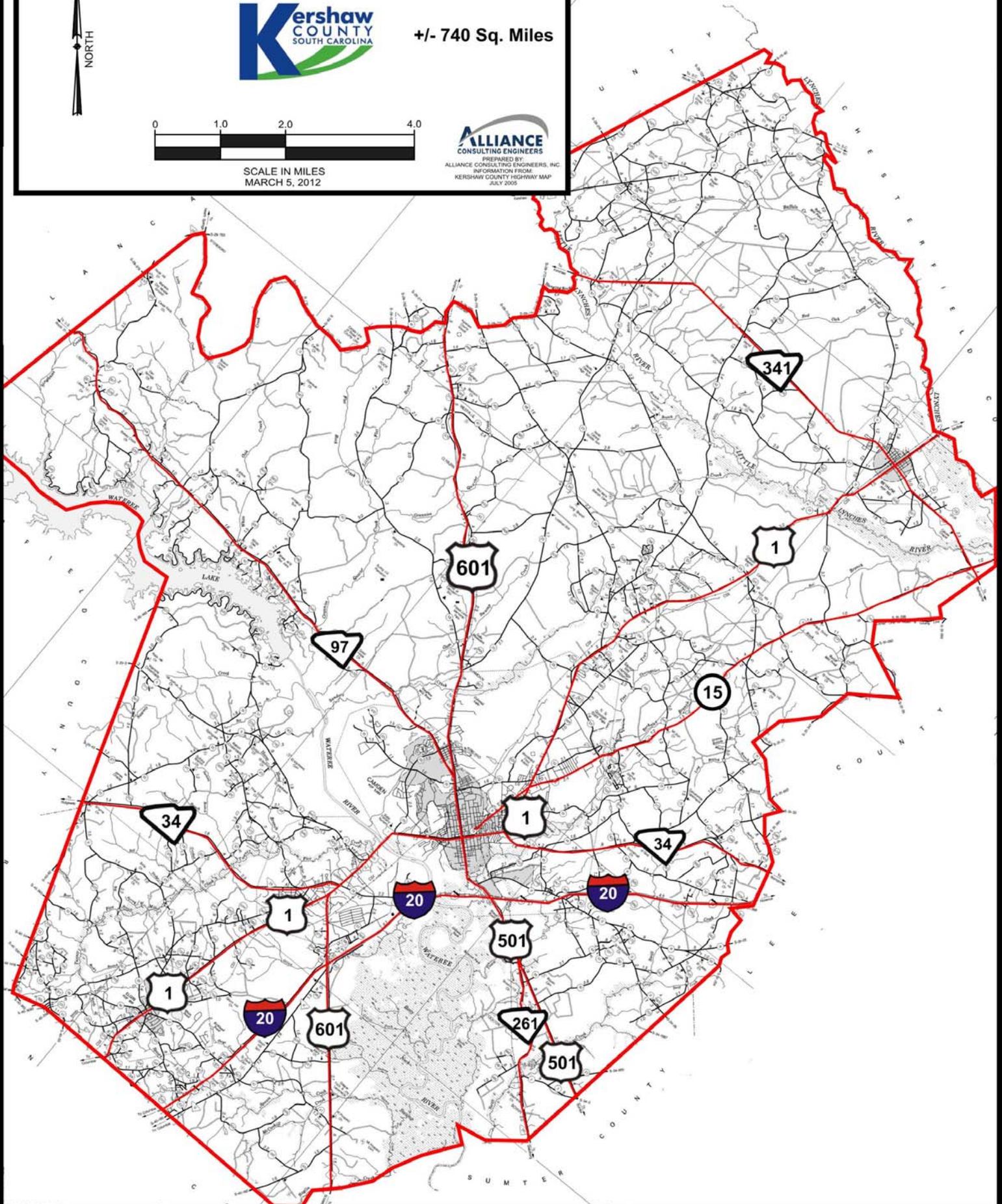
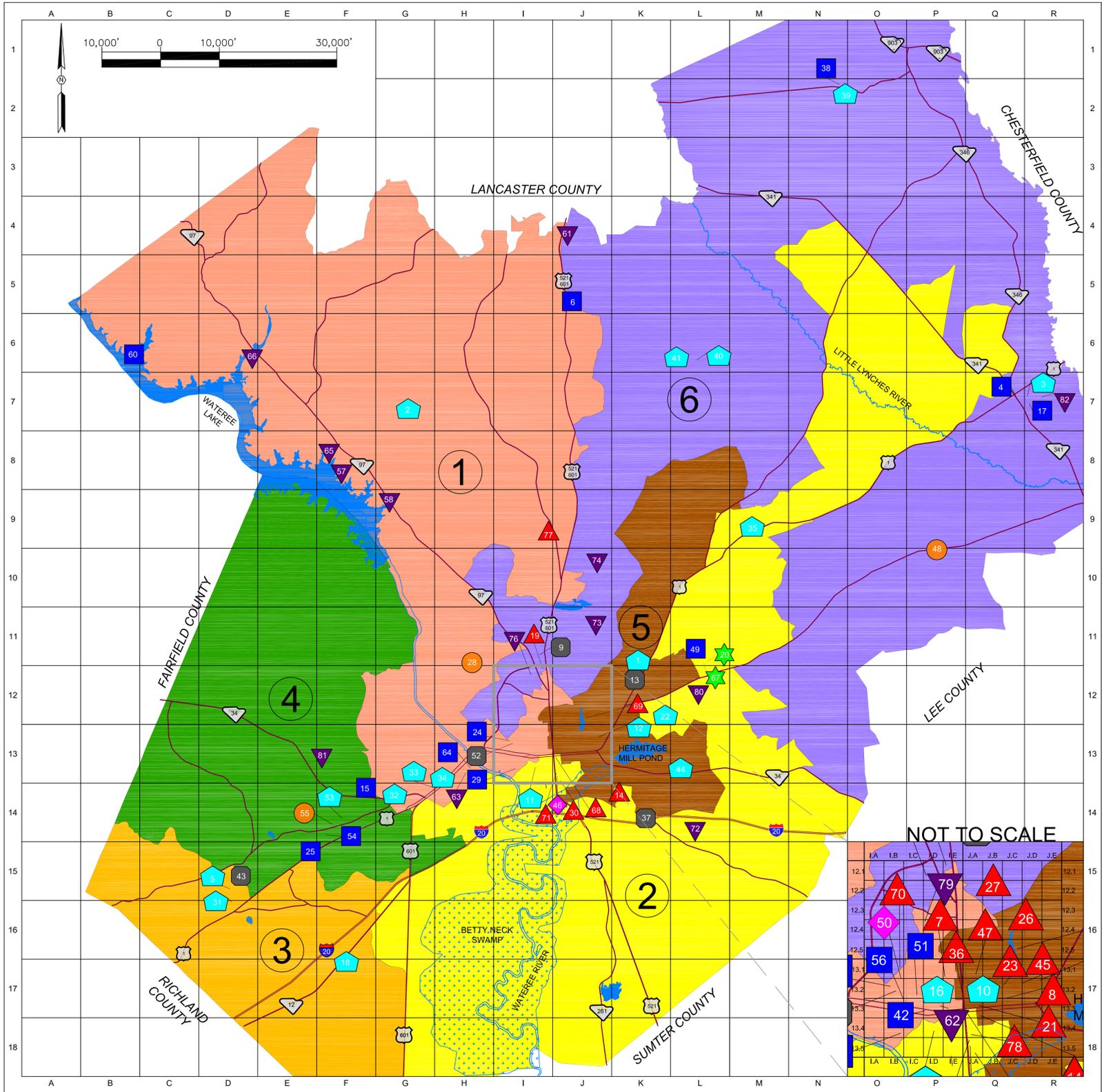


EXHIBIT C – INVENTORY MAP



LEGEND	● DISTRICT No. 1	▲ PRIVATE OWNED FACILITY	BASEBALL	FOOTBALL	RESTROOM	TELESCOPE OBSERVATORY	GOLF
	● DISTRICT No. 2	PUBLIC SCHOOL	BASKETBALL	COMMUNITY CENTER	CONCESSIONS	FISHING	A-1 GRID LOCATION
	● DISTRICT No. 3	■ COUNTY-OWNED PARKS & FACILITIES MAINTAINED BY COUNTY	MARINA / BOAT ACTIVITIES	RACING TRACK	PLAYGROUND	WALKING TRAIL	WEIGHT ROOM
	● DISTRICT No. 4	▲ CITY OWNED PARKS & FACILITIES MAINTAINED BY CITY	MODEL AIRPLANE FIELD	OPEN GREEN AREAS	PICNIC AREA	SWIMMING	TENNIS
● DISTRICT No. 5	■ PRIVATE SCHOOL	ROCKET LAUNCHING PAD	SOCCER	SOFTBALL	VOLLEYBALL	EQUESTRIAN	
● DISTRICT No. 6	★ STATE-OWNED & MAINTAINED	STATE ROAD	UNITED STATES ROAD	INTERSTATE HWY	LAKES & RIVERS	SWAMPS	
	● LAND LEASED BY OTHERS AND MAINTAINED BY THE COUNTY	CITY OWNED PARKS & FACILITIES MAINTAINED BY COUNTY					

DISTRICT No. 1 2 BARON DEKALB ELEMENTARY G-7 7 BOYKIN PARK I.E-13.3 9 CAMDEN ADVENTIST SCHOOL J-10 16 CONTINUOUS LEARNING CENTER I.D-13.2 22 JACKSON SCHOOL K-12 24 KERSHAW COUNTY AQUATIC CENTER I.B-13.2 27 KIRKWOOD PARK J.A-12.3 28 KNIGHTS HILL PARK H-11 29 LARRY DOBY COMPLEX I.B-13.4 32 LUGOFF ELEMENTARY G-14 33 LUGOFF-ELGIN MIDDLE G-14 34 LUGOFF-ELGIN HIGH H-13 42 OLD ARMORY I.B-13.3 51 SEABOARD PARK I.C-13.2 56 WOODWARD PARK I.C-13.3 60 FUTURE PARK B-9 63 INVISTA WALKING TRAIL J.A-12.3 64 BOAT RAMP H-13 65 SHAW AIR FORCE RECREATION AREA F-8 66 BEAVER CREEK CAMP GROUND D-6 77 BATTLE OF CAMDEN SITE I-9 79 CAMDEN COUNTRY CLUB I.D-12.4				DISTRICT No. 2 11 CAMDEN HIGH I.D-13.4 20 GOODALE STATE PARK L-11 30 LEGION PARK J.A-13.3 36 MIDWAY ELEMENTARY M-9 37 MT. OLIVET CHRISTIAN SCHOOL K-14 49 SCIENCE PARK L-11 62 FUTURE SPORTS COMPLEX I.E-13.4 68 TOWN GREEN J.A-13.3 70 RHAME CITY ARENA J.A-13.3 71 CITY ARENA PARK J.A-13.3 72 SOUTH CAROLINA EQUINE PARK L-14 76 HISTORIC CAMDEN PARK J.A-13.4 80 WHITE PINES GOLF CLUB I-12			
DISTRICT No. 3 5 BLANEY ELEMENTARY D-15 18 DOBY'S MILL ELEMENTARY F-17 31 LESLIE M. STOVER SCHOOL D-16				DISTRICT No. 4 15 CONIFER ACRES F-14 25 KERSHAW COUNTY-WEST COMPLEX E-13 43 PINE GROVE D-15 53 WATERREE ELEMENTARY F-14 54 WEST WATERREE PARK F-14 55 WILDWOOD YOUTH COMPLEX E-14			
DISTRICT No. 5 1 APPLIED TECH. EDUCATION CAMPUS K-1 6 BURNDALE PARK I.C-13.2 10 CAMDEN ELEMENTARY J.B-13.2 12 CAMDEN MIDDLE I.D-13.2 13 CAMDEN MILITARY ACADEMY K-12 14 CITY HALL PARK J.A-13.3 21 HAMPTON PARK J.A-13.3 22 JACKSON SCHOOL K-12 23 KENDALL PARK J.B-13.2 26 KIRKWOOD COMMON I.B-12.5 35 MONUMENT SQUARE I.E-13.2 44 PINE TREE HILL ELEMENTARY L-13 45 PINE TREE PARK J.D-13.2 47 RECTORY SQUARE J.A-13.1 69 KENDALL LAKE PARK J.A-13.1				DISTRICT No. 6 3 BETHUNE ELEMENTARY R-7 4 BETHUNE RECREATION CENTER D-7 6 BOYD YOUNG PARK I-5 17 COPELAND PARK R-7 19 EDGEWOOD PARK I-11 38 MT. PISGAH PARK N-2 39 MT. PISGAH ELEMENTARY N-2 40 NORTH CENTRAL HIGH L-6 41 NORTH CENTRAL MIDDLE L-6 61 CAROLINA MOTORSPORTS PARK J-4 70 GROOM PARK I.B-13.1 73 HUNT COUNTRY J-11 74 EVERGREEN HORSE TRAINING K-10 76 CAROLINA CUP / COLONIAL CUP STEEPLE CHASE I.D-12.2 82 BETHUNE COUNTRY CLUB R-7			

EXHIBIT D – ALL DISTRICT MEAN SCORES

Exhibit D: All Districts Mean Scores

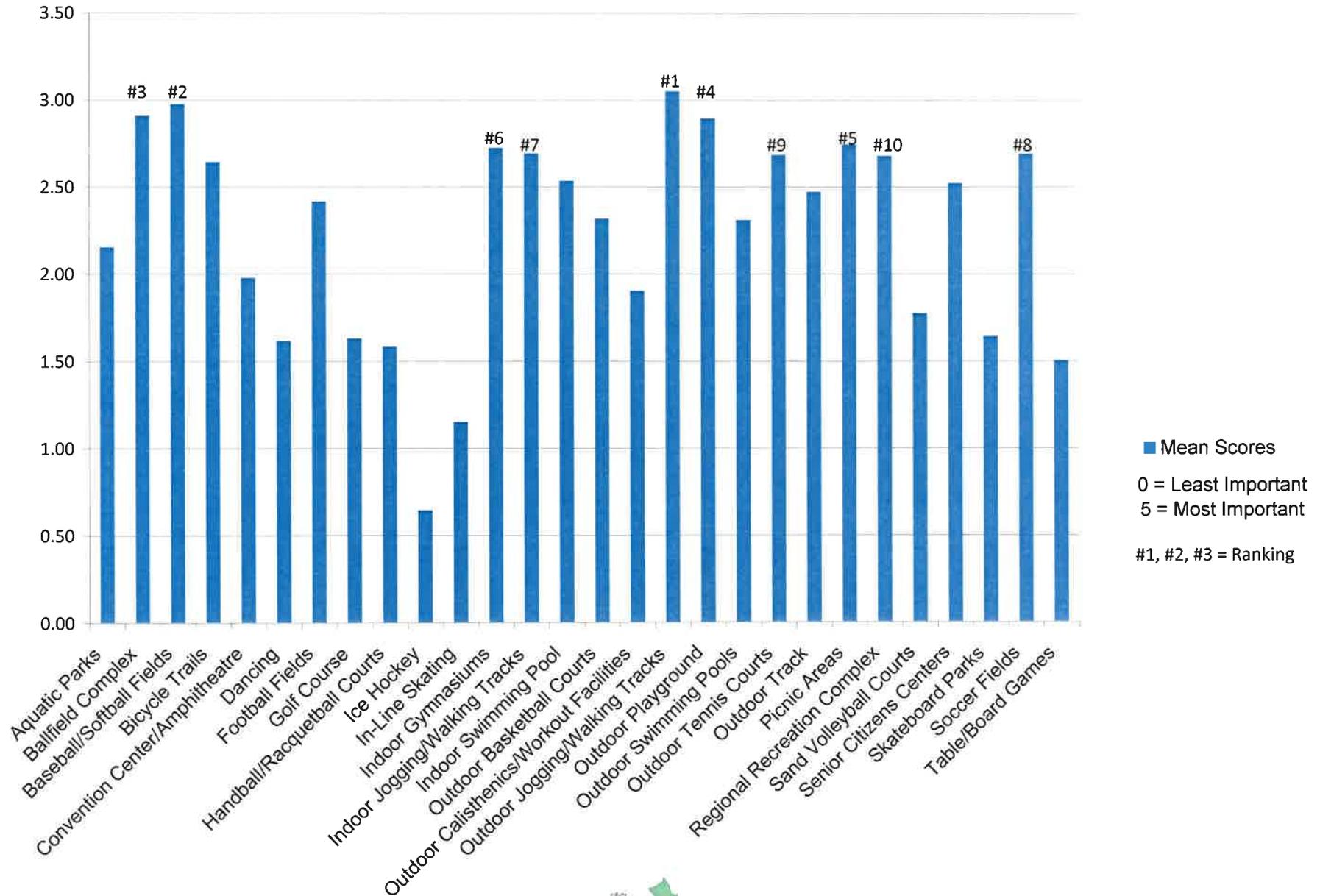


EXHIBIT E – INVENTORY CHART

EXHIBIT F – COST OPINIONS

Prepared for

Kershaw County

Recommended Capital Improvements Years 1-5

Kershaw County West Complex				
Description	Quantity	Unit	Unit Cost	Cost
Center Bldg with concession, press box, restrooms	1	EA	\$350,000	\$350,000
Picnic Shelters	4	EA	\$15,000	\$60,000
Playground with HC access	1	EA	\$75,000	\$75,000
Batting Cages	1	LS	\$25,000	\$25,000
Drives and Parking	15,000	SY	\$30	\$450,000
Maintenance Shed	1	EA	\$10,000	\$10,000
Sidewalks	4,800	SY	\$35	\$168,000
Landscaping and Irrigation	1	LS	\$150,000	\$150,000
Sub Total				\$1,288,000
Contingency (10%)				\$128,800
Total				\$1,416,800
Survey, Design, Permitting (15% of total)				\$212,200
Grand Total				\$1,629,000

Larry Doby Park Improvements				
Description	Quantity	Unit	Unit Cost	Cost
Install HC Parking and Accessible Routes	1	LS	\$75,000	\$75,000
Walking Trail	1	MILE	\$636,000	\$636,000
Lighting	1	MILE	\$150,000	\$150,000
Add Electrical receptacle to Baseball Field	2	EA	\$5,000	\$10,000
Asphalt Parking and Drives	4000	SY	\$30	\$120,000
Landscaping	1	LS	\$150,000	\$150,000
Additional Irrigation	1	LS	\$100,000	\$100,000
Sub Total				\$1,241,000
Contingency (10%)				\$124,100
Total				\$1,365,100
Survey, Design, Permitting (15% of total)				\$204,900
Grand Total				\$1,570,000

New Regional Special Events / Recreation Complex / Recreation Department Offices				
Description	Quantity	Unit	Unit Cost	Cost
Complex w/ Gym, Indoor Track and Recreational offices	1	EA	\$6,500,000	\$6,500,000
Tennis Courts	6	EA	\$45,000	\$270,000
Playground HC accessible	1	EA	\$75,000	\$75,000
Football / Multi Purpose Field	1	EA	\$300,000	\$300,000
Walking Trail	1	MILE	\$636,000	\$636,000
Lighting	1	LS	\$300,000	\$300,000
Large Picnic Shelter	4	EA	\$30,000	\$120,000
Restroom Facility with Concessions	1	LS	\$200,000	\$200,000
Water, Sewer, Drainage Improvements	1	LS	\$250,000	\$250,000
Drives and Parking Improvements	6000	SY	\$30	\$180,000
Concrete Walks	1000	SY	\$35	\$35,000
Sub Total				\$8,866,000
Contingency (10%)				\$886,600
Total				\$9,752,600
Survey, Design, Permitting (15% of total)				\$1,462,400
Grand Total				\$11,215,000

See last page for Assumptions and Exceptions

Kershaw County Recreation Master Plan Update
Kershaw County, South Carolina

Prepared for
Kershaw County

Recommended Capital Improvements Years 1-5

Seaboard Park Improvements				
Description	Quantity	Unit	Unit Cost	Cost
*Demolition of existing Rec Dept. Office/Canteen	1	LS	\$100,000	\$100,000
Softball Fields	2	EA	\$250,000	\$500,000
Miracle League Field	1	EA	\$200,000	\$200,000
Center Pavilion with restrooms, concessions, Press	1	EA	\$250,000	\$250,000
Volley Ball Courts	3	EA	\$10,000	\$30,000
Picnic Shelters	2	EA	\$15,000	\$30,000
Asphalt Drives and Parking	4900	SY	\$30	\$147,000
Concrete Walks	1000	SY	\$35	\$35,000
Nature Trail	2500	LF	\$30	\$75,000
Playground	1	LS	\$60,000	\$60,000
Water, Sewer, and Drainage Improvements	1	LS	\$150,000	\$150,000
Landscaping	1	LS	\$75,000	\$75,000
Sub Total				\$1,652,000
Contingency (10%)				\$165,200
Total				\$1,817,200
Survey, Design, Permitting (15% of total)				\$272,800
Grand Total				\$2,090,000

*Assumes Facility is completed somewhere else in Regional Events Facility

Woodward Park Improvements				
Description	Quantity	Unit	Unit Cost	Cost
Demolition	1	LS	\$100,000	\$100,000
Refurbish Existing Fields	7	EA	\$150,000	\$1,050,000
Drives and Parking	7700	SY	\$30	\$231,000
Renovate Existing Restrooms	1	LS	\$150,000	\$150,000
Large Picnic Shelter	1	EA	\$30,000	\$30,000
Concrete Walks	4600	SY	\$35	\$161,000
Playground (HC accessible)	1	EA	\$75,000	\$75,000
Water, Sewer, and Drainage Improvements	1	LS	\$200,000	\$200,000
Landscaping	1	LS	\$150,000	\$150,000
Sub Total				\$2,147,000
Contingency (10%)				\$214,700
Total				\$2,361,700
Survey, Design, Permitting (15% of total)				\$354,300
Grand Total				\$2,716,000

New Elgin Park at Potter Road				
Description	Quantity	Unit	Unit Cost	Cost
Community Center w/ inside & outside Restrooms	1	LS	\$1,025,000	\$1,025,000
Playground (HC accessible)	1	EA	\$75,000	\$75,000
Picnic Shelters	2	EA	\$15,000	\$30,000
Large Picnic Shelter	1	EA	\$30,000	\$30,000
Benches	2	EA	\$1,000	\$2,000
Walking Trail (natural surface)	2,700	LF	\$30	\$81,000
Water and Sewer Improvements	1	LS	\$50,000	\$50,000
Site Improvements for Drives, Parking, Landscape	1	LS	\$250,000	\$250,000
Sub Total				\$1,543,000
Contingency (10%)				\$154,300
Total				\$1,697,300
Survey, Design, Permitting (15% of total)				\$254,700
Grand Total				\$1,952,000

See last page for Assumptions and Exceptions

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Kershaw County

Recommended Capital Improvements Years 1-5

Replace Existing Tennis Court in Elgin				
Description	Quantity	Unit	Unit Cost	Cost
Demolition	1	LS	\$25,000	\$25,000
New Tennis Court with Lights and Fencing	1	LS	\$100,000	\$100,000
Sub Total				\$125,000
Contingency (10%)				\$12,500
Total				\$137,500
Survey, Design, Permitting (15% of total)				\$22,500
Grand Total				\$160,000

Aquatic Center				
Description	Quantity	Unit	Unit Cost	Cost
Dome Enclosure for Existing Pool	1	EA	\$100,000	\$100,000
Splash Pad	1	EA	\$400,000	\$400,000
Sub Total				\$500,000
Contingency (10%)				\$50,000
Total				\$550,000
Survey, Design, Permitting (15% of total)				\$83,000
Grand Total				\$633,000

Walking Tracks and Trails - Location to be Determined				
Description	Quantity	Unit	Unit Cost	Cost
Walking Trail (hard surface)	1	MILE	\$636,000	\$636,000
Lighting	1	MILE	\$150,000	\$150,000
Sub Total				\$786,000
Contingency (10%)				\$78,600
Total				\$864,600
Survey, Design, Permitting (15% of total)				\$130,400
Grand Total				\$995,000

Mt. Pisgah Park				
Description	Quantity	Unit	Unit Cost	Cost
Baseball Field	2	EA	\$300,000	\$600,000
Lighting	1	LS	\$150,000	\$150,000
Restroom and Concessions	1	LS	\$200,000	\$200,000
Picnic Shelters	2	EA	\$15,000	\$30,000
Drives and Parking	3000	SY	\$30	\$90,000
Concrete Walks	2000	SY	\$35	\$70,000
Playground	1	LS	\$60,000	\$60,000
Landscaping	1	LS	\$50,000	\$50,000
Sub Total				\$1,250,000
Contingency (10%)				\$125,000
Total				\$1,375,000
Survey, Design, Permitting (15% of total)				\$207,000
Grand Total				\$1,582,000

See last page for Assumptions and Exceptions

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Kershaw County

Recommended Capital Improvements Years 1-5

Bethune Community Center				
Description	Quantity	Unit	Unit Cost	Cost
Add Workout Room	1	EA	\$10,000	\$10,000
Add Stationary Bikes	10	EA	\$2,500	\$25,000
Add Weights	1	LS	\$10,000	\$10,000
Add Chairs	100	EA	\$50	\$5,000
Sub Total				\$50,000
Contingency (10%)				\$5,000
Total				\$55,000
Survey, Design, Permitting (15% of total)				\$8,000
Grand Total				\$63,000

Copeland Fields				
Description	Quantity	Unit	Unit Cost	Cost
Walking Track	1	MILE	\$636,000	\$636,000
Lighting	1	MILE	\$150,000	\$150,000
Renovate existing grass field as Community Field	1	LS	\$50,000	\$50,000
Add Electrical Receptacle to Fields	2	EA	\$5,000	\$10,000
Picnic Shelter	1	EA	\$15,000	\$15,000
Fencing for existing Playground	1	LS	\$5,000	\$5,000
Sub Total				\$866,000
Contingency (10%)				\$86,600
Total				\$952,600
Survey, Design, Permitting (15% of total)				\$142,400
Grand Total				\$1,095,000
	TOTAL YRS 1-5			\$25,700,000

See last page for Assumptions and Exceptions

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Kershaw County

Recommended Capital Improvements Years 5-10

Pickett Thomas / Goodale Park				
Description	Quantity	Unit	Unit Cost	Cost
Acquire Thomas Pickett Park from SCPRT	1	LS	0	0
Construct Off Road Biking Trail (2 miles)	10,600	LF	\$20	\$212,000
Construct Walking Trail (2 miles)	10,600	LF	\$30	\$318,000
Sub Total				\$530,000
Contingency (10%)				\$53,000
Total				\$583,000
Survey, Design, Permitting (15% of total)				\$88,000
Grand Total				\$671,000

Goodale State Park				
Description	Quantity	Unit	Unit Cost	Cost
Acquire Goodale Park from SCPRT	1	LS	\$0	\$0

Science Park				
Description	Quantity	Unit	Unit Cost	Cost
Asphalt Overlay of Existing Landing Strip	1700	SY	\$15	\$25,500
Demolish Existing Building	1	LS	\$25,000	\$25,000
New Building	1500	SF	\$40	\$60,000
Sub Total				\$110,500
Contingency (10%)				\$11,050
Total				\$121,550
Survey, Design, Permitting (15% of total)				\$14,450
Grand Total				\$136,000

West Waterre				
Description	Quantity	Unit	Unit Cost	Cost
Refurbish Ball fields	3	EA	\$150,000	\$450,000
Renovate Bathrooms and Concessions	1	LS	\$50,000	\$50,000
New Asphalt Drives and Parking Areas	2,500	SY	\$30	\$75,000
Picnic Shelters	2	EA	\$15,000	\$30,000
Sidewalks for HC access	1	LS	\$15,000	\$15,000
Add new lighting	1	LS	\$150,000	\$150,000
Sub Total				\$770,000
Contingency (10%)				\$77,000
Total				\$847,000
Survey, Design, Permitting (15% of total)				\$127,000
Grand Total				\$974,000

Wildwood Youth Complex				
Description	Quantity	Unit	Unit Cost	Cost
Refurbish Ball fields	4	EA	\$150,000	\$600,000
Renovate Bathrooms and Concessions	1	LS	\$50,000	\$50,000
Picnic Shelters	2	EA	\$15,000	\$30,000
New Asphalt Drives and Parking Areas	2,500	SY	\$30	\$75,000
Sidewalks for HC access	1	LS	\$20,000	\$20,000
Add New Lighting	1	LS	\$150,000	\$150,000
Sub Total				\$925,000
Contingency (10%)				\$92,500
Total				\$1,017,500
Survey, Design, Permitting (15% of total)				\$152,500
Grand Total				\$1,170,000

See last page for Assumptions and Exceptions

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Recommended Capital Improvements Years 5-10

Kershaw County West Complex				
Description	Quantity	Unit	Unit Cost	Cost
Football / Soccer Fields	4	EA	\$300,000	\$1,200,000
Walking Trail (hard surface)	1	MILE	\$636,000	\$636,000
Sub Total				\$1,836,000
Contingency (10%)				\$183,600
Total				\$2,019,600
Survey, Design, Permitting (15% of total)				\$963,400
Grand Total				\$2,983,000

New Tournament Facility				
Description	Quantity	Unit	Unit Cost	Cost
Baseball Field (Pony League)	4	EA	\$300,000	\$1,200,000
Baseball Field (Dixie Youth League)	4	EA	\$250,000	\$1,000,000
Football / Soccer Fields	4	EA	\$300,000	\$1,200,000
Splash Pad	1	EA	\$400,000	\$400,000
Pavilion Bldg w/ Press box, Restroom, Concessions	3	EA	\$350,000	\$1,050,000
Picnic Shelters	4	EA	\$15,000	\$60,000
Playground with HC access	1	EA	\$75,000	\$75,000
Batting Cages	1	LS	\$25,000	\$25,000
Drives and Parking	15,000	SY	\$30	\$450,000
Maintenance Shed	1	EA	\$10,000	\$10,000
Sidewalks	4,800	SY	\$35	\$168,000
Landscaping and Irrigation	1	LS	\$200,000	\$200,000
Sub Total				\$5,838,000
Contingency (10%)				\$583,800
Total				\$6,421,800
Survey, Design, Permitting (15% of total)				\$963,200
Grand Total				\$7,385,000

Walking Tracks / Trails - Locations to be determined throughout County				
Description	Quantity	Unit	Unit Cost	Cost
Walking Trail (hard surface)	10	MILE	\$636,000	\$6,360,000
Lighting	10	MILE	\$150,000	\$1,500,000
Sub Total				\$7,860,000
Contingency (10%)				\$786,000
Total				\$8,646,000
Survey, Design, Permitting (15% of total)				\$1,297,000
Grand Total				\$9,943,000

TOTAL YRS 5 - 10 **\$23,262,000**
GRAND TOTAL YRS 1 - 10 **\$48,962,000**

Assumptions and Exceptions:

1. All costs are estimated only.
2. No costs for Easements or Acquisitions are included
3. Cost of Asphalt is based on rate of \$102 per barrel on crude oil and recent bid climate in the area.
4. Estimate does not include any permitting impact fees
5. Subsurface Investigation may be required to verify that no rock currently exists within the project area

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Kershaw County

Summary of Recommended Capital Improvements		
CAPITAL IMPROVEMENT	YEAR 1-5	Cost
1. Kershaw County West Complex	Center Building with Concession, Press Box, Restroom, Batting Cages. Drives and Parking, Sidewalks, Playground	\$1,629,000
2. Larry Doby Park Improvements	Walking Trail, Electrical and Lighting, Parking and Drives, Landscaping, Additional Irrigation	\$1,570,000
3. New Regional Special Events / Recreation Complex / Recreation Department Offices	Complex with Track and Offices, Tennis Courts, Multi-purpose Fields, Sewer and Drainage Improvements, Drives and Parking	\$11,215,000
4. Seaboard Park Improvements	Softball Fields, Center Pavilion, Drives and Parking, Water, Sewer and Drainage Improvements Demolition of Existing Rec. Dept. Office	\$2,090,000
5. Woodward Park Improvements	Refurbish of Existing Fields, Playground, Demolition Water, Sewer and Drainage Improvements, Drives and Parkin	\$2,716,000
6. New Elgin Park at Potter Road	Community Center, Playground, Site Improvements, Walking Trail Playground, Picnic Shelters, Benches	\$1,952,000
7. Replace Existing Tennis Courts	Demolition, New Tennis court with Lights and Fencing	\$160,000
8. Aquatic Center	Dome Enclosure for Existing Pool, Splash Pad	\$633,000
9. Walking Track and Trails Location to be Determined	Walking Trail, Lighting (1 mile)	\$995,000
10. Mt. Pisgah Park	Baseball Fields, Lighting, Restrooms and Concessions, Site Improvements Restrooms and Concessions, Picnic Shelters, Landscaping	\$1,582,000
11. Bethune Community Center	Workout Room, Stationary Bikes, New Weights, Chairs	\$63,000
12. Copeland Fields	Walking Track, Lighting, Renovation of Existing Grass Field as Community Field Fencing for Existing Playground, Electrical Fields	\$1,095,000
	Total	\$25,700,000

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Kershaw County

Summary of Recommended Capital Improvements		
CAPITAL IMPROVEMENT	YEAR 5-10	Cost
1. Pickett Thomas / Goodale Park	Acquisition from SCPRT, Biking Trail, Walking Trail	\$671,000
2. Science Park	Asphalt Overlay of Existing Landing Strip, Demolish Existing Building New Building	\$136,000
3. West Wateree	Refurbish Ball Fields, Renovate Bathrooms and Concessions, New Asphalt Drives and Parking Areas, Picnic Shelters, Lighting	\$974,000
4. Wildwood Youth Complex	Refurbish Ball Fields, Renovate Bathrooms and Concessions, New Asphalt Drives and Parking Areas, Picnic Shelters, Lighting	\$1,170,000
5. Kershaw County West Complex	Football/Soccer Fields, Walking Trail	\$2,983,000
6. New Tournament Facility	Baseball Fields, Football/Soccer Fields, Splash Pad, Batting Cages Pavilion Building with Press Box, Restroom and Concessions, Playground	\$7,385,000
7. Walking Tracks / Trails (10 miles) Location to be Determined Throughout the County	Walking Trail, Lighting	\$9,943,000
Total		\$23,262,000
GRAND TOTAL		\$48,962,000

Recreational Master Plan for Kershaw County in Kershaw County, South Carolina



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