

## Chapter 9. Priority Investment Element

The *South Carolina Priority Investment Act* (PIA) was signed into law in 2007. The PIA amends *Title 6, Chapter 29* of the *South Carolina Code of Laws*, also known as the *South Carolina Local Government Comprehensive Planning Enabling Act of 1994*. The legislation introduced the two new elements of *Transportation* and *Priority Investment* to the comprehensive planning process for South Carolina local governments. The Priority Investment Element is intended to facilitate the coordination of major capital improvements and provide direction for implementing recommended strategies of the other Plan elements that call for capital improvements. The Priority Investment Element encourages local governments to examine future capital improvement needs, as well as identify planned funding sources for these improvements in the coming decade.

In addition to encouraging local governments to plan for long-term capital improvement needs and financing, the Priority Investment Element encourages stronger intergovernmental planning and coordination. Specifically, the legislation calls for comprehensive plans to include: *“a priority investment element that analyzes the likely federal, state, and local funds available for public infrastructure and facilities during the next ten years, and recommends the projects for expenditure of those funds during the next ten years for needed public infrastructure and facilities such as water, sewer, roads, and schools. The recommendation of those projects for public expenditure must be done through coordination with adjacent and relevant jurisdictions and agencies.”*

### **A. INTERGOVERNMENTAL COORDINATION**

While many of the public facilities in Kershaw County are owned and maintained by the County, many others are owned and maintained by entities such as the City of Camden and the towns of Bethune and Elgin, the State of South Carolina, the Kershaw County School District, Central Carolina Technical College, and private utility providers. Many improvements to capital facilities throughout the County have been and will continue to be accomplished through coordination and cooperation with multiple public and private entities. Regional solutions to needs shared by more than one jurisdiction or organization can result in greater efficiency and less cost to taxpayers. Regional cooperation should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to the success of an initiative, such as in the development of a safe and efficient transportation network.

The *South Carolina Priority Investment Act* requires that the recommendation of capital improvement projects requiring public expenditure be done through *“coordination with adjacent and relevant jurisdictions and agencies.”* The Act defines adjacent and relevant jurisdictions and agencies as *“those counties, municipalities, public service districts, school districts, public and private utilities, transportation agencies, and other public entities that are affected by or have planning authority over the public project.”* Such coordination in Kershaw County entails written notification by the County Planning Commission or staff to adjacent jurisdictions and relevant agencies of proposed projects and the opportunity to provide

comment. Adjacent and relevant jurisdictions and agencies identified as providing public facilities or related services within Kershaw County are listed in Table 9-1.

**Table 9-1. Adjacent and Relevant Jurisdictions and Agencies**

Jurisdiction/Agency	Capital Improvement/Public Facilities/Services
<b>Municipalities and Adjacent Jurisdictions</b>	
City of Camden	<ul style="list-style-type: none"> <li>▪ County municipality</li> <li>▪ Provider of law enforcement and fire service in the City</li> <li>▪ Provider of water, sewer, and electrical service for the City and some adjacent areas</li> <li>▪ Management of parks and recreation facilities in the City</li> </ul>
Town of Bethune	<ul style="list-style-type: none"> <li>▪ County municipality</li> <li>▪ Provider of water service in the Town</li> <li>▪ Provider of law enforcement in the Town</li> </ul>
Town of Elgin	<ul style="list-style-type: none"> <li>▪ County municipality</li> <li>▪ Provider of law enforcement in the Town</li> </ul>
Neighboring Counties	<ul style="list-style-type: none"> <li>▪ Chesterfield County</li> <li>▪ Fairfield County</li> <li>▪ Lancaster County</li> <li>▪ Lee County</li> <li>▪ Richland County</li> <li>▪ Sumter County</li> </ul>
<b>Relevant Government and Public Agencies</b>	
State of South Carolina	<ul style="list-style-type: none"> <li>▪ S.C. Department of Transportation (SCDOT) - statewide transportation planning; road maintenance and improvements for state roads and U.S. highways</li> <li>▪ S.C. Department of Parks, Recreation and Tourism (SCPRT) - funding for recreation facilities; management of Goodale State Park</li> <li>▪ S.C. Department of Commerce – competitive Community Development Block Grant (CDBG) awards for non-entitlements (Kershaw County, City of Camden and towns of Bethune and Elgin)</li> <li>▪ S.C. Department of Health and Environmental Control (SCDHEC) - public health, septic tank permitting, water/air quality permitting and management</li> </ul>
Central Carolina Technical College	<ul style="list-style-type: none"> <li>▪ Kershaw County higher education campuses of the S.C. Technical College System</li> </ul>
Central Midlands Council of Governments	<ul style="list-style-type: none"> <li>▪ Transportation planning for the Elgin area</li> </ul>
Kershaw County Economic Development	<ul style="list-style-type: none"> <li>▪ Recruitment of capital investment and job creation in Kershaw County</li> </ul>
Kershaw County School District	<ul style="list-style-type: none"> <li>▪ PreK-12 Public Schools</li> <li>▪ Adult Education</li> <li>▪ Career and vocational education</li> <li>▪ “Safe Routes to School” partners - Camden Elementary and Middle</li> </ul>
Kershaw-Lee County Regional Water Authority	<ul style="list-style-type: none"> <li>▪ Special purpose district providing water service to an area of the County</li> </ul>

Table 9-1. Adjacent and Relevant Jurisdictions and Agencies, *Continued*

Jurisdiction/Agency	Capital Improvement/Public Facilities/Services
<b>Relevant Government and Public Agencies</b>	
Lugoff-Elgin Water Authority	<ul style="list-style-type: none"> <li>Special purpose district providing water service to portion of the County</li> </ul>
Lugoff Fire Department	<ul style="list-style-type: none"> <li>Special tax district providing fire service in an area of the County</li> </ul>
Santee Lynches Regional Council of Governments	<ul style="list-style-type: none"> <li>Long-range transportation planning for non-urbanized portions of Kershaw County</li> <li>Environmental planning, including Water Quality Management Plan</li> <li>Economic Development and workforce planning and project implementation</li> <li>Hazard mitigation planning</li> <li>Affordable housing planning and project implementation</li> <li>Aging support programs through Area</li> <li>Other Local government assistance</li> </ul>
Santee-Wateree Regional Transit Authority	<ul style="list-style-type: none"> <li>Public transit provider</li> </ul>
<b>Other Relevant Organizations and Agencies</b>	
Bethune Rural Water	<ul style="list-style-type: none"> <li>Non-profit, member owned provider of water service</li> </ul>
Central SC Alliance	<ul style="list-style-type: none"> <li>Recruitment of capital investment and job creation in 9-county region that includes Kershaw County</li> </ul>
Community Medical Clinic of Kershaw County	<ul style="list-style-type: none"> <li>Non-profit family practice clinic providing free medical care for the underserved and uninsured in Kershaw County</li> </ul>
Duke Energy	<ul style="list-style-type: none"> <li>Owns/manages Lake Wateree and Wateree Hydroelectric Station</li> <li>Provider of electric service in areas of the County</li> </ul>
Eat Smart, Move More Kershaw County	<ul style="list-style-type: none"> <li>Non-profit group coordinating efforts to support healthy eating and active living in Kershaw County</li> </ul>
Electric Cooperatives	<ul style="list-style-type: none"> <li>Providers of electric service in areas of the County – Black River, Fairfield, Lynches River, and Tri-County</li> </ul>
Historic Camden Foundation	<ul style="list-style-type: none"> <li>Non-profit group that owns and operates Battlefield of Camden Site and owns Historic Camden Revolutionary War Site</li> </ul>
Kershaw Health Medical Center	<ul style="list-style-type: none"> <li>Major healthcare provider and the County's only hospital</li> </ul>
Kershaw County Agency on Aging	<ul style="list-style-type: none"> <li>Nonprofit provider of services to senior citizens in Kershaw County</li> <li>Provider of congregate meals at sites in Camden and Bethune and meal delivery to homebound seniors</li> <li>Provides senior transportation to congregate meal sites and essential services</li> </ul>
Kershaw County Board of Disabilities and Special Needs	<ul style="list-style-type: none"> <li>Operates an activity center for persons with disabilities and special needs</li> </ul>
LiveWell Kershaw	<ul style="list-style-type: none"> <li>Non-profit group operating community healthcare satellite clinics in the County</li> </ul>
Palmetto Utilities, Inc.	<ul style="list-style-type: none"> <li>Provider of wastewater treatment services in three Kershaw County subdivisions</li> </ul>
South Carolina Electric & Gas	<ul style="list-style-type: none"> <li>Provider of electric service in areas of the County</li> <li>Provider of natural gas service in the County</li> </ul>

## B. FUTURE CAPITAL IMPROVEMENT NEEDS AND FUNDING SOURCES

A number of public infrastructure and facilities needs have been identified for Kershaw County for the coming decade through the development of the required elements of the Comprehensive Plan, as well as previously developed plans and studies. These capital improvements include those that will be funded and accomplished by the County or its municipalities, as well as projects that will be funded and accomplished by other public and private entities such as the Santee Lynches Regional Council of Governments, the Kershaw County School District, and local utility providers. In the current challenging economic climate, Kershaw County and its municipalities must continue to explore new partnerships and funding sources to meet capital needs, while ensuring that the most critical needs are met. Anticipated funding from federal, state and local sources for public infrastructure and facilities during the next ten years is outlined in Table 9-2. The top public infrastructure and capital investment priorities for Kershaw County in the coming decade include:

1. Provision and maintenance of and improvements to public facilities and infrastructure to accommodate the needs of residents and businesses, ensure the health and safety of residents, and meet applicable local, federal and state requirements.
2. Expansion and upgrade of sewer facilities to provide quality service to existing customers and enable future residential, commercial and industrial development.
3. Provision and maintenance of and improvements to public recreation facilities to accommodate the current and future needs of County residents of all ages.
4. Preserve, protect, and enhance the County's natural, cultural, recreational, agricultural, and historic resources.
5. Study and address the land use and development issues related to fast growing areas of the County including the West Wateree, Lake Wateree, and the greater Camden areas.
6. Provide the infrastructure, workforce, and support needed to attract quality industrial and commercial development.
7. Provision and maintenance of and improvements to public education facilities to accommodate the current and future lifelong learning needs of County residents of all ages.

Table 9-2. Anticipated Annual Funding Sources

Funding Source	Description	Priorities Addressed	Anticipated Annual Funding*
Kershaw County General Fund	Annually appropriated funds for governmental functions not otherwise funded through special accounts, such as administration and operation, provided by valorem taxes levied on real and personal property; Includes road maintenance fees	1, 4, 5	\$24,280,510 <sup>1</sup> (includes \$1,756,000 from road maintenance fees)
Kershaw County Special Revenue Funds	Funds acquired from revenues legally restricted to expenditure for a particular purpose, including fire service, E-911 Tariff, and grants funds	1	\$5,722,786 <sup>1</sup>
Kershaw County Capital Projects Funds	Funds used for acquisition and construction of major capital facilities	1, 2, 3	\$4,221,821 <sup>1</sup>
Kershaw County Enterprise Funds	Funds used in operations where the costs of providing goods or services is financed or recovered primarily through user charges including for the sewer system and emergency medical services	1, 2	\$1,768,610 sewer <sup>1</sup> \$3,405,594 EMS <sup>1</sup>
Kershaw County 1% Education Improvement Sales Tax	Special sales tax approved in 2016 that will be levied for 15 years to pay for the bond referendum for school improvements in the Kershaw County School District	7	\$129,000,000 Over 15 years per the 2016 bond referendum <sup>2</sup>
C- Funds	Funds derived from a user tax on gasoline sales and allocated by the State to each county; local funds allocated by County Transportation Committee for improvements to state and local roads and bridges, resurfacing, and other eligible transportation projects	1, 6	\$1,473,600 <sup>3</sup>
SLRCOG Transportation Improvement Program	Transportation improvement program that includes capital transportation projects for federally funded transportation facilities and transit projects	1, 6	\$3.209 million in annual <i>Guideshare</i> funding for FY 2017-2022 for the Santee Lynches region <sup>4</sup>
COATS Transportation Improvement Program	Transportation improvement program that includes capital transportation projects for federally funded transportation facilities and transit projects	1, 6	No funding is allocated for projects in Kershaw County in the most recent TIP <sup>5</sup>
SCDOT Transportation Alternatives Program	State transportation funds allocated for non-traditional transportation related activities such as bicycle and pedestrian facilities and pedestrian streetscaping	1, 3, 4, 6	\$1.83 million for areas with population over 5,000 in FY 2013; up to \$400,000 per project, 20% local match required <sup>6</sup>

\* Anticipated funding based on recent funding levels

Sources: <sup>1</sup>2017-2018 Kershaw County Budget; <sup>2</sup>Kershaw County School District, August 2017

<sup>3</sup>SCDOT, S.C. Secondary "C" Program Apportionment of Funds for FY 2016-17; <sup>4</sup>SLRCOG, 2017-2022 Transportation Improvement Plan, June 2016; <sup>5</sup>COATS, 2013-2019 Transportation Improvement Plan, Sept. 2015; <sup>6</sup>SCDOT, SC Transportation Alternatives Program, June 2017

## C. KERSHAW COUNTY FACILITIES

Kershaw County owns and maintains a number of public properties, with many located within the City of Camden. The locations of major facilities owned by Kershaw County are listed in Table 9-3. Recreation facilities and the County Wastewater Treatment Plant are detailed in subsequent sections of this chapter.

**Table 9-3. Major Kershaw County Facilities**

Facility	Location
Agricultural Building (Library Offices)	East DeKalb Street, Camden
Bethune Branch Library	Main Street, Bethune
Bethune Community Center	College Street East, Bethune
Elgin Branch Library	Main Street, Elgin
Kershaw County Airport/Freight Terminal Building	Airline Drive, Camden
Kershaw County (Camden) Library	Broad Street, Camden
Kershaw County Courthouse	Broad Street, Camden
Kershaw County Detention Center	Bramblewood Plantation Road, Camden
Kershaw County EMS	5 stations, 3 co-located with fire stations
Kershaw County Fire Stations	12 stations and 5 substations
Kershaw County Government Center	Walnut Street, Camden
Kershaw County Humane Society	Black River Road, Camden
Kershaw County Landfill	Park Road, Cassatt
Kershaw County Law Enforcement Center	821 Ridgeway Road, Lugoff
Kershaw County Recreation Department	West DeKalb Street, Camden
Kershaw County Solid Waste Recycling Centers	10 locations
Knights Hill Community Center	Knights Hill Road, Camden
Public Works Maintenance Building	Park Road, Cassatt
Voter Registration Building	Lafayette Street, Camden

Phase I of the *Kershaw County Facilities Study* was completed in May 2013. The first phase of the Study includes an assessment of conditions and identification of short term (1 to 3 year) needs. Phase II of the Study will include a strategic plan and identification of long term (5 to 20 year) needs. However, the second phase has not yet been commissioned by the County. Phase I identified immediate needs for each County building and provided estimated costs for meeting facility needs at each site. In addition to a total estimated cost to meet immediate needs, costs were also provided for *critical needs* that have either a significant impact on public services or are causing continued degradation of the existing building and for *impending needs* that are deemed to be significant in the near future such as replacement of aging HVAC systems, exterior cosmetic repairs, and site improvements (Table 9-3).

While extensive work has been done to meet the identified needs of the *Kershaw County Facilities Study*, additional unmet needs remain for many Kershaw County facilities. Table 9-4 lists the percentage of work completed for each County facility to date. All work has been completed on the Law Enforcement Center and much of the work required to meet the

immediate needs of the Airport Terminal Building, Recreation Offices, and AA Building has also been completed. However, based on information provided by the County Building Maintenance Department, the percentage of work remaining on many County buildings to address immediate needs ranges from more than one-third (35%) to 100% completion, with many of the unmet needs estimated to be the most costly. For example, only 25% of the recommended work has been done to meet the immediate needs of the County Courthouse, estimated to total \$11.49 million in 2013.

**Table 9-4. 2013 Kershaw County Facilities Study - Cost Summary by Critical Issues**

Building	Recommendation - Immediate Needs	Estimated Cost (2013)			% Completed to Date
		Critical Needs	Impending Needs	Total Cost	
Government Center	HVAC replacement and general repair	\$136,600	\$265,500	<b>\$402,100</b>	60%
Public Works	Office renovation and address flooding	\$52,500	\$296,400	<b>\$348,900</b>	10%
Courthouse	New addition and major renovation	\$248,000	\$11,243,600	<b>\$11,491,600</b>	25%
Law Enforcement Center	Upgrade exit hardware	\$19,900	\$0	<b>\$19,900</b>	100%
Detention Center	New addition and renovation	\$6,290,200	\$1,711,700	<b>\$8,001,900</b>	45%
DJJ/PPP Building	Roof replacement and ADA upgrade	\$142,400	\$6,600	<b>\$149,000</b>	20%
Health Department	ADA upgrades and renovations	\$140,300	\$56,000	<b>\$196,300</b>	20%
Airport Terminal Building	ADA upgrade and general repair	\$0	\$176,600	<b>\$176,600</b>	80%
Library (Camden)	HVAC replacement, ADA upgrades, general repairs	\$97,600	\$382,000	<b>\$479,600</b>	65%
Armory Building	Major renovation and ADA upgrade	\$195,700	\$898,900	<b>\$1,094,600</b>	0%
Agricultural Building	Major renovation and ADA upgrade	\$518,500	\$1,224,400	<b>\$1,742,900</b>	25%
Recreation Offices	Major renovation and parking improvements	\$112,800	\$710,200	<b>\$823,000</b>	85%
AA Building	ADA upgrade and general repair	\$18,400	\$54,000	<b>\$72,400</b>	85%
Home Economics Building	ADA upgrade and general repair	\$17,100	\$27,900	<b>\$45,000</b>	65%
<b>Totals</b>		<b>\$7,990,000</b>	<b>\$17,053,800</b>	<b>\$25,043,800</b>	---

Source: Kershaw County Facilities Study, 2013;  
Kershaw County Planning and Zoning and Building Maintenance Departments, 2017

## D. TRANSPORTATION AND ROADS

Planning to meet current and future transportation needs is accomplished through programs at the state, regional and local levels in South Carolina. For Kershaw County, transportation planning and funding allocations are provided by the South Carolina Department of Transportation (SCDOT), the Santee Lynches Regional Council of Governments (SLRCOG), the Central Midlands Council of Governments (CMCOG) and the Kershaw County Transportation Committee.

### 1. Regional Rural Transportation Program

As the designated transportation agency for the non-urbanized area of the Santee Lynches Region, the SLRCOG is responsible for carrying out the rural transportation planning process for Clarendon and Lee Counties, along with the non-urbanized areas of Kershaw and Sumter Counties. For transportation planning purposes, the Elgin area in western Kershaw County is included in the Columbia Area Transportation Study (COATS) area, with planning provided by the Central Midlands Council of Governments (CMCOG). As the designated transportation planning agencies for Kershaw County, the primary responsibilities of the SLRCOG and CMCOG are to:

- Develop a *Long Range Transportation Plan* (LRTP) to provide the 25-year rural transportation vision; and
- Develop a Transportation Improvement Program (TIP) with a list of specific projects for which federal funds are anticipated.

The primary transportation needs in Kershaw County, as noted in the *SLRCOG 2040 Long Range Multi-modal Transportation Plan* (LRTP) and detailed in the Kershaw County Transportation Element, include six intersection improvement projects, two projects related to pedestrian safety, three system improvements to sections of U.S. Highways 1 and 521, installation of a sidewalk and bike lane on a portion of Haile Street, and replacement of SWRTA fleet vehicles. The list also includes corridor project feasibility studies for five roadways including a portion of U.S. Highway 1 from the Wateree River to Woodward Airport, I-20 at exit 98 and Black River Road, Black River Road from U.S. Highway 521 to Cleveland School Road, S.C. Highway 91 from Camden to Lake Wateree, and U.S. Highway 601 from U.S. Highway 1 to the Richland County line. A new SLRCOG 2045 LRTP will be developed in 2018-2019, with anticipated adoption in June 2019.

The *SLRCOG Transportation Improvement Program (TIP)* is the region's six-year transportation improvement program for all projects or program areas receiving federal funding, including bridge replacements, congestion mitigation and air quality, interstate maintenance and upgrades, roadway resurfacing, safety, primary and secondary road system upgrades, transportation alternatives, and federal lands projects. The TIP outlines a six-year program of federally funded transportation capital projects. The *2017-2022 TIP* for the Santee Lynches

region was most recently amended in June 2017. As detailed in Table 8-8 of the Transportation Element, there are thirteen Kershaw County TIP projects, totaling \$15,717,000 for FY 2017, \$6,145,000 for FY 2018, \$2,741,000 for FY 2019, \$16,695,000 for FY 2020, \$2,855,000 for FY 2021, and \$3,048,000 in 2022. These projects include planning and engineering, right-of-way acquisition, construction, and transit vehicle acquisition for the Kershaw County Council on Aging.

The *COATS 2035 Long Range Transportation Plan* includes four Elgin area projects in its prioritized list of projects. These projects include the widening of U.S. Highway 1 to a 5-land roadway with paved median from Steven Campbell Road to Sessions Road and sidewalks with bike lanes and intersection improvements at Church Street and Smyrna Road, Main Street and Pine Street, and Blaney Road and Forest Drive. In addition, road widening projects for U.S. Highway 1 from Sessions Road to Watts Hill Road and White Pond Road were included on the regional “aspirations” list. This list identifies needed projects for which funding has not yet been secured. As of May 2017, there were no Kershaw County projects included in the *COATS 2013-2019 Transportation Improvement Program*.

## **2. SCDOT Transportation Alternatives Program**

Kershaw County is eligible for transportation enhancement funding under the *Transportation Alternatives Program (TAP)* administered by SCDOT. TAP projects are federally-funded, community-based projects that provide opportunities for local governments to pursue non-traditional transportation related activities such as pedestrian and bicycle facilities and pedestrian streetscaping projects that might not otherwise be possible. TAP provides funding on a reimbursement basis as part of the Federal-aid Highway Program funded through the *Fixing America’s Surface Transportation (FAST) Act*. Transportation Alternatives funds generally comprise 80% of the total project cost, with a 20% match from local governments.

Available SCDOT funding is provided through three population-based programs. Urbanized areas with a population of more than 200,000, also known as Transportation Management Areas (TMA), are eligible to compete for a share of nearly \$3 million designated for urbanized areas of the State. Jurisdictions with populations of less than 200,000 and greater than 5,000 have a designated funding pool of \$1.83 million. The SCDOT has designated \$2.6 million for areas with a population of fewer than 5,000. Kershaw County and the City of Camden, with populations of 62,342 and 6,838, respectively, are currently eligible in the second category, while the County’s towns are eligible under the third category.

Projects proposed by governmental bodies located in areas outside of Transportation Management Areas (TMAs) such as Kershaw County and its municipalities are considered under the statewide program, with distribution of funds determined by the SCDOT Commission. Funding for such projects is limited to a maximum of \$400,000.

### **3. C-Fund Allocation**

At the local level, C-Funds are available for construction, improvements, or maintenance on the State highway system; local paving or improvements to county roads; street and traffic signs; and other road and bridge projects. Resurfacing, drainage improvements, and sidewalk construction may also be accomplished with C-Funds. C-Funds are derived from a statewide 2.66 cent per gallon user tax on gasoline sales that are deposited in the County Transportation Fund and allocated to the counties through a formula based on total number of vehicles registered and miles of road within each county. At least 25% of the allocated C-Funds must be spent on state roads. Each county has a *County Transportation Committee* with members appointed by the county legislative delegation. The Kershaw County Transportation Committee has the authority to decide which local transportation projects will be funded. The C-Fund apportionment for Kershaw County was \$1.473 million in FY 2016-2017.

### **4. Local Road Maintenance Fee**

By Ordinance, Kershaw County assesses an annual road maintenance fee of \$35 per vehicle, paid at the time vehicle taxes are due. Funds provided by road maintenance fees are used for road maintenance, repaving, and road paving projects. The Ordinance also requires that a percentage of the fees collected be allocated to any municipality that has a road maintenance program. The City of Camden is currently the only municipality in Kershaw County with a road maintenance program and receives a percentage based on fees collected for vehicles within the City. Kershaw County received \$1.8 million in road maintenance fees in FY 2015-2016, of which \$147,810 was allocated to Camden. Projected countywide road maintenance fees for FY 2016-2017 are nearly \$1.8 million.

## **E. PUBLIC K-12 SCHOOLS AND INSTITUTIONS OF HIGHER EDUCATION**

The *Kershaw School District* operates eleven elementary schools, four middle schools, and three high schools, providing educational services for more than 10,800 students in grades pre-K through 12. In addition, the District provides a Continuous Learning Center for middle and high school students with challenging emotional needs. The District's Applied Technology Education Campus (ATEC) enables high school students in grades 10 through 12 to achieve industry-recognized certifications in twelve different occupational programs. The District also offers adult education in the form of High School Equivalency classes and career readiness instruction and testing at its ATEC facility.

Significant facilities upgrades are underway in response to aging District facilities, changing requirements and educational needs, and recent and projected growth in Kershaw County. Over the last ten years, the District's \$102.2 million school construction program included the construction of two new middle schools, wellness facilities at all three high schools, a new elementary school, and two elementary school renovation projects. Phase II of the facilities upgrade includes a new Applied Technology Education Campus, three new elementary schools,

and improvements and renovations to the three high schools, three middle schools, and four elementary schools. The plan also includes renovations and safety improvements to the high school stadiums. In November 2016, Kershaw County voters approved a penny sales tax that will fund the \$129 million bond referendum to implement Phase II. Groundbreaking ceremonies were held in May 2017 for the three new elementary schools – Camden Elementary, Lugoff Elementary, and Wateree Elementary. Construction on these three schools is expected to be completed in late 2018.

Central Carolina Technical College (CCTC) is one of 16 public, two-year colleges that comprise the South Carolina Technical Education System. The Kershaw County CCTC campus was opened in downtown Camden in 2001. An extension of the Kershaw County campus opened in 2010 as part of a planned new campus in the Steeplechase Industrial Park. Enrollment at the Kershaw County campuses totaled 451 in 2016. A \$10 million, 40,000 square foot expansion of the Steeplechase campus is expected in 2017 that will include classroom space, along with training and incubation space for start-up businesses.

## **F. WATER FACILITIES**

Access to water services is available in many areas of the County and is provided by five public providers: Kershaw-Lee County Regional Water Authority (Cassatt Water), the Lugoff-Elgin Water Authority, the City of Camden, the Town of Bethune, and Bethune Rural Water. Water for the City of Camden is drawn from Lake Wateree and treated at the City's Water Treatment Plant (WTP) before distribution to approximately 6,900 customers within the City and adjacent areas. The City's WTP is currently undergoing a \$2 million project that will replace the gaseous chlorine system for disinfection with a hypochlorite system. The project will also install a new activated carbon system to help improve taste and reduce odor issues.

The Kershaw and Lee County Regional Water Authority draws ground water from 12 wells and treats the water onsite for distribution to its approximately 24,300 customers within a 764 square mile service area that stretches from north central to south central Kershaw County and portions of Lee, Sumter and Lancaster Counties. The Lugoff-Elgin Water Authority also draws water from Lake Wateree, which is treated at its water treatment plant and distributed to 7,300 customers in Kershaw, Fairfield, and Richland Counties.

The Town of Bethune draws groundwater and treats it onsite for distribution to 265 customers within its corporate limits. The Town was awarded a \$350,000 infrastructure grant from the S.C. Department of Commerce in May 2017 for water system improvements. Construction of a major upgrade that will include a state-of-the-art chemical monitoring system is expected to begin in 2018. Bethune Rural Water Company also draws groundwater from four deep wells, with water treated onsite before distribution to its 1,085 customers.

## G. WASTEWATER FACILITIES

The availability of sewer service is limited in Kershaw County, with access concentrated in the developed areas in and near the City of Camden and along the U.S. Highway 1 corridor between Camden and Lugoff. Access to wastewater treatment is limited to areas served by three primary providers. The City of Camden is the wastewater treatment provider for more than 3,950 customers within the City and an area that runs north along S.C. Highway 97 and east between U.S. Highways 1 and 521. Wastewater collected in the system is transported to the City's Wastewater Treatment Plant before discharge into the Wateree River. Construction on the City's new wastewater treatment facility was completed in February 2014, increasing capacity from 3 to 4 million gallons per day (MGD). Cost for the new WWTP was approximately \$35 million.

Kershaw County provides wastewater treatment for approximately 1,739 customers in the West Wateree area that includes the Town of Elgin, the Lugoff community, and the U.S. Highway 1 corridor. Collected wastewater is treated at the Kershaw County/Lugoff Wastewater Treatment Plant before discharge into the Wateree River. The *Kershaw County 2011 Sewer Master Plan* recommended twelve wastewater capital improvement projects to address projected wastewater treatment capacity issues throughout the collection and transmission system, along with expansion of treatment capacity, at an estimated cost of nearly \$20 million (Table 9-5.). While none of the recommended projects have been undertaken to date, the County has completed three major wastewater system projects, with an additional project underway. Completed projects include construction of a septage receiving station for accepting septic tank waste, construction of a new force main to accept wastewater from the Kawashima plant, and rehabilitation of two of the County's major lift stations. A new laboratory building is also under construction.

**Table 9-5. Kershaw County 2011 Sewer Master Plan - Proposed Capital Improvement Projects**

Description	Estimated Project Costs
White Pond Road pump station flow reversal	\$ 159,875
Percival Road pump station expansion	\$ 187,500
Proposed Whiting Way pump station and force main	\$ 2,830,315
Kawashima pump station expansion and force main	\$ 1,858,750
Lachicotte pump station expansion	\$ 300,000
Elgin #2 pump station expansion and force main	\$ 779,565
Elgin #1 pump station expansion and force main	\$ 1,439,065
Baldwin pump station replacement	\$ 287,500
Judy pump station expansion	\$ 250,000
Dana pump station expansion	\$ 150,000
Gravity trunk line 'C' capacity expansion (parallel 8" gravity trunk line)	\$ 411,250
Lugoff Waste Water Treatment Plant Expansion	\$11,250,000
<b>Total</b>	<b>\$19,903,820</b>

Sources: *Kershaw County Sewer Master Plan, 2011*; *Kershaw County Engineering Services, 2017*

**Palmetto Utilities, Inc.** is authorized under the *Upper Wateree Agreement*, as amended, among SCDHEC, Central Midlands COG, Santee Lynches COG, Richland County, the City of Camden, and Kershaw County to provide wastewater treatment services to three Kershaw County subdivisions located in the unincorporated area of the West Wateree area – Kelsney Ridge, Heath Pond, and Wood Trace. Collected wastewater from these residential customers is treated at the Spears Creek Wastewater Treatment Plant (WWTP) before being discharged into the Wateree River. The company is currently in the process of upgrading the Spears Creek WWTP. Palmetto Utilities recently completed construction of a pipeline that connects the Spears Creek WWTP to the company’s NPDES discharge point on the Wateree River. The alignment of the pipeline generally follows I-20 from the WWTP to the River. Palmetto Utilities is a component of Ni American, which is a wholly owned subsidiary of Pacolet Milliken Enterprises, LLC.

## H. RECREATION FACILITIES

The Kershaw County Recreation Department completed a new *Recreational Master Plan for Kershaw County* in 2012 that provides five and ten-year capital improvement recommendations with associated costs for the County’s recreation program. The Plan noted the need for upgrades and additional facilities, recommending twelve capital improvement projects projected to total \$25.7 million over five years. A number of these projects have been completed, including improvements to the Kershaw County West recreation complex, Larry Doby Park, Seaboard Park, and Boyd Young Park. Renovations were made at the County Parks and Recreation administrative offices, as well as to the Rhame Arena to accommodate basketball and special events. In March 2017, the City of Camden broke ground on the York Street tennis facility that will feature 16 tennis courts, including two stadium courts, plus a club house, pro shop, office, public restrooms, and a large shaded porch. Designed to accommodate tournament play, the complex will also include 14 pickleball courts that will be converted from four of the existing tennis courts, as well as walking trails along the perimeter of the site.

Remaining capital improvement projects recommended in the 2012 *Recreational Master Plan* include improvements to Woodward and Mt. Pisgah parks, a new park on Potter Road in Elgin, a dome enclosure and splash pad for the Aquatic Center, improvements to the Bethune Community Center, and renovation and improvements to Copeland Fields. Projected costs for these projects total more than \$8 million. With limited funding availability both locally and through other sources, projects that have been completed to date were scaled back significantly from the original recommendations.

## I. COORDINATION AND NOTIFICATION

As required by the provisions of the *South Carolina Priority Investment Act*, Kershaw County notifies and coordinates with adjacent jurisdictions and relevant agencies when recommending expenditures on public infrastructure and facilities projects. Throughout the development of the *Priority Investment Element*, Kershaw County consulted the numerous municipalities, adjacent jurisdictions, and relevant agencies listed in Table 9-1. These consultations addressed

current public capital facilities needs and the past, on-going, and future capital facilities projects that currently serve or are planned to serve the residents and employers of Kershaw County. A draft of the *Priority Investment Element* was also sent to each identified jurisdiction and agency for review and comment prior to adoption. Existing plans from other jurisdictions or agencies that impact the provision of capital facilities and related services for County residents were also consulted and incorporated by reference in the appropriate Comprehensive Plan elements.

Members of the Transportation Element Committee and representatives from adjacent and relevant jurisdictions and agencies as identified in Table 9-1 were included in the Priority Investment Element Committee. In addition to providing capital improvements programming and project details, committee members conducted the initial draft review and revision of the *Priority Investment Element*.

## J. GOALS, OBJECTIVES AND STRATEGIES FOR IMPLEMENTATION

The goals, objectives and strategies for implementation (GOIS) table summarizes the actions that will be undertaken in the coming decade to achieve the goals and objectives identified in the element. Element goals are broad based ideals that are intended to guide the future of the community, while an objective is a more specific elaboration of a goal that also provides direction. Together the goals and objectives outline the framework for the element and provide the basis for the more detailed and specific plan strategies. Each implementation strategy includes a listing of the agencies that will be accountable for the implementation of the strategy, as well as a time frame for the completion of the strategy.

Goals/Objectives/Strategies	Accountable Agencies	Time Frame for Completion
<b>Goal 9.1. Identify, plan for, and prioritize long range public infrastructure and capital facilities needs.</b>		
<b>Objective 9.1.1. Continue to plan for and prioritize public infrastructure and facilities needs.</b>		
<u>Strategy 9.1.1.1.</u> Complete Phase II of the Kershaw County <i>Facilities Study</i> .	Kershaw County	2023
<u>Strategy 9.1.1.2.</u> Consider conducting regular updates to the Kershaw County <i>Facilities Study</i> .	Kershaw County	On-going
<u>Strategy 9.1.1.3.</u> Consider conducting regular updates to the Kershaw County <i>Sewer Master Plan</i> .	Kershaw County	On-going
<u>Strategy 9.1.1.4.</u> Consider conducting regular updates to the Kershaw County <i>Recreational Master Plan</i> .	Kershaw County	On-going
<b>Objective 9.1.2. Support adjacent and relevant jurisdictions and agencies in planning for future public infrastructure and facilities needs.</b>		
<u>Strategy 9.1.2.1.</u> Support and participate in the efforts of Kershaw County municipalities in planning for future public infrastructure and facilities needs.	Kershaw County Municipalities	On-going
<u>Strategy 9.1.2.2.</u> Support and participate in the efforts of adjacent and relevant jurisdictions in planning for future public infrastructure and facilities needs.	Kershaw County Neighboring Counties State and Federal Agencies SLRCOG	On-going
<u>Strategy 9.1.2.3.</u> Support and participate in the efforts of relevant agencies in planning for future public infrastructure and facilities needs.	Kershaw County School District CCTC Cultural Organizations Utilities Aging and Social Services Healthcare Providers	On-going

Goals/Objectives/Strategies	Accountable Agencies	Time Frame for Completion
<b>Goal 9.2. Pursue funding and partnerships to support identified public infrastructure and facilities needs.</b>		
<b>Objective 9.2.1. Continue to maximize existing resources to fund needed public infrastructure and facilities.</b>		
<u>Strategy 9.2.1.1.</u> Continue to allocate funding for appropriate capital facilities needs through the County budgeting processes, as appropriate and feasible.	Kershaw County	On-going
<u>Strategy 9.2.1.2.</u> Continue to allocate recurring funding from C-Funds and other sources through established review and allocation procedures.	Kershaw County County Transportation Committee	On-going
<u>Strategy 9.2.1.3.</u> Explore the use of alternative funding sources such as impact fees and a local option sales tax for capital projects.	Kershaw County	On-going
<u>Strategy 9.2.1.4.</u> Establish an informal infrastructure advisory group to encourage mutually reinforcing capital infrastructure projects developed by individual agencies.	Kershaw County Municipalities SLRCOG Utility Providers Stormwater Management Agencies	2023
<b>Objective 9.2.2. Continue to explore and evaluate alternative methods of securing revenue and leveraging existing funds to meet public infrastructure and facilities needs.</b>		
<u>Strategy 9.2.2.1.</u> Seek additional funding opportunities from federal, state, and local granting agencies and private sources for needed public infrastructure and facilities needs.	Kershaw County	On-going
<u>Strategy 9.2.2.2.</u> Leverage existing resources to provide matching funds for grant opportunities.	Kershaw County Municipalities Relevant Agencies/Jurisdictions	On-going
<u>Strategy 9.2.2.3.</u> Seek opportunities to partner with appropriate agencies and jurisdictions on grant and other funding opportunities to strengthen proposals and reduce overhead costs and duplication of effort.	Kershaw County Municipalities Relevant Agencies/Jurisdictions	On-going
<u>Strategy 9.2.2.4.</u> Develop a multi-year Comprehensive Transportation Plan for Kershaw County that fully incorporates multi-modal transportation options as recommended by previous plans and studies.	Kershaw County, Municipalities, SCDOT, SLRCOG, CMCOG	2019
<b>Objective 9.2.3. Collaborate and partner with other local governments and relevant agencies to meet public infrastructure and facilities needs.</b>		
<u>Strategy 9.2.3.1.</u> Seek partnership opportunities with the County's municipalities and adjacent and relevant jurisdictions and agencies to meet public infrastructure and facilities needs.	Kershaw County Municipalities Adjacent/Relevant Jurisdictions and Agencies	On-going
<u>Strategy 9.2.3.2.</u> Encourage public/private partnerships to facilitate the provision of needed public infrastructure and facilities.	Kershaw County Municipalities Relevant Agencies Private Partners	On-going
<b>Goal 9.3. Coordinate with adjacent jurisdictions and relevant agencies in planning for capital improvements.</b>		
<b>Objective 9.3.1. Notify and coordinate with adjacent and relevant jurisdictions and agencies when recommending projects for the expenditure of funds for public infrastructure and facilities.</b>		
<u>Strategy 9.3.1.1.</u> Coordinate with adjacent and relevant jurisdictions and agencies on updates to the Kershaw County <i>Priority Investment Element</i> .	Kershaw County Kershaw County Planning Commission Municipalities Adjacent/Relevant Jurisdictions and Agencies	On-going
<u>Strategy 9.3.1.2.</u> Notify and coordinate with appropriate adjacent and relevant jurisdictions and agencies when recommending public infrastructure and facilities projects that require the expenditure of public funds.	Kershaw County Municipalities Adjacent/Relevant Jurisdictions and Agencies	On-going
<u>Strategy 9.3.1.3.</u> Consider relevant existing plans from adjacent jurisdictions and agencies when considering and recommending public infrastructure and facilities projects that require the expenditure of public funds.	Kershaw County	On-going
<u>Strategy 9.3.1.4.</u> Support and participate in the efforts of adjacent and relevant jurisdictions and agencies in planning for future public infrastructure and facilities needs.	Kershaw County	On-going