A Multi-Service Center for the United Way of Greenville County

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A MULTI-SERVICE CENTER FOR THE UNITED WAY OF GREENVILLE COUNTY

by

Cynthia Davis Nielsen

May 1981

A terminal project submitted to the faculty of the College of Architecture, Clemson University, in partial fulfillment of the requirements for the degree of Master of Architecture.

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1. Problem Statement
In 1978, at the request of the United Way, the Greenville County Planning Commission compiled a questionnaire designed to assess the space and operational needs of non-profit human service agencies in Greenville County. Based on responses to this questionnaire, it becomes apparent that the most immediate problems facing the agencies are:

1) Losing clients in transit between agencies because of transportation difficulties and general confusion.
2) Inconsistencies, duplications, and lack of communication between the agencies.
3) Inaccessibility for handicapped clients and employees.
4) Inadequate parking for clients and employees.
5) Space shortages of up to one-half of present needs.

One approach to solving these problems is to house the agencies in a common facility. The participants in such a complex would span the social service spectrum by including agencies involved in planning, health advocacy, funding, information and referral, counseling, special education, and direct aid.

In addition to providing the agencies with much needed office space, the complex would also offer common facilities such as lobbies and waiting areas, a small auditorium, conference rooms, a kitchen, and play areas.
A complex such as the one described above can provide important psychological benefits for both the agencies and their clients. The agencies' morale can be boosted by increasing their efficiency; the clients' sense of personal worth can be reinforced by offering them assistance in a pleasant, dignified setting.
2. Development of Human Service Agencies
The term, "human service agency" is used to denote a non-profit organization, whether public or private, which has as its goal the meeting of a particular need in society. As long as society has existed, it has had institutions for assisting its unfortunates. The early Christian Church aided orphans, widows, and the poor. The medieval Church administered hospitals and homes for orphans, beggars, and lepers. In Victorian times, private philanthropy, moved by a growing social consciousness, joined the Church in helping the victims of alcoholism and mental illness.

The Depression so increased the number of financially destitute citizens in our country that the government felt compelled to step in with a number of relief programs. These programs were placed under the authority of the Department of Health, Education, and Welfare, which has continued to administer publicly funded human service agencies. In fact, the Department of Social Services and the Social Security Administration are two agencies which stem from that era and still have a large impact on our lives today.

The racial and social problems which surfaced in the sixties spurred the growth of organizations dedicated to equal rights. Advances in medical technology lengthened the life expectancy of senior citizens and decreased the infant mortality rate. In the process, new diseases and disorders were discovered and new organizations formed to support the search for their cure.
In the future, human service agencies will face increasing demands on their resources because the scope of the programs they provide is continually widening, the number of people they serve is growing, and the general public is becoming more aware of assistance available to it.
3. Development of Human Service Agencies in Greenville County
The development of human service agencies in Greenville County has generally paralleled that of the rest of the country. Older, established organizations, such as the Scouts, the Y.M.C.A., the Red Cross, the Salvation Army, the hospital system, and various residential shelters were founded early in this century by private efforts. The Depression brought the Department of Social Services and the Social Security Administration. The Veterans' Administration came in the aftermath of World War II. Racial and social problems of the sixties provided the impetus for the formation of local chapters of the N.A.A.C.P., the Urban League, and the Legal Service Agency, Inc. Increased industrialization of the area gave rise to the need for agencies such as the Brown Lung Association and Environmental Quality Control. A greater emphasis on health has increased the number of agencies supporting the fight against physical and mental illnesses. The energy crisis has even had an effect: one agency has begun a weatherization program for the elderly.
4. Multi-Service Centers
Traditionally, human services have developed as separate entities devoted to solving one, or at most, a few of the problems that exist in society. Human service professionals have long acknowledged that client problems are complex, multi-faceted, and related to more than one agency. Moreover, clients referred from agency to agency are often simply unable to locate the agency to which they should apply and are "lost between the cracks" of a bureaucratic structure.

To remedy this service delivery problem, innovative social planners of the last decade have been developing the concept of a multi-service center. Speaking idealistically, the composition of a multi-service center and the degree to which its individual agencies are integrated should reflect the needs of the particular community in which it is located. Thus, one finds multi-service centers which range from simple groupings of human service agencies to comprehensive groupings of agencies with municipal governments and educational systems.

Greenville County has also felt the need to provide its human services in a more effective, coordinated manner. One reason the deficiencies in human service delivery is being felt so acutely is that the population of Greenville County is growing rapidly, proportionally increasing the number of potential human service agency clients. The county's population has increased forty percent in the past twenty years. The expected annual population growth will exceed 6,600 people per year and will reach a total county population of 440,000 by the year 2000. Simultaneously, the scope of program that the agencies provide is
continually widening and the general public is becoming more aware of assistance available to it. In consequence, a great strain is being placed on human service agencies in the county. To maximize limited resources, both financial and human, effective planning and coordination for the delivery of human services are essential.

Towards this end, community leaders have for over a decade considered the development of some form of a multi-service center where human service agencies can be clustered and can use common facilities. In that time span, numerous groups have made numerous explorations into a multi-service center for Greenville County.

In 1971, David Frederick Hunter submitted a thesis to the College of Architecture of Clemson University entitled "A Public Social Welfare Center for Greenville County," which addressed the need for a centrally located administrative complex for the human services. Sited on University Ridge, Hunter's complex contained twenty agencies, including the Department of Public Welfare, Community Action Program, and Neighborhood Centers.

In 1973, the First Baptist Church of Greenville began considering alternatives for its downtown facility since the church was in the process of moving to its new building on Cleveland Street. One proposal was to preserve the sanctuary as a historical landmark and to utilize the educational facilities as a Christian Service Center by providing rental space at a nominal figure to agencies on limited budgets. Some of the
congregation decided to remain in the downtown facility, however, so this plan was never realized.

The Community Planning Council, whose responsibility is to plan for and coordinate the delivery of human services in Greenville County, began serious discussions on the concept of a Multi-Service Center in July, 1976, during the planning for the relocation of the Hollis Developmental Center. These discussions led to a Human Services Space Needs Inventory, which was completed by the Greenville County Planning Commission in 1976. The additional space needs projected in this study provided a basis for discussions until 1978, when the Community Planning Council created the Multi-Service Center Committee to study the possible creation of such a complex in Greenville.

This committee, in evaluating the feasibility of developing a Multi-Service Center, requested the Community Planning Council Board to contract with the Greenville County Planning Commission to reevaluate the space needs of the County's human service agencies. Greenville County's governmental agencies were suffering similar problems of lack of coordination and space shortages as the human service agencies, so the Planning Commission was employed to conduct a joint governmental/human services office space study, which was completed in January, 1979. The basic premise of this study was that County Government would finance the building and lease portions of it to the human service agencies. This study evaluated existing and projected space needs, proposed site criteria and alternatives, and detailed a financial and physical implementation
plan. Due to financial and political reasons, however, this joint venture never passed the planning stage.

The Community Planning Council had never been fully persuaded of the advisability of the human service agencies locating in a facility controlled by County Government. In addition to problems of managing the complex, not all of the functions of County Government relate directly to the human services. In March of 1980, the Community Planning Council requested the Greenville County Planning Commission to update the study finished in 1979 and to omit the data regarding the County Government offices. Bona fide human services funded by County Government, such as the Department of Social Services, were not to be excluded from the study, however.

As a result of these years of exploring multi-service centers for Greenville County, the Community Planning Council has been able to clarify some of the pros and cons of such a facility.

Some of the advantages are:
1) Client referral from agency to agency would be expedited, as would inter-agency communications and cooperative efforts.
2) A new structure could be tailored to meet specific physical needs.
3) A common location for the human service agencies would increase their exposure, and thus their opportunity to serve a maximum number of citizens.
Some disadvantages are:

1) The rental rates in a new complex might be higher than some agencies, which are located in private homes, or other donated space, might be able to pay.

2) Some agencies, particularly those operating residential facilities, prefer independence of location from other agencies. Others prefer separate offices because they fear loss of identity in a large grouping.

Despite the fact that not all of the human service agencies in the county could reasonably move into a multi-service center, the Community Planning Council has still concluded that a good number of them would benefit from such an arrangement, if it were properly organized.
5. Existing Agencies in Greenville County
Today, the scope and size of human service agencies in Greenville County varies widely. As can be seen from the following listing, one hundred and twenty-three human services are available in the county. Agency sizes range from small agencies run by one part-time volunteer to medium sized organizations supported mainly by private donations to large, federally funded institutions.

The Demosthenes Stuttering Foundation is a good example of a small agency. The Greenville chapter was founded by a local woman who runs the agency from her home. Despite the limited size of this agency, it manages to provide public education, to purchase speech therapy equipment for schools, and to hold yearly workshops in stuttering therapy techniques for area school districts.

The Family Counseling Service is in many ways typical of a medium sized agency. Funded mainly by private donations and some government grants, it occupies pleasant offices on University Ridge. The sixteen employees offer four related programs, mostly involving counseling. This agency also owns a residential shelter for battered spouses.

The Department of Social Services is the embodiment of a large public agency. The Department offers sixteen programs, employs one hundred and eighty people, and sees hundreds of clients daily. As is the case with many other human service agencies in the county, it operates in a make-shift space: a cramped, poorly converted department store on Main
Street which lacks amenities for the handicapped. The size of the Department of Social Services reflects the growing trend to finance human service agencies with government rather than church or private funds. As a result, this agency is one of the first to which other agencies refer clients since the smaller agencies have tended to emphasize services supplemental to those offered by the DSS.
HUMAN SERVICE AGENCIES OF GREENVILLE COUNTY

A. I. D. (Assistance, Information, Direction)
Alano Club
Alston Wilkes Society
American Cancer Society
American Diabetes Association
American Red Cross
American Social Health Association
Arthritis Foundation
Boy Scouts of America (Blue Ridge Council)
Bonner R. Kidd Home
Brown Lung Association of South Carolina
Cancer Society of Greenville County
Carolina Blood Center
Children Unlimited, Inc.
The Children's Bureau of South Carolina
Church Community Council of Greenville, Baptist Association
Civil Defense of Greenville County
Clemson University Extension Service
Community Planning Council of Greenville County
Comprehensive Housing Services
Connie Maxwell Children's Home
Crippled Children and Adults Society
Crisis Intervention Hotline
Cystic Fibrosis Foundation of South Carolina
Defender Corporation of Greenville County, Inc.
Demosthenes Stuttering Foundation
Detoxification Center
Emergency Medical Services of Greenville County
Environmental Quality Control
Episcopal Church Home for Children
Epworth Children's Home
Family Counseling Service
Family Court of the Thirteenth Judicial Circuit
Florence Crittenton Home, Inc.
Fountain Inn Emergency Relief Agency
Gantt Rescue Squad
Goodwill Industries of Upper South Carolina
Greenville Association for Retarded Children
Greenville Community Residence
Greenville County Commission on Alcohol and Drug Abuse
Greenville County Department of Social Services
Greenville County Health Department
Greenville County Human Relations Commission
Greenville County Office of Veteran's Affairs
Greenville County Planning Commission
Greenville County Recreation Commission
Greenville Group Home for Boys
Greenville Hospital System
Greenville Job Service
HUMAN SERVICE AGENCIES OF GREENVILLE COUNTY
Continued

Greenville Literacy Association
Greenville Mental Health Center
Greenville-Pickens Head Start Program
Greenville Rescue Mission
Greenville Urban League
Greenville Urban League Housing Counseling
Greenville Urban Ministry
Greenville Youth Bureau
Greer Community Ministries, Inc.
Greer Recreation Association
Greer Relief Agency, Inc.
Greer Y.M.C.A.
Heart Association of South Carolina
Hemophelia Association of South Carolina
Holmesview Alcoholic Center
Housing Authority of the City of Greenville
Human Services Component - City of Greenville
Hungry Ear - City of Greenville Community Relations Department
John de la Howe School
Legal Services Agency of Western Carolina
Leslie C. Meyer Developmental Center
March of Dimes Birth Defect Foundation
Meals on Wheels for Senior Citizens
Medical Charity Services
Mental Health Association of South Carolina
HUMAN SERVICE AGENCIES OF GREENVILLE COUNTY
Continued

Muscular Dystrophy Association of South Carolina
N.A.A.C.P. - Greenville Branch
National Federation of the Blind
National Kidney Foundation of South Carolina
National Multiple Sclerosis, South Carolina
Nurses Central Registry
Old Ninety-Six Girl Scout Council, Inc.
Palmetto Center
Palmetto Paraplegic Association
Phyllis Wheatley Association
Rape Crisis Council of Greenville
Recreation Department, City of Greenville
Rehabilitation Workshop Facility
Saint Francis Community Hospital
Salvation Army
Senior Action, Inc.
SHARE Weatherization Program
Shriners' Hospital
Simpsonville Emergency Relief
Simpsonville Recreation Association
Social Security Administration
South Carolina Appalachian Council of Governments
South Carolina Appalachian Health Council
South Carolina Commission for the Blind
South Carolina Department of Juvenile Placement and Aftercare
HUMAN SERVICE AGENCIES OF GREENVILLE COUNTY
Continued

South Carolina Department of Vocational Rehabilitation
South Carolina Division of Child Development
South Carolina Lung Association
South Carolina Society for Autistic Children
South Greenville Mental Health Center
Spartanburg Boy's Home
Speech, Hearing and Learning Center
Sunbelt Human Advancement Resources, Inc.
Thornwell Home for Children
Travellers' Aid
United Labor Service Agency
United Way of Greenville County
Veterans' Administration Outpatient Clinic
Veterans' Administration Regional Office
Victim/Witness Assistance Program
Volunteer Greenville
Whitten Center - South Carolina Department of Mental Retardation
Wil Lou Gray Opportunity School
Y.M.C.A. of Greater Greenville
Y.M.C.A.
Youth Challenge
Youth Hostelry of Greenville - Pendleton Place
6. Selection of Participating Agencies
As stated in a previous section, the Community Planning Council lists one hundred and twenty-three human service agencies in Greenville County. The Council selected only thirty-five agencies to be evaluated by the Planning Commission in the 1980 Multi-Service Feasibility Study. The agencies not evaluated were omitted from the study for logistical reasons: ownership of permanent facilities, mortgage/rent commitments, and unusual space or operational requirements. The thirty-five agencies selected by the Community Planning Council for consideration in a multi-service center were requested to answer a questionnaire, which is reproduced in the appendix. The responses to the questionnaire, which are also summarized in the appendix, indicate twenty-three agencies might be interested in occupying a multi-service center in the near future.

The Community Planning Council recognizes the fact that if human service agencies are placed indiscriminately in a multi-service center, the result might be failure, and certainly would not be as effective as the planned occupation of such a facility. To guard against such an event, the Council has recognized certain principles regarding the success of multi-service facilities, which has enabled it to form the following guidelines for recommending tenants for the complex:

1) Agencies included in the first phase of the multi-service center should be key agencies which serve a variety of other agencies, thus offering them the inducement to move into the complex at a later date.
2) First phase tenants should have stable financial backing and should be strongly committed to the success of the center.

3) The services offered by the initial occupants must be complementary and comprehensive in nature. The United Way and Christopher Alexander, both authorities on human service agencies, define comprehensive services those relating to employment, family, health, housing, personal finances, legal rights, education, and central organization.
7. Conclusions - Listing of Participating Agencies
Of the thirty-five agencies interviewed, the Community Planning Council singled out seven which meet the predetermined criteria for initial occupancy. These agencies are considered critical to the success of the center and will be examined later in greater detail:

The United Way/Community Planning Council of Greenville County
Family Counseling Service
Greenville County Commission on Alcohol and Drug Abuse
Greenville County Department of Social Services
Greenville Urban League
Legal Services Agency of Western Carolina
Social Security Administration

In addition to these agencies, sixteen other agencies expressed willingness to move into a multi-service center in the near future. In the opinion of the Community Planning Council, these agencies would also benefit from locating in such a complex:

American Cancer Society
American Diabetes Association
Greenville County Cancer Society
Greenville Housing Authority
Greenville Literacy Association
Greenville Urban Ministry
Greenville Youth Bureau
Human Services Component
L. C. Meyer Developmental Center
Mental Health Association
Multiple Sclerosis Society
Office of Veterans' Affairs
Project S.H.A.R.E.
Rape Crisis
S. C. Lung Association
Speech, Hearing and Learning Center
8. Case Studies
The three case studies presented in this section were selected for the variety of approach to multi-service centers that they exhibit. The Bellmont Regional Center in Charlotte, North Carolina is a relatively small facility contained in one structure in the suburbs. Pilot Center in Cincinnati, Ohio is housed in four separate infill units in a two block area of the old downtown. The Human Resources Center in Pontiac, Michigan is a megastructure organized along an enclosed street which links the center of the city to one of the residential quadrants. Although not all of the ideas discussed here may be applicable to Greenville, some of the concepts may stimulate useful thought and explorations.
Case Study 1:
BELLMONT REGIONAL CENTER
Charlotte, North Carolina
Architect: Gantt/Huberman Associates

Program:
A neighborhood center in a predominantly black residential area which includes:

1) A daycare service.
2) Flexible offices for various social agencies.
3) A branch of the Charlotte County Library.
4) A multi-purpose auditorium.
5) Classrooms.
6) Parking and drop-offs for buses and cars.

Design Response:
The main entrance to the building faces the main street thus announcing itself to passers-by, in addition to being convenient to the adjacent parking lot. Another entrance, with drop-off and pick-up points for buses and cars, is located off the secondary street. The lowest level of the center houses the daycare facility, which has its own entrance from the parking lot. The main floor of the building contains all of the social service and educational facilities, which are grouped around the public lobby. The upper, or mezzanine, floor of the building houses the administrative offices of the center.
Case Study 1, continued:

Analysis:

The building, which is in a suburban area of the city, is well sited in relation to the pedestrian and vehicular circulation, land slope, and drainage of the site. The design of the building itself is quite handsome; the moderate size of 25,000 square feet creates a feeling of personal attention vital to a complex of this nature. The programs provided are well suited to a smaller center. It is, however, questionable whether the center is readily accessible to the entire area it was intended to serve, and whether the area in which it is located is the most needy in the city.
Case Study 2:
PILOT CENTER
Cincinnati, Ohio
Architect: Wollen Associates

Program:

Four separate recreational and social service facilities are contained in this multi-service center:

1) A recreation building containing a skating rink, gym, games room, crafts room, and swimming pool.
2) A Senior Citizen Center which provides low-cost meals, and recreational and educational facilities to the elderly.
3) A Parent-Child Center which houses a Montessori School and a daycare center.
4) A HUB Services building which contains a large meeting room, employee training and placement services, a free store, a small health center, and a post office.

Design Response:

The new structure fills in gaps on the street while creating semi-enclosed public spaces on the inside of the block. Local residents are provided with a familiar context rather than a bold and impressive statement that would run the risk of being forbidding. Scale, materials, and composition all relate to the older neighbors, yet assert the newcomers' own complexities with painted graphics. The predominant material used is brick. The new structure does not exceed four stories, which is
Case Study 2, continued:

the average building height in the neighborhood. Windows on the street
side line up with those of adjacent buildings.

Analysis:

The architects have succeeded in blending their buildings with the
existing fabric of the city. The interior green spaces in the block
are an unexpected bonus which provide off-street playgrounds for the
children. The graphics are most attractive, and the impression one
gains of the complex is of architecture which has honestly addressed
itself to the needs of the clients. The only questionable aspect of
the design of the buildings themselves is the rather haphazard place-
ment of windows and doors.
Case Study 3:  
HUMAN RESOURCES CENTER  
Pontiac, Michigan  
Architect: Urban Design Associates  

Program:  
A comprehensive community center containing a wide variety of activities:  

1) Theaters.  
2) Food services.  
3) Libraries.  
4) Indoor and open-air recreation  
5) A health center.  
6) Two thousand kindergarten through fifth grade students.  
7) Twenty-four social service agencies.  
8) Field programs for three universities.  
9) A branch of the community college.  

Design Response:  
Pontiac is a city with a recent history of racial conflict. In an effort to alter the social climate of fragmentation and racial hostility, the townspeople decided to see if education could join forces with other public agencies to help bring about change.  

An enclosed, skylit street passing through the complex links the commercial and civic core of the city to the residential neighborhoods in the city's east quadrant. As it passes through the building, it becomes a shopping street of social and cultural services.
Case Study 3, continued:

A similar street passes through the educational component. Radiating from this street are four resource materials centers, and grouped around these are learning centers for children and adults. The facilities include workshops, studios, and seminar center for paraprofessionals in education, health, and social services.

The architecture of the center is intentionally simple, even bland since the architect reasoned that the life of the center is its people.

Analysis:

Such a comprehensive development is interesting from an experimental point of view, but it is doubtful whether many cities are able to order their human services on such a scale. The idea of a street is interesting, but the long straight vistas created definitely have institutional associations. Possibly the streets could have been modeled on those in Mediterranean villages, which are winding and intimate in nature. In conclusion, this complex is probably too large to function as personally as it was intended to. Breaking it up into satellite centers might have been an alternative solution to the problem.
Lower Level

- Resource materials
- Learning center

Upper Level

- Neighborhood core
- Social services
- Commercial/civic core
9. Activity Description
The United Way/Community Planning Council of Greenville County

The United Way of Greenville merged with the Community Planning Council in February of 1980 in order to realize efficiencies of space, staff and operation. Their walk-in address is in a small office building at 824 East Washington Street, about four blocks from Main Street. The United Way provides fund raising, management consultation, and public education for member agencies. The Community Planning Council administers a comprehensive volunteer program, conducts planning studies of public and private agencies, coordinates programs among agencies, and sponsors an information and referral service. This combined agency serves Greenville County. Funding is obtained from private donations from individuals, groups, and businesses.

United Way fund raising reduces campaign costs for its member agencies in Greenville County by eliminating a number of smaller campaigns. Four staff members coordinate the drives, which involve over three hundred temporary volunteers in telephone surveys, speeches to interested groups, and distribution of literature.

Two staff members are involved in acceptance, review, and assessment of requests for funding and related management support from human service organizations. An additional three employees supply assistance in the area of administrative management not related to the substantive program area of the client organizations.
An additional staff member is in charge of the wide variety of materials and techniques developed by the United Way to publicize both the need for human service programs and the availability of services provided by these agencies.

The Community Planning Council's comprehensive volunteer program, known as Volunteer Greenville, recruits, interviews, and refers volunteers to community agencies and organizations needing volunteer services. It maintains a listing of volunteer needs of various community agencies which it matches to a listing of actual and potential volunteer sources. Training sessions for staff and volunteers are sponsored in other locations, but as many as sixty volunteers per day come by the agency and desk space for three is needed. Agencies are also provided consultation on managing a volunteer program.

Comprehensive planning and development identifies unmet needs in the community; plans and lobbies for new programs; guards against overlap and duplication of services; and researches and evaluates human service programs to determine necessary funding.

The Council convenes like agencies to discuss common problems and solutions, clients, and information on specific programs.

A.I.D. (Aid, Information, and Direction) is a telephone service linking clients with immediate or long-term needs to a broad variety of human service resources, on which it maintains current files.
All personnel are involved in each of the programs and should not be separated.

Except for volunteers and occasional individuals who will be referred to an appropriate agency, the clients of these two agencies are agencies themselves, both public and private, in Greenville County who choose to avail themselves of the services offered.
The Family Counseling Service - Travellers' Aid for Greenville County

The Family Counseling Service - Travellers' Aid for Greenville County has its offices in the 300 Building on University Ridge across from the Bell Tower Shopping Center. This agency administers four basic programs: personal financial management counseling, family counseling, Travellers' Aid, and relief to abused persons. The essence of the agency is counseling, which combines elements of psychiatry, psychology, economics, and common sense. This agency will treat whole families who suffer from complex, interrelated problems which are beyond the scope of specialized professionals. For example, psychiatrists do not treat money problems, doctors do not have the time to explore the underlying reasons for many illnesses, and quite a few families do not have a minister, or, if they do, they don't want him to know their problems. Any resident of Greenville County is eligible for all services, with fees based on a sliding scale.

The personal financial management counseling has two staff members which assist families with budget counseling, work with creditors to achieve a reduced payment handled by the client or through the agency, and offer consumer education to individuals and groups.

Three staff workers are responsible for personal counseling, which deals with marital, parent-child, individual, and divorce problems through private and/or group sessions. A married couple in conflict would be interviewed together to improve their ability to communicate. Parent-child problems are approached in a variety of ways: family members are
seen individually and then together to see how they interact and to help them deal better with one another; phone calls are made to employers, doctors, other agencies, teachers, attorneys, family members, and law enforcement personnel. Family Counseling Service transports clients to a needed service, goes to school about a child, and sees housebound relatives. In groups or classes, interviews last fifty to sixty minutes and are held each week until the problem is resolved.

The Travellers' Aid program provides assistance to non-residents of Greenville County stranded in Greenville. Predominant client types are young families looking for greener pastures, elderly persons unhappy in the home of a relative or in an institution, and criminals evading the law. Destitute families are returned to their hometown where a new start is much more likely than in a strange place after relatives, former employers, and social agencies there have been contacted. Elderly citizens are returned to their homes or sent to the State Hospital, where routine searches eventually locate them. If possible, criminals are detected and turned over to the local police. The agency's consulting psychiatrist recommends better security for the entire staff which faces disturbed and criminal persons. Larger waiting and interview rooms decrease these individuals' anxiety, and second, emergency exits are essential for the staff. Comfortable waiting rooms are also essential for stranded families who often must wait an entire day for something to be worked out for them. Two staff persons deal with this specific program.
The Women in Crisis Program provides a shelter for abused adults (one man has been housed there) and children who are victims of domestic assault. Services include room and board at an unlisted address; counseling, supply of pertinent information on medical, legal, and social service procedures; follow-up and referral; and accompaniment of victims to social and legal agencies and hospitals. The five staff members administering this program also provide community education regarding the problem of spouse abuse have no need for office space in Center.
The Greenville County Commission on Alcohol and Drug Abuse

The Greenville County Commission on Alcohol and Drug Abuse is in an office building in the complex across 291 from McAllister Square. The agency offers education and counseling to persons convicted of, or suffering from, alcohol and/or drug abuse.

The Commission offers 4-8 week training programs for offenders referred to them through the court system. The classes, which run five days per week, feature films and lectures and usually average twelve persons. Program costs range from $50 to $100.

School children in the 7th to 12th grades with behavioral problems relating to drugs or alcohol are referred to this agency through the school system or their parents. Weekly sessions are held and no fee is involved.

The Commission also administers the Detoxification Center and the Bonner R. Kidd Home, a half-way house. Neither program would be included in the Center because of their residential nature, but it may be noted that the Detoxification Center is situated only two blocks from Main Street.

The agency does comprehensive planning in its area by gathering information to evaluate problems, determine needs, and plan programs to address those needs.

Alcohol and Drug Abuse Education is available to school, church, and industry groups. Counseling and referrals are also available by
Alcohol and Drug Abuse Education is available to school, church, and industry groups. Counseling and referrals are also available by telephone. Approximately seventy-five phone calls and forty visits per day are received by the agency.

The professional counselors on the staff all have bachelor's degrees in psychology or sociology. One day each week is devoted to service training, and young staff members also attend programs at the College of Charleston and the University of Georgia.
The Greenville County Department of Social Services

The Greenville County Department of Social Services is located on the corner of East McBee Avenue and South Main Street in the old Kress Department Store. Its purpose is to provide protection and economic assistance to senior citizens, children, the disabled, and the socially and economically disadvantaged. Currently, this agency administers fourteen programs, which fall into three general categories: aid to the economically and physically disabled, aid to senior citizens residing in nursing homes, and administration of the county's adoption processes. Funding comes from federal, state, and local sources; the basic area served is Greenville County.

Aid for Families with Dependent Children provides money payments for food, clothing, shelter, and incidental expenses to families with children unborn to eighteen years, or if in school, twenty-one. The child must live with a relative or single parent and be deprived of parental support by death, disability, or continued absence of one or both parents. Employment Assistance to the Socially and Economically Disabled is designed to provide adults in the above described families to obtain paid employment. Program elements include screening applicants, developing of jobs, job training, placement, referral, and follow-up; and provision of child care, health care, and transportation. DSS does no job training, health care, child care, or transportation itself, but contracts with other agencies or business for these services to be provided to its clients. Early Periodic Screening and Diagnostic Testing arranges with health departments and pays for physical examinations for individuals' birth to twenty-one years.
arranges with health departments and pays for physical examinations for individuals' birth to twenty-one years.

General Disability Assistance provides payments to eligible individuals for food, clothing, and shelter for a temporary period of time. The individual must be temporarily and totally disabled, and possess no cash reserves or any resources except homestead property and one car. The Food Stamp Program was instituted to raise the level of nutrition among low income households. The U.S. Post Office participates in the distribution of food stamps. The Living Skills Program enables individuals through provision of counseling (social work) and education to develop those skills needed to more adequately perform daily living tasks.

Homemaker Assistance provides temporary in-home care, light housework, and meal preparation to the frail, aged, ill, and disabled adult to help them live as independently as possible to avoid institutionalization. The Optional Supplement provides supplemental cash income to residents in licensed residential care facilities. Financial Aid for Nursing Home Care provides payments to licensed nursing homes for medical services rendered to patients. Protection of Adults from Abuse, Neglect, and Exploitation provides identification and correction of actual or potential mistreatment of adults who are senile, mentally retarded, developmentally disabled, or otherwise incapacitated.
Protection of Children from Neglect, Abuse, and Exploitation assesses complaints of child abuse and neglect for children from birth to eighteen years. If at all possible, the children are left at home, but some cases result in Family Court Hearings and emergency placement. Emergency Shelter Care administers the Youth Hostelry of Greenville at Pendleton Place. The Adoption Unit counsels genetic parents to help them solve personal problems and to plan for themselves and their child. When applicable, counseling is provided for parents and children to prepare them for separation. Children released for adoption receive casework studies as do persons who apply to adopt. DSS also supervises children it places in foster homes, which it also licenses. All daycare facilities not exempt under statute must be licensed by DSS.

As seen in the above discussion, DSS has clients of all ages and types. Generally speaking, however, clients who receive financial aid subsist on less than $10,000 for a family of four, have less than a high school education, and live on the west side of the city. Primary referrals are to Community Action Program, the Health Department, and the Department of Mental Health. Approximately three hundred people a day come by the agency. A play area for children would be useful. On his initial visit to DSS, a client is assigned to a caseworker, who he sees on all subsequent visits. Because of space restrictions, only the agency head and supervisors may have private offices. However, because of the private, confidential nature of much of the counseling, small, soundproof interview booths are desired.
The Greenville Urban League, Inc.

The Greenville Urban League, Inc., is located in the 300 Building on University Ridge. The Urban League intervenes at all points in the social and economic structure where the interests of blacks, other minorities, and the poor are at stake. The agency currently offers six programs: On the Job Training; Caring, Understanding and Encouragement; Labor Education Advancement Program; Housing Counseling Program; Early Leadership and Confidence Training; and Adult Daycare Center.

On the Job Training recruits, counsels, and places unemployed and under-employed applicants with private companies for on the job training in skilled and semi-skilled positions.

Caring, Understanding, and Encouragement provide group counseling for the unemployed and under-employed with emphasis on job retention and character building. Tutorial classes for high school drop-outs upgrade their educational skills with the goal of placing them in the regular school system or in a vocational or technical school. Persons 18-30 who meet certain income guidelines are eligible; the program operates daily and needs room for independent student study.

The Labor Education Advancement Program places young men and women in apprenticement training programs. It assists them with tutorial activities so that they can satisfy apprenticeship requirements.
The Housing Counseling Program provides comprehensive counseling services for city residents in Community Development Neighborhood Strategy Areas, particularly Nicholtown, West Greenville, and the Hospital area. Some of the services provided are: counseling in financial planning and budgeting, mortgage default and rental delinquency, assignment policies and procedures, leases, contracts, and warranties. Organized youth teams provide manpower for elderly and handicapped persons for home maintenance and minor repairs.

Early Leadership and Confidence Training is a preparedness program for minorities and women who seek to enhance their levels of participation in the policy and decision making processes of their community.

The Adult Daycare Center, located at the Sterling Recreational Center at Maloy Street has as its objective the prevention of premature institutionalization of the elderly. Care includes meals, transportation, social and cultural activities, assistance with grocery shopping and bill paying, access to legal services, and comprehensive health care.

The agency head is assisted in his duties by a deputy director for administration and a deputy director for programs. Each program is run by a supervisor and two or three technical or professional personnel. A clerical staff of nine provides support for the whole agency. Primary referrals are to Community Action Program, the Department of Social Services, and Greenville Technical College. Appointments are preferred; 25-30 people are seen on an average day.
Legal Services of Western Carolina, Inc.

Legal Services of Western Carolina, Inc., has its offices in the SCN Building on South Main Street, with branch offices in Anderson and Greenwood. Chartered by Congress, this agency was incorporated to provide legal representation, counseling, and advice for low-income residents of Greenville, Pickens, and Anderson Counties.

The agency handles client complaints about public benefits, representation at food stamp hearings, consumer litigation arising under the state and federal consumer protection acts, school suspension cases, execution of deeds, wills, separation agreements, divorces, child support, custody-guardianship, representation before administrative agencies such as the Social Security Administration and the South Carolina Employment Security Commission.

The staff is comprised of attorneys, paralegals, secretaries, and other support personnel who work under the immediate supervision of an executive director who in turn is responsible to a locally recruited board of directors, low-income clients, and community leaders. The Legal Services Agency may represent only persons with household incomes falling within the federal poverty guidelines ($9,300 for a family of four). The Agency is not authorized to accept criminal or fee generating cases (suits).

All information is protected by law, so no two attorneys may share the same office. Clients are seen by appointment, which usually
generates two days of work for the staff member handling the case. For walk-in clients, an initial interview is conducted in an office adjacent to the receptionist by a paralegal on duty. A rather large library of law books must be accommodated.

Both attorneys and paralegals participate in a program of community education and preventative legal advice that includes personal appearances, public lectures, audio-visual demonstrations and interviews in the print and broadcast media. Staff members serve on advisory boards of collateral social service agencies and community programs as well as acting as advisors to tenant, rural, and neighborhood groups. The staff monitors legislative proposals and governmental initiatives bearing on the legal interest of its clientele--at a county, state, and national level.
The Social Security Administration

The Social Security Administration, located on the third floor of the SCN Bank Building on South Main Street, is an agency which replaces income lost from physical or mental impairment, retirement, or death; and provides health insurance for the aged and disabled. The agency serves Greenville and Pickens Counties and is funded by Social Security and General Revenue Taxes. Programs include: Disability Insurance, Survivors' Insurance, Retirement Insurance, Supplemental Security Income, and Medicare.

Disability Insurance is designed to replace income lost because of physical or mental impairment severe enough to prevent a person from working. In the event of the death of a family breadwinner, Survivors' Insurance is intended to replace income lost to dependents because of the worker's death. Dependents are usually classed as widow(er)s and minor children.

Retirement Insurance replaces part of income lost because of retirement. Monthly cash benefits are paid to eligible retired workers and their eligible dependents. Supplemental Security Income provides supplemental income to persons age 65 and older who have no or inadequate Retirement Insurance, and to blind or disabled persons.

Medicare provides hospital insurance and most of the costs of health care for persons 65 and older and for certain disabled persons.
Because Retirement Insurance and Medicare are national programs, clients are from all ethnic backgrounds and income brackets. The other programs draw in clients of all ages. Upon entering the agency, clients may speak with a receptionist, who holds a technical position, and rotates with like members of the staff. If the receptionist cannot aid the client, he is referred to a professional specializing in his problem area. Clients do not have personal caseworkers, but see whoever is available. Because many inquiries come in by telephone, trained technicians stay on hand to answer four separate lines.

This is a regional training center for the Social Security Administration. Classes comprised of 15-16 people train eight hours a day, five days a week, for 7-8 weeks. A space is needed for these classes.

Because of space restrictions, private offices are not available for anyone but the head of the agency and his two assistant directors. Soundproof interview booths are one way to assure some measure of privacy with a minimal amount of floor space.
10. Program Conclusions
The activities of the seven key agencies chosen to be the initial occupants of the center are discussed in the previous section. Basically, however, all of the agencies engage in counseling, record keeping, and other activities which can be conducted in an office atmosphere. The amount of space that each agency requires for waiting, conference rooms, toilets, storage, reproduction, and employee lounges can be combined into communal spaces so that the office areas can change with the changing needs of each agency.

In addition to basic office support, the Community Planning Council has expressed the desire for the center to include a small auditorium, a cafeteria, and a kitchen. Parking spaces for the additional 150 employees that the center would bring to the downtown are requested.

Space allocations were made on the basis of the number of employees in each agency. The following standards were used:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Space Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agency Directors</td>
<td>225 sq. ft. each</td>
</tr>
<tr>
<td>Technical/Professional Staff</td>
<td>100 sq. ft. per person</td>
</tr>
<tr>
<td>Clerical</td>
<td>80 sq. ft. per person</td>
</tr>
<tr>
<td>Employee Lounges</td>
<td>7 sq. ft. per person</td>
</tr>
<tr>
<td>Conference Rooms</td>
<td>15 sq. ft. per person</td>
</tr>
<tr>
<td>File Rooms</td>
<td>80 sq. ft. per agency</td>
</tr>
<tr>
<td>Storage Rooms</td>
<td>100 sq. ft. per agency</td>
</tr>
<tr>
<td>Waiting Areas</td>
<td>80 sq. ft. per agency</td>
</tr>
<tr>
<td>Reproduction Centers</td>
<td>45 sq. ft. per agency</td>
</tr>
</tbody>
</table>
Restrooms were designed according to the standards illustrated in the appendix. An additional thirty percent was added to the space estimate to accommodate circulation and mechanical needs.
Space Needs for the United Way:

1 Agency Head 225 sq. ft.
1 Supervisor 150
9 Technical/Professional Staff 900
6 Clerical 480
1 File Room 80
1 Telephone Survey Room 300

3 - 35 Person Conference Rooms 1,500
1 Waiting Area 80
1 Reproduction Center 45
1 Storage Room 100
1 Employee Lounge 120
2 Restrooms 160

2,135 sq. ft.

2,005 sq. ft.

4,140 sq. ft.

Parking Needs:
17 employee spaces
15 public spaces
Space Needs for the Community Planning Council:

<table>
<thead>
<tr>
<th>Space</th>
<th>Square Feet</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Agency Head</td>
<td>225 sq. ft.</td>
</tr>
<tr>
<td>3 Supervisors</td>
<td>450</td>
</tr>
<tr>
<td>3 Technical/Professional Staff</td>
<td>300</td>
</tr>
<tr>
<td>1 Clerical</td>
<td>80</td>
</tr>
<tr>
<td>3 Volunteers</td>
<td>240</td>
</tr>
<tr>
<td>1 File Room</td>
<td>80</td>
</tr>
<tr>
<td>1 4-person Meeting Room</td>
<td>100</td>
</tr>
<tr>
<td>1 30-person Conference Room</td>
<td>450</td>
</tr>
<tr>
<td>1 Waiting Area</td>
<td>80</td>
</tr>
<tr>
<td>1 Reproduction Center</td>
<td>45</td>
</tr>
<tr>
<td>1 Storage Room</td>
<td>100</td>
</tr>
<tr>
<td>1 Employee Lounge</td>
<td>120</td>
</tr>
<tr>
<td>2 Restrooms</td>
<td>80</td>
</tr>
</tbody>
</table>

Total: 1,475 sq. ft.

Parking Needs:

11 employee spaces
15 public spaces

Total: 2,350 sq. ft.
Space Needs for the Family Counseling Service:

1 Agency Head 225 sq. ft.
3 Supervisors 450
6 Technical/Professional Staff 600
6 Clerical 480
1 File Room 80

1,835 sq. ft.

1 25-person Conference Room 375
2 Waiting Areas 200
1 Reproduction Center 45
1 Storage Room 100
1 Employee Lounge 120
4 Restrooms 240

980 sq. ft.
2,915 sq. ft.

Parking Needs:
16 employee spaces
7 visitor spaces
Space Needs for the Greenville County Commission on Alcohol & Drug Abuse:

1 Agency Head 225 sq. ft.
2 Supervisors 300
7 Counselors 700
4 Clerical and Bookkeeping 320
1 File Room 80 1,625 sq. ft.

2 25-person Conference Classrooms 750
1 Waiting Area 80
1 Reproduction Center 45
1 Storage Room 100
1 Employee Lounge 120
2 Restrooms 80 1,175 sq. ft.

Parking Needs:
14 employee spaces
10 public spaces

2,800 sq. ft.
Space Needs for the Department of Social Services:

1 Agency Head 225 sq. ft.
4 Supervisors AFDC 600
29 Technical/Professional Staff 2,900
4 Supervisors - Employment Assistance 600
7 Tech/Prof - Employment Assistance 700
2 Supervisors - EPSDT 300
3 Technical/Professional - EPSDT 300
1 Supervisor - GDA 150
8 Technical/Professional - GDA 800
1 Supervisor - Food Stamps 150
12 Technical/Professional - Food Stamps 1,200
4 Technical/Professional - Living Skills 400
12 Technical/Professional - Homemakers 960
1 Supervisor - Optional Supplement 150
2 Tech/Prof - Optional Supplement 200
1 Supervisor - Nursing Home Care 150
2 Tech/Prof - Nursing Home 200
1 Supervisor - Adult Protection 150
2 Tech/Prof - Adult Protection 200
3 Supervisors - Child Protection 450
20 Tech/Prof - Child Protection 2,000
2 Supervisors - Emergency Shelter 300
1 Supervisor - Adoption Unit 150
3 Tech/Prof - Adoption Unit 300
Space Needs for the Department of Social Services, cont.:

<table>
<thead>
<tr>
<th>Position</th>
<th>Space in sq. ft.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Supervisor - Foster Care</td>
<td>150 sq. ft.</td>
</tr>
<tr>
<td>8 Tech/Prof - Foster Care</td>
<td>800</td>
</tr>
<tr>
<td>3 Tech/Prof - Foster Care Licensing</td>
<td>300</td>
</tr>
<tr>
<td>1 Tech/Prof - Day Care Licensing</td>
<td>100</td>
</tr>
<tr>
<td>3 Clerical - Intake &amp; Referral</td>
<td>240</td>
</tr>
<tr>
<td>31 Clerical</td>
<td>2,480</td>
</tr>
<tr>
<td>1 File Room</td>
<td>600</td>
</tr>
<tr>
<td>10 Interview Booths</td>
<td>360</td>
</tr>
<tr>
<td>1 Nursery</td>
<td>600</td>
</tr>
<tr>
<td>1 Observation Room (2-way glass)</td>
<td>120</td>
</tr>
<tr>
<td>Total</td>
<td>19,985 sq. ft.</td>
</tr>
<tr>
<td>1 25-person Conference Room</td>
<td>375</td>
</tr>
<tr>
<td>1 Waiting Area</td>
<td>600</td>
</tr>
<tr>
<td>1 Reproduction Center</td>
<td>90</td>
</tr>
<tr>
<td>1 Storage Room</td>
<td>200</td>
</tr>
<tr>
<td>1 Employee Lounge</td>
<td>1,260</td>
</tr>
<tr>
<td>2 Restrooms</td>
<td>660</td>
</tr>
<tr>
<td>Total</td>
<td>3,185 sq. ft.</td>
</tr>
<tr>
<td>Total</td>
<td>23,170 sq. ft.</td>
</tr>
</tbody>
</table>

Parking Needs:

180 employee spaces
60 public spaces
Space Needs for the Greenville Urban League:

<table>
<thead>
<tr>
<th>Role</th>
<th>Space Needed (sq. ft.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Agency Head</td>
<td>225</td>
</tr>
<tr>
<td>2 Deputy Directors</td>
<td>300</td>
</tr>
<tr>
<td>6 Supervisors</td>
<td>900</td>
</tr>
<tr>
<td>18 Technical/Professional Staff</td>
<td>1,800</td>
</tr>
<tr>
<td>9 Clerical</td>
<td>720</td>
</tr>
<tr>
<td>1 CUE Study Room for 10</td>
<td>225</td>
</tr>
<tr>
<td>1 File Room</td>
<td>80</td>
</tr>
<tr>
<td>1 Reception Room for 100-200</td>
<td>3,000</td>
</tr>
<tr>
<td>1 25-person Conference Room</td>
<td>375</td>
</tr>
<tr>
<td>1 12-person Conference Room</td>
<td>175</td>
</tr>
<tr>
<td>1 Waiting Area</td>
<td>80</td>
</tr>
<tr>
<td>1 Reproduction Center</td>
<td>45</td>
</tr>
<tr>
<td>1 Storage Room</td>
<td>100</td>
</tr>
<tr>
<td>1 Employee Lounge</td>
<td>250</td>
</tr>
<tr>
<td>2 Restrooms</td>
<td>160</td>
</tr>
</tbody>
</table>

Total: 4,250 sq. ft.

Parking Needs:

- 2 agency vans
- 36 employee spaces
- 15 public spaces

Total: 4,185 sq. ft.
Space Needs for the Legal Service Agency:

1 Agency Head .................................................. 225 sq. ft.
1 Administrative Assistant ............................... 150
8 Lawyers ....................................................... 800
5 Paralegals .................................................... 500
4 Clerical ........................................................ 320
1 File Room ....................................................... 80
1 Legal Library ................................................. 900

2,975 sq. ft.

1 50-person Conference Room ............................ 750
1 25-person Conference Room ............................ 375
1 Waiting Area .................................................. 80
1 Reproduction Center ...................................... 45
1 Storage Room .................................................. 120
1 Employee Lounge ........................................... 140
4 Restrooms ..................................................... 240

1,750 sq. ft.

4,725 sq. ft.

Parking Needs:

19 employee spaces

10 public spaces
Space Needs for the Social Security Administration:

1 Agency Head 225
5 Supervisors 750
20 Professional Caseworkers 2,000
18 Technical Staff 1,800
11 Clerical 880
4 CETA Employees 320
1 File Room 160
1 Mail Room 120
1 Teletype Room 300
6 Interview Booths 215

6,670 sq. ft.

1 60-person Conference Room 900
1 15-person Conference Room 225
1 Waiting Area 300
1 Reproduction Center 90
1 Storage Room 120
4 Restrooms 600

2,235 sq. ft.

9,005 sq. ft.

Parking Needs:

59 employee spaces
15 public spaces
The space allocations for the remaining sixteen agencies were made on the basis of their responses to the Planning Commission Questionnaire, reproduced in the appendix. In conclusion, the space needs for the center, allowing for expansion in the next five years is 140,000 square feet.
The city of Greenville is located in the southern portion of the Piedmont Plateau and is bordered on the north by mountains and on the south by gently rolling foothills. The area was once the hunting ground of the Cherokee Indians. Richard Pearis (Paris) established the first permanent settlement on the site of present-day Greenville in 1776.

After the American Revolution, a land office was opened in Pendleton in 1784. Greenville County was created by law on March 22, 1786. In 1797 a county seat was laid out by Lemuel James Alston and called Pleasantburg Courthouse. A year later, the village became known as Greenville Courthouse. The name was changed to Greenville in 1812 and was chartered by an act of the General Assembly on December 17, 1831.

Since that time, the population of the county has grown to 270,000, of which 70,000 reside in the city of Greenville, making it the largest urban area in the county. Population density diminishes the farther one goes from the city, which is located centrally with regard to the county.

Greenville County has a young population relative to other parts of the U.S. Only eight percent of the population of the County is over sixty-four years old, and thirty-six percent of the population is under twenty years of age. While the median age of the population in Greenville County will rise in line with demographic changes taking place in the United States, the County will continue to have a young
population in future years as well. The median age of the population in the County is expected to rise from twenty-eight to thirty-three by the year 2000.

Because a larger proportion of the immigrants to the County will tend to be white, the minority proportion of the population is expected to drop from its present 15.6% to 14.8% in 1990.

Greenville has historically enjoyed unemployment rates which are lower than those in the nation. On average over the 1970-1978 period, unemployment in the area has been 1.5 percentage points lower than in the U.S. Approximately forty-two percent of the nonagricultural work force is employed in manufacturing. Average hourly earnings in manufacturing in the Greenville metropolitan area are currently $4.90, seventy-five percent of the $6.56 average level in the United States.
The Community Planning Council, in its search for a site for a multi-service center, has determined that it should be located in the city rather than in some other area of the county. Being the county seat, Greenville is the headquarters of the various branches of county government with which the human service agencies work. The central placement of the city in the county assures that a multi-service center situated there would be equidistant to all of the inhabitants of the remote areas of the county. Several agencies involved in this venture serve more than one county, and more are involved in training programs with agencies in neighboring counties and states. Greenville, located at the junction of I-85, U.S. 276, and U.S. 25, has the advantage of being one of the most accessible areas of the county to outside visitors. Finally, the city contains about one-quarter of the population of the county, making it a logical choice for a center whose purpose is to serve people.

Having decided to locate a multi-service center in Greenville, the Community Planning Council then was faced with the task of choosing a specific site for the facility. Knowing that the site is of major consideration in the shaping of a building, the Council developed the following site selection criteria, which are intended to reinforce the spirit and purpose of the entire project:

1) Central location offering good accessibility to the residents of Greenville County.
2) Compatibility with surroundings, both in appearance and use.
3) Proximity to existing agencies.
4) Sufficient acreage for present and future needs.
The Community Planning Council requested the Greenville County Planning Commission to recommend sites for a multi-service center. Of the twenty-one sites initially considered, the following five best met the site selection criteria and were evaluated in detail:

1) City of Greenville Community Development Property - McBee Avenue at Falls Street. Empty block on Main Street.
2) Former Belk's Department Store.
3) Proposed Coliseum site.
4) 300 Building Site--University Ridge at Church Street
5) Mills Center

The City Community Development Property is located one block to the east of City Hall. This site is bounded to the north by East McBee Street, to the east by McBee Street Apartments, to the south by East Broad Street and to the west by Falls Street. In studying this site it was realized that the block between it and Main Street was virtually empty and offered greater potential of being integrated into the fabric of the city. This block is bounded by East Court Street to the north, Falls Street to the east, East Broad Street to the south, and Main Street to the west.

The former Belk's Department Store is located on South Main Street between Court Street and McBee Avenue. It was vacated in July, 1980 when Belk's moved to the new Haywood Mall. The structure contains approximately 120,000 square feet of leasable area on four floors.
Elevators and steps provide access to all floors and escalators provide access from the second floor, which is the main level, to the third and fourth floors. Access to the basement level is also provided by a rear street level entrance. Attached to the structure is a parking garage providing approximately one hundred and fifty spaces. The site contains very little land area for subsequent development. The primary adjacent structures, a bank and a hotel, limit expansion possibilities.

The site for the proposed Coliseum Complex is adjacent to the present Memorial Auditorium and is bounded by Academy Street, North Street, and Church Street. The site contains fourteen acres. Consultants employed by the Auditorium Board are currently proposing the construction of a 20,000 seat coliseum and two office towers containing a total of 200,000 square feet of space. County Government offices have been proposed to occupy 100,000 square feet of the office space; a portion of the remaining space could be made available for use as a multi-service center. A 1,500 space parking garage is also proposed for the site.

The 300 Building and surrounding vacant land are located on the northwest corner of Church Street and University Ridge. The 300 Building contains approximately 50,000 square feet of leasable area. It is located on a seven acre tract of land. The land and building are available for purchase or lease. The facility is adjacent to the
Health Department and Scott Towers, a high rise apartment complex for the elderly. The 300 Building itself is currently tenanted by several human service agencies.

The Mills Center is a former textile plant located on the corner of Mills Avenue and Guest Street. The four-story structure, built of heavy timber construction, is slated for major renovation as office and commercial space, with the second floor to be occupied by a medical clinic. Renovations and improvements to the facility will yield a total leasable area of about 140,000 square feet. However, the medical clinic scheduled to occupy the second floor will reduce the leasable area to approximately 110,000 square feet. The warehouse located adjacent to the mill contains an estimated 40,000 square feet. Its renovation potential is less than that of the mill, but its improvement is being considered by the owners. The fourteen acre tract is bisected by a creek which is an occasional flood hazard.

At this time, the Community Planning Council has not yet reached a decision in the selection of a site for a multi-service center. The following comparison of these five sites to the site selection criteria result in the choice of what is felt to be the most ideal site for the center. In reality, another site might well be chosen.

Christopher Alexander, a noted student of the pattern language of multi-service centers, stipulated that if they are to be successful, they must be located "within two blocks of a major intersection, with at least
twenty stores and major pedestrian activity." His reasoning is that such a location will generate vital exposure for the center, not to mention assuring accessibility for the pedestrian and motorist alike. The empty block on Main Street across from City Hall has this type of accessibility. Main Street has recently been redone to meet the handi­cap codes. In a County Planning Commission study which ranked areas' accessibility on a scale of 0 to 16, the downtown district rated highest with a score of 13.5. South Carolina vehicle counts in the vicinity of the proposed site range from an average of 4,000 vehicles per day on Falls Street to 25,000 vehicles per day on Church Street. Though Main Street is primarily commercial, the adjacent blocks contain city government offices, the Family Court, a hotel, a newspaper, banks, and a church. From all indications, an office complex would not disrupt the fabric of the city at this place. The accompanying locator map, illustrating spot locations of other agencies, indicates that they are clustered around the urban core of the city. Finally, the three and one-half acres of the block are sufficient for present and future space needs if the concept of a parking garage is accepted.

The above remarks on accessibility and compatibility also apply to the former Belk's Department Store, which is located just across Main Street from the first site. However, this choice was eliminated because the restricted boundaries of the site precluded future expansions. Also, an existing building is more difficult with which to work.

Academy Street, Church Street, and North Street being major traffic arteries, the proposed Coliseum site is eminently accessible to
automobiles, to the peril of the pedestrian. The Community Planning Council feels uneasy at the prospect of being located in such proximity to the Law Enforcement Center. The Council fears that these two factors, coupled with the "big" image of such a complex would either overpower the multi-service center or cause it to seem too forbidding to use.

The 300 Building site fails to meet the criteria of accessibility. On other counts, however, it meets the criteria established and might well be a good second choice for a multi-service center location.

Located even farther down Church Street than the 300 Building, Mills Center also does not offer ideal accessibility to the pedestrian, nor is it in particularly close proximity to other agencies. The owners of the building have expressed a preference for three to eight year leases, precluding a permanent home for the center.

In conclusion, the vacant block across from City Hall seems to offer a situation most similar to that called for by the site selection criteria.
13. Site Analysis
Greenville's Central Business District is primarily commercial, with scattered institutions and residential areas on the edge of it, as can be seen by the accompanying land use map. Major circulation arteries around the CBD are Academy Street (U.S. 123) and Church Street, with Washington Street being the major city street connecting them. To reach the site selected for the multi-service center, one can exit from Church Street to Falls Street or can proceed from Academy to Washington to Falls Street, as illustrated on the vehicular circulation diagram.

Pedestrian circulation, generated by various existing and proposed downtown residential areas, shown on the pedestrian circulation diagram, would cut diagonally across the site under consideration, if it were not for some dilapidated structures on the site. Examining the circulation patterns more closely, it becomes evident that the restriction of Main Street to two-way traffic has made Falls Street much more attractive for through vehicular circulation, confirming the observation made about city-wide circulation.

A physical analysis of the site reveals that it slopes off sharply to the east and more gently to the south. On the northwest corner of the site is located one of the four squares laid out in 1798 when the courthouse was established. To the west, across Main Street, is a large elevated plaza atop the garage adjoining City Hall. To the south, the Greenville News Piedmont has a smaller plaza on the corner.
The site selected faces City Hall, the Thirteenth Judicial Circuit Court, and the Poinsett Hotel, all buildings of note in Greenville. Farther north on Main Street are the former Belk's Department Store and the First National Bank, examples of Art Deco. Behind them to the west is the First Baptist Church, built in the early nineteenth century. In the block to the south of the one under consideration, the Greenville News-Piedmont has its new offices. On the corner stands the old jail, which despite its original purpose has a pleasant character. Across Falls Street, in the same block as the Community Development Property, is the John Wellesley United Methodist Church. Built in the early twentieth century, it is on the National Register and is undergoing restoration. The block to the north is the site of two interesting buildings: a 1930's nine-story office building which was the original home of the Liberty Life Corporation, and a somewhat older warehouse owned by the Stone Manufacturing Company.

In summary, the block between the Community Development Property and Main Street now stand empty except for some derelict stores and unpaved parking lots. It is readily accessible to major population pockets in the County. It is surrounded by buildings of architectural and historical value. Occupied by a facility of such importance in the community as a multi-service center, it has the potential to be the nucleus of the redevelopment of the lower part of Main Street.
PEDESTRIAN CIRCULATION

 Pedestrian movement
 Potential activity nodes
EXISTING BUILDING CONDITIONS

- New structures
- Recently renovated
- Worth renovating
- Structurally unsound
14. Design Objectives
In order to fulfill the purpose for which it was intended, the multi-service center must meet certain design objectives:

1) The center should have a high visibility in the community and must be completely accessible to the handicapped.

2) The center should be non-institutional in character, yet not lavish. The issues of flexibility and privacy in office spaces must be addressed.

3) The center must capitalize on the opportunity to contribute to the urban development of the area of the city in which it is built.
15. Graphic Solution
General Categories of Agencies
- direct financial aid
- assistance in obtaining benefits
- auxiliary direct aid
- health advocacy
- personal counseling/hotline
- supplemental education
- planning and management

Design Considerations
- high visibility
- access for the handicapped
- flexibility
- shared support spaces

Locator

A MULTI-SERVICE CENTER FOR THE UNITED WAY OF GREENVILLE COUNTY

Cynthia D. Nielsen
Terminal Project
Spring 1981
16. References/Resources
References

Alexander, Christopher. *A Pattern Language Which Generates Multi-Service Centers.*

Donnelly Marketing. *Market Profile Analysis for Greenville County.*


Greenville County Planning Commission. *Greenville County Human Service Agency Multi-Service Center Feasibility Study.*

Greater Greenville Chamber of Commerce. *Report from Greenville.*

Hunter, David Frederick. "A Public Social Welfare Center for Greenville County."

Lynch, Kevin. *Site Analysis.*


*Architectural Record,* September 1976, p. 125, "Bellmont Regional Center."

*Architectural Record,* October 1975, p. 80, "Pilot Center - filling in Over-the-Rhine."

*Landscape Architect,* August 1975, p. 48, "Human Resources Center, Pontiac, Michigan."
Resources

John Owings - Greenville County Planning Commission
Elizabeth Gower - Community Planning Council of Greenville County
Darlene McKinney - Social Security Administration
Jane Basso - Department of Social Services
Mary Bradley - Greenville Urban League
Amelia Croft - Family Counseling Service/Travellers' Aid
Jim Haynes - Greenville County Commission on Alcohol and Drug Abuse
Tom Bruce - Legal Services of Western Carolina
17. Appendix
A multi-service center falls into a Business Occupancy since it is used for "office, professional, or service type transactions including normal accessory storage and the keeping of records and accounts." The cafeteria and auditorium portions of the center must comply with Assembly and Occupancy codes. The standards illustrated in the following charts and diagrams were used in the design development of the facility.

Southern Standard Building Code:

Means of Egress Capacity Requirements:

<table>
<thead>
<tr>
<th>Use</th>
<th>Area per Occupant (sq. ft.)</th>
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<tbody>
<tr>
<td>Assembly with fixed seats</td>
<td>15 net</td>
</tr>
<tr>
<td>Business Areas</td>
<td>100 gross</td>
</tr>
<tr>
<td>Small restaurants without fixed seats</td>
<td>15 net</td>
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</table>

Capacity of Means of Egress:

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<tr>
<th>Occupancy</th>
<th>Person per unit (22&quot;) of Exit Width</th>
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<tbody>
<tr>
<td></td>
<td>Level Travel</td>
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<tr>
<td>Business</td>
<td>100</td>
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<tr>
<td>Assembly</td>
<td>100</td>
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</table>
Barrier Free Design for South Carolina:

Parking Spaces/Assembly Seating for Handicapped:

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<th>Total Capacity</th>
<th>Reserved for Handicapped</th>
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<tr>
<td>up to 25</td>
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</tr>
<tr>
<td>26 to 50</td>
<td>2</td>
</tr>
<tr>
<td>51 to 75</td>
<td>3</td>
</tr>
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<td>76 to 100</td>
<td>4</td>
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<td>101 to 200</td>
<td>5</td>
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<tr>
<td>201 to 300</td>
<td>6</td>
</tr>
<tr>
<td>301 to 400</td>
<td>7</td>
</tr>
<tr>
<td>401 to 500</td>
<td>8</td>
</tr>
<tr>
<td>501 to 1,000</td>
<td>9 or 2% of total</td>
</tr>
<tr>
<td>Over 1,000</td>
<td>20 plus 1 for each 100 over 1,000</td>
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</tbody>
</table>

Time Saver Standards:

Suggested number of facilities in public restrooms:

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<thead>
<tr>
<th>No. of Persons</th>
<th>No. of wcs and lavatories</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-15</td>
<td>1</td>
</tr>
<tr>
<td>16-35</td>
<td>2</td>
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<td>36-55</td>
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<td>56-80</td>
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</tr>
<tr>
<td>81-110</td>
<td>5</td>
</tr>
<tr>
<td>111-150</td>
<td>6</td>
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</tbody>
</table>
HUMAN SERVICE AGENCIES OFFICE SPACE NEEDS QUESTIONNAIRE
GREENVILLE, S. C.
MARCH 1980

To be completed by Agency Head:

General Information

1. Agency Name: ____________________________
   Address: __________________________________

2. Name of Agency Head: ______________________

3. Location of your Agency: ______________________
   A. Name of building in which you are located (If Named): ______
   B. Amount of Rent or Mortgage Paid
      (Circle One) Monthly ______
      Annually ______
   C. Terms of lease or mortgage (years): ______________________
      Lease Options: ______________________
   D. Physical condition of office space: Good ______
      Fair ______
      Poor ______

Employee Needs

1. What is the total existing square footage of your agency?
   ______ Square Foot

2. Employee Profile (give number in each position):

<table>
<thead>
<tr>
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<td>______</td>
<td>______</td>
<td>______</td>
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<tr>
<td>Supervisors</td>
<td>______</td>
<td>______</td>
<td>______</td>
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<td>Technical/Professional Staff</td>
<td>______</td>
<td>______</td>
<td>______</td>
</tr>
<tr>
<td>Clerical</td>
<td>______</td>
<td>______</td>
<td>______</td>
</tr>
<tr>
<td>Other (Specify)</td>
<td>______</td>
<td>______</td>
<td>______</td>
</tr>
</tbody>
</table>

3. Does your agency or department currently have conference room space available? Yes ______ No ______

   If so, please state the square footage of this space. _________ sq. ft.
   Do you need additional conference room space? Yes ______ No ______
   Are the conference rooms available for public meetings? Yes ______ No ______
   If so, what percentage of their use is for public meetings? ______________________
   What would be the maximum seating capacity needed for a conference room? ______

   How many days a month would you need a conference room ______

4. Would you consider relocating your agency to a multi-service center (a facility housing related public and private human service agencies) if space were available? Yes ______ No ______
5. Does your department or agency have any special program needs which would dictate room design or size? (group discussions, privacy, larger offices, etc.)

Yes

No

If Yes, please explain:

6. Do you have any space available that is not being used?

If yes, how many square feet?

Location

1. Are there any offices of your agency located in structures other than the one in which you are located? Yes

No

If yes, what is their location? (specify by position)

How many square feet?

2. Would the addition or removal of partitions in the existing space help alleviate your space problems? Yes

No

3. Does your agency require any special consideration in regard to location within a single building or complex? (specific floor location, special entrances, ramps, proximity to elevators, outdoor facilities, etc.)

If yes, please explain:

4. With what agencies does your agency have the most frequent client referral? (List in order of frequency)

A.

B.

C.

5. Are there any plans to relocate your agency? Yes

No

If yes, to what location?

Expected date of relocation?

Parking

1. Parking Available/Needs For:

Existing 1980

Present Need 1980

Projected Need 1988

Agency Vehicles

Employees

Public

2. Is parking provided within reasonable proximity to your office for:

Agency Vehicles

Yes

No

Employees

Yes

No

Public

Yes

No

Records Retention & Disposal

1. What is your present storage system? Computer

Microfilm

File Cabinet

Other (Explain)

2. How many additional storage space units are required each year?

Additional Comments

Thank you for your cooperation.

Please print name and phone number of person completing questionnaire.

Please return to: Community Planning Council

300 University Ridge, Suite 107

Greenville, SC 29601
## HUMAN SERVICE AGENCY SPACE NEEDS

Greenville County, South Carolina

1980 and 1988

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<td>5</td>
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<td>5</td>
<td>1,656</td>
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<td>1,007</td>
<td>707</td>
<td>4</td>
<td>1,257</td>
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<td>185</td>
<td>27,300</td>
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<td>246</td>
<td>36,505</td>
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<td>1,014</td>
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<td>382</td>
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<td>2,556</td>
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<td>1,428</td>
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## HUMAN SERVICE AGENCY SPACE NEEDS

Greenville County, South Carolina

1980 and 1988

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<td>Legal Services</td>
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<td>827</td>
<td>607</td>
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*Based upon 1978 questionnaire.

**Includes only staff members occupying office space and main office only.
## 1980 Office Space Questionnaire

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*Covered parking required for large vehicle.*
### 1980 OFFICE SPACE QUESTIONNAIRE (Continued)

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