12-1981

Human Services Center, Lancaster, South Carolina

Walter James Montgomery
Clemson University

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A terminal project submitted to the faculty of the College of Architecture, Clemson University, in partial fulfillment of the requirements for the degree Master of Architecture, Fall, 1981.

Walter James Montgomery

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ACKNOWLEDGEMENTS

- Faculty and Staff of the College of Architecture, Clemson University, 1974 - 1981

- Dr. Helen Llewelyn, District Medical Director, Lancaster, South Carolina

- Sixth Year Studio, from whom I learned the most

- Todd McGraw, for the couch

- David Hamilton, for his wild ideas and positive attitude

- Jimmy Williams, Randy McClain, Bill Flemming, Chris Rose, Frankie Weaver and Cynthia Nielson, for their unbelievable help!
DEDICATION

To my parents, for their love and understanding throughout my life.
INTRODUCTION

Human Services are those programs which are directed towards the welfare of people. They are administered at local levels by various governmental departments, usually independent of one another. Although still relatively young, these services have grown dramatically over the past forty years. They have become so large and complex that today they require a new response to their organizational structure and their physical facilities.
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PROBLEM

Public services have traditionally consisted of a number of separate agencies serving community needs. In Lancaster County, South Carolina, the Health Department and Department of Social Services have developed as separate bodies in different locations. Both were established in Lancaster County approximately forty years ago, and through the years these agencies have expanded to the point that they currently face similar problems of inadequate and fragmented facilities. The two agencies operate out of eight different buildings at the present time. This results in an inefficient...
Human services have traditionally consisted of a number of separate agencies serving community needs. In Lancaster County, South Carolina, the Health Department and Department of Social Services have developed as separate bodies in different locations. Both were established in Lancaster County approximately forty years ago, and through the years these agencies have expanded to the point that they currently face similar problems of inadequate and fragmented facilities. The two agencies operate out of eight different buildings at the present time. This results in an inefficient
operation for both the departments and the public which uses them.

In recent years there has been a trend toward centralizing the departments related to the welfare of the people of the community.

Lancaster County is currently exploring such a centralized approach and this terminal project will be directed towards exploring means by which a combined Center for Human Services may be developed in order to respond to the needs of the combined agencies and the people of Lancaster County.
LANCASTER, S.C.

Founded in 1785 by settlers from Lancaster, Pennsylvania, the city of Lancaster, South Carolina is located in the north central section of South Carolina, 55 miles north of Columbia and 39 miles south of Charlotte, North Carolina. It is near the center of Lancaster County of which it is the county seat. It is also the focus of most commercial and municipal activities of the county.

For nearly 100 years the city of Lancaster was the trading center for the largely agriculture-based economy of the county. This began to change...
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For nearly 100 years the city of Lancaster was the trading center for the largely agriculture based economy of the county. This began to change,
however, when the first plant for Springs Mills, Inc., a textile company, opened in 1896. Agriculture began to diminish in importance as more textile operations moved into the area and today the economy of the Lancaster area is largely dominated by industry. More than 30 industrial plants are located in the county, a majority of them textile based.

The present population of Lancaster County is 49,500 of which approximately 10,000 live in the City of Lancaster. Demographic studies indicate that both the county and the city population will increase by approximately 15% by the year 2000.
HUMAN SERVICES

Human services have historically developed independent of one another. Public health services developed as part of the nation and local community concerns, a result of the epidemic outbreaks and governments' efforts to control and prevent them. Health departments developed to meet these needs.

As we know today, public health is the result of these developments. The Department of Social Services was established in South Carolina with the Public Welfare Act of 1795.
HUMAN SERVICES

Human services have historically developed independently of one another. Public Health as a community concern can be traced back to 1795 when epidemics caused by poor sanitation in America's cities stimulated public concern and governmental action. Health Departments soon developed across the nation and Public Health as we know it today is the result of a series of developments in areas of preventive medicine, public education and the public health nursing program.

The Department of Social Services began in South Carolina with the Public Welfare Act of
1937. During the early stages of its development it maintained programs dealing largely with the aged, blind, and the disabled.

With the advent of Medicaid and Food Stamp programs in the early to mid-60's, the Department of Social Services undertook a broader and more comprehensive responsibility for the welfare of people. However, it was not until the early 70's that the Department began to actively solicit federal participation in funding of state programs. This meant that the state funds were now matched by federal funds in the ratio of approximately 25% state to 75% federal funding. Cash benefit programs such as Aid to Families with Dependent Children (AFDC) which took the form of food stamps, supplemental security income, and medicaid, were greatly expanded causing major increases in staff at all levels.
FACILITIES

The present headquarters for the Lancaster County Public Health Department was erected in 1948. At that time it housed the entire Health Department and support services. The department has since expanded into two adjacent houses, a trailer and another building remote from the site. This fragmentation of services has proved to be both inefficient for the staff and confusing to clients.

The Department of Social Services was established in Lancaster County in 1937 with one director, one case worker, and one social worker and two clerks. It has since developed into a
department of approximately forty employees, of which thirty are case workers and social workers. The department's present facilities are located in a house and the former library. Both of which are inadequate to meet the department's needs. Like the Health Department, the Department of Social Services suffers from fragmentation of its activities.
PUBLIC HEALTH

The Public Health Department conducts clinics within the center as well as outreach programs in the community. The first category constitutes the major effort of the department and requires facilities for interviewing, examining, and counseling clients, while the latter usually requires only office or work space for personnel involved with this activity. Certain administrative and educational activities would also require space in the center but would not be directly related to clients.
PUBLIC HEALTH

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PERSONAL HEALTH

The principal clinics operated by the Health Department would be: Maternal and Child Care, Woman, Infant, Child (W.I.C.), Family Planning, Adult Health, and a General Clinic. These are described in the following pages.
MATERNAL AND CHILD CARE

This program is concerned with the care of children from birth to age six. Children brought to the center are examined and a medical history is developed. Subsequent examinations monitor the growth and development of the child. This program requires interview spaces and examination rooms.

WOMAN, INFANT, CHILD (W.I.C.)

Families qualify for this program on the basis of need. It provides high protein food and education on nutrition for children and pregnant
FAMILY PLANNING

This program is principally concerned with counseling families on planning for children and providing education in birth control. It also deals with childless couples and women with unwanted pregnancies. Both individual and group counseling is used in this activity. And, when necessary medical examinations are performed by a consulting physician. Interview spaces, examination rooms, and classrooms are used in this program.

ADULT HEALTH

Participants in this program include mainly those persons who are not enrolled in a health
care delivery system for various reasons. Clients are given health screening aimed at detecting disease at an early stage so that it can be more effectively treated. This program also routinely provides chest x-ray examinations. Interview spaces, examination rooms, classrooms, laboratory and x-ray rooms are used for this program.

GENERAL CLINIC

The General Clinic program provides a variety of services including immunizations, screening for diabetes and sickle cell anemia, blood pressure checks, chest x-rays, tuberculin skin tests, venereal disease tests and treatment. Of the clinics, this is the most active on a day-to-day basis with immunizations accounting for much of the activity. This program requires interview spaces, examination rooms, classrooms, laboratory spaces, and x-ray facilities.
OUTREACH

Outreach programs will use the center as a base of operations for activities conducted in the community. These programs would include Home Health Nursing, Health Education, and Environmental Sanitation. These are described in the following pages.
the community and promotes community health programs. The public health educator coordinates these activities and also registra Home Health nurses with educational programs for their patients. In addition to office space, the educator needs classroom space for certain activities conducted within the center.

HOME HEALTH NURSING

This service is provided to persons confined to their home because of illness or injury. Care is provided by Public Health nurses who work in coordination with an attending physician. These nurses require office space within the center for recording their field work, as well as storage for wheel chairs and crutches.

HEALTH EDUCATION

This program is a Public Health support service which makes health information available to
the community and promotes community health programs. The public health educator coordinates these activities and also assists Home Health nurses with educational programs for their patients. In addition to office space, the educator needs classroom space for certain activities conducted within the center.

ENVIRONMENTAL SANITATION

The purpose of this program is to control disease through environmental practices. Activities would include food inspection, testing water supplies, monitoring land use and development, and vector control. This program is responsible for insuring that federal, state and county laws directed towards insuring public health are complied with. This department would have a limited relationship to the public at the center and would require office and conference spaces as well as a drafting room.
SUPPORT

Public Health services located within the center but not related to the public would be administration and staff education. These are described on the following pages.
ADMINISTRATION

The district medical director is in charge of the tri-county area of Chester, Lancaster, and Rock Hill. Based in Lancaster, administration is carried out by district personnel directly under the medical director. These include: the Director of Nursing who is responsible for nurses working with various programs, the Environmental Health Director, who is responsible for Environmental Sanitation programs throughout the district, and a District Administrator who is in charge of financial and clerical matters throughout the district. Administrative activities require office and conference spaces.
STAFF EDUCATION

The Health Department conducts an ongoing training program for its staff. Classes and seminars informing personnel of new programs and updated procedures are conducted on a regular basis. This activity would require classroom space and closed circuit television equipment.
SOCIAL SERVICES

The Department of Social Services is a broad based agency with more than 15 active programs at present. It is concerned with both the economic and social well-being of its clients and is divided into two major activity groups: (1) economic services and (2) human services. These services are described on the following pages.
HUMAN SERVICES

Human Services are concerned with counseling, evaluating, and educating clients. These activities are generally performed by a case worker who initially conducts an interview with the client, during which the client is evaluated and considered in terms of his eligibility to participate in the various programs of the department. At this point the client is assigned a case record and thereafter each transaction is entered into this record. All interviews and records are confidential in accordance with state law.
Following the initial interview, which is conducted in the department of social services offices, subsequent interviews are conducted at the client's home, since this is where the case worker can be the most effective in terms of problem evaluation.

Case workers divide their time about equally between the office and the homes of clients. Interviews are generally conducted by appointment and personnel coordinate their schedules so that a certain number of them are always available in their offices. Human Service problems range from child abuse to the need for transportation assistance. Human Service activities are frequently interrelated with economic services and therefore a close relationship between these programs is important. Special activities, such as meetings between parents and children who have been removed from their custody are held at the social services center.
ECONOMIC SERVICES

These social services could be more accurately defined as programs, since they deal primarily with cash benefits to eligible persons. The client is required to visit the center for initial interviews with a case worker who will evaluate his financial status and determine which programs, if any, he is eligible for. As with the human services, all such interviews are confidential.

Case files are maintained for all clients who are actively involved with one or more programs handled by economic services. The programs which constitute the majority of the case load are related to medicaid, aid to families with dependent children, and food stamps.

All interviews for economic services programs are conducted at the center and case workers are not involved with home visits as is the case with human services personnel.
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All interviews for economic services programs are conducted at the center and case workers are not involved with home visits as is the case with human services personnel.

ADMINISTRATION

Social Services are administered by a director who coordinates all programs and activities of the department. He is aided by the two assistant directors who act as supervisors for human services and economic services respectively.

A common clerical group working with both the human and economic services maintains case records as well as serving as initial contacts for clients coming to the center.
ADMINISTRATION

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A common clerical group working with both the human and economic services maintains case records as well as serving as initial contacts for clients coming to the center.
STAFF EDUCATION

Ongoing education is important for the staff of the Social Services agency. Initially, new personnel have orientation classes which are conducted at the center. Regularly held seminars and classes keep them currently aware of new programs and information related to their work. Closed circuit television is frequently employed for instructional purposes.
CRITERIA

The following criteria have been established to evaluate alternative sites for the proposed Human Services Center in Lancaster, S. C.

A.) CENTRAL LOCATION - The site should be located in or around the City of Lancaster since this affords easiest access to the majority of the county population.

B.) ACCESSIBILITY - The site should have easy vehicular access from all parts of the city and county and should be as convenient as possible for pedestrians.

C.) SIZE - The site must be adequate in size to meet the spatial needs of the proposed building complex.
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B.) ACCESSIBILITY - The site should have easy vehicular access from all parts of the city and county and should be as convenient as possible for pedestrians.

C.) SIZE - The site must be adequate in size to meet the spatial needs of the proposed building complex.
D.) ENVIRONMENT - The site should be in an environment that is compatible with the use of the building and zoned accordingly.

E.) URBAN PATTERN - The site should be consistent with planning objectives established by the city so that it contributes to proper community development.

ALTERNATIVE SITES

The following sites have been selected for evaluation against the previously described criteria.

SITE 1 is located to the west of the central business district of Lancaster on West Meeting Street near the Elliot White Springs Memorial Hospital.

SITE 2 is located on the edge of the central business district in the area of the present Public Health Department Facilities. It is bounded by North Calamba Street, French, Donny, and Meeting Streets.
ALTERNATIVE SITES

The following sites have been selected for evaluation against the previously described criteria.

SITE #1 is located to the west of the central business district of Lancaster on West Meeting Street near the Elliot White Springs Memorial Hospital.

SITE #2 is located on the edge of the central business district in the area of the present Public Health Department facilities. It is bounded by North Catawba Street, French, Dunlap, and Meeting Streets.
SITE #3 is to the north of the central business district at the intersection of White Street and Woodland Drive. It is adjacent to a small development of business offices.
ALTERNATIVE SITES
EVALUATION

SITE #1

This site meets the accessibility criterion, however, its westerly location is not consistent with present trends of the city and access would be almost exclusively by car. It is adequate in size. Its location adjacent to the hospital would be compatible from the standpoint of use. From the standpoint of urban pattern it would place an intensively used community facility away from the center of activity of the city.
SITE #2

This site is easily accessible to both vehicular and pedestrian traffic. It is adequate in size being approximately 3.5 acres. The zoning and land uses in this area are community oriented consisting of governmental, utility, and commercial activities. A Human Services Center on this site would promote downtown activity and development.

SITE #3

This site meets the criteria of size and accessibility. Its location in a commercial setting would be acceptable from an environmental standpoint. This site would not, however, be consistent with the desired urban growth pattern of the city.

SITE SELECTION

Site #2 appears to be the most responsive to the functional needs of the agencies, their constituents, and the planning goals of the community.
It would facilitate easy access for the constituents and better coordination between staff groups. Additionally, it would serve to strengthen development in the central business district and reinforce its faltering image as the commercial and governmental center.
SITE ANALYSIS

Site analysis consists of studies regarding the environment of the site. They are very important since conclusions derived from these studies affect the location and character of the eventual proposal. The basic areas considered for analysis include: existing buildings and vegetation, climate, movement systems, land use, and the context of the site. A graphic representation of these analyses occurs on the following pages.
SOLAR ORIENTATION

PREVAILING WINDS

WATER RUN-OFF

CLIMATE

A CENTER FOR HUMAN RESOURCES
MOVEMENT SYSTEMS

A CENTER FOR HUMAN RESOURCES
SITE CONCLUSIONS

A CENTER FOR HUMAN RESOURCES
CONTEXT

The context of the site is perhaps the most important as well as the hardest to describe.

The selected site is on the edge of the central business district. It is a transitional space between the hard urban structures of the central business district and the softer forms and spaces of the adjoining residential area. The following sketches indicate the scale and pattern of this context.
PUBLIC HEALTH DEPARTMENT

MATERNAL AND CHILD CARE

Interview
Examination
Consultation
Classroom
Waiting

1,420 Sq. Ft.

WOMAN, INFANT, CHILD (W.I.C.)

Interview
Examination
Waiting

225

210

175

program
PUBLIC HEALTH DEPARTMENT

MATERNAL AND CHILD CARE

Interview 350 Sq. Ft.
Examination 500
Consultation 100
Classroom 300
Waiting 225

1,475 Sq. Ft.

WOMAN, INFANT, CHILD (W.I.C.)

Interview 210 Sq. Ft.
Examination 200
Waiting 175

585 Sq. Ft.
<table>
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<th>Service</th>
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<tr>
<td>Conference</td>
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</table>
ALCOHOL AND DRUG ABUSE

Reception/Records  250 Sq. Ft.
Group Therapy  300
Director  100
Assistant Director  100
Psychologist  100
Interview  250
Waiting  180

1,280 Sq. Ft.

DEPARTMENT OF SOCIAL SERVICES

DIRECTOR

Managing Director  250 Sq. Ft.
Dir. Sec.  100
Interview/Office  1,200

ECONOMIC SERVICES

Director  150 Sq. Ft.
Dir. Sec.  100
Interview/Office  1,440

2,660 Sq. Ft.
## DEPARTMENT OF SOCIAL SERVICES

### HUMAN SERVICES

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### ECONOMIC SERVICES

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<td>Room Type</td>
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<tr>
<td>Storage</td>
<td>400</td>
</tr>
<tr>
<td></td>
<td>2,380</td>
</tr>
<tr>
<td>COMMON SPACES</td>
<td>1,500 Sq. Ft.</td>
</tr>
<tr>
<td>---------------------------------------</td>
<td>---------------</td>
</tr>
<tr>
<td>CENTRAL WAITING/RECEPTION</td>
<td>2,400</td>
</tr>
<tr>
<td>AUDITORIUM</td>
<td>1,500</td>
</tr>
<tr>
<td>STAFF LOUNGE</td>
<td>700</td>
</tr>
<tr>
<td>MECHANICAL</td>
<td></td>
</tr>
<tr>
<td>Staff Parking – Approx. 75</td>
<td></td>
</tr>
</tbody>
</table>
PROGRAM AREAS
PUBLIC HEALTH DEPARTMENT

Maternal and Child Care 1,475 Sq. Ft.
Woman, Infant, Child (W.I.C.) 585
Family Planning 1,280
Adult Health 980
General Clinic 1,750
Vital Statistics 330
Home Health 1,900
Health Education 650
Environmental Sanitation 1,180
Administration 1,730
Staff Education 1,550
### ALCOHOL AND DRUG ABUSE

<table>
<thead>
<tr>
<th>Service</th>
<th>Area (Sq. Ft.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,280 Sq. Ft.</td>
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</tbody>
</table>

### DEPARTMENT OF SOCIAL SERVICES

<table>
<thead>
<tr>
<th>Service</th>
<th>Area (Sq. Ft.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Services</td>
<td>2,660 Sq. Ft.</td>
</tr>
<tr>
<td>Economic Services</td>
<td>2,270</td>
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<tr>
<td>Administration</td>
<td>2,380</td>
</tr>
</tbody>
</table>

### COMMON SPACES

<table>
<thead>
<tr>
<th>Space</th>
<th>Area (Sq. Ft.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Waiting/Reception</td>
<td>1,500 Sq. Ft.</td>
</tr>
<tr>
<td>Auditorium</td>
<td>2,400</td>
</tr>
<tr>
<td>Staff Lounge</td>
<td>1,500</td>
</tr>
<tr>
<td>Storage</td>
<td>700</td>
</tr>
</tbody>
</table>

**Total Net Area** 28,100 Sq. Ft.

**Tare** 11,240

**TOTAL GROSS AREA** 39,340 Sq. Ft.
ISSUES

Pre-design studies for this project established certain key issues as central to the success of the proposed Human Services Center. These were:

- INTERRELATIONSHIPS OF AGENCIES
- FLEXIBLE SPACE PLANNING
- RELATIONSHIP TO SITE

design criteria
ISSUES

Pre-design studies for this project established certain key issues as central to the success of the proposed Human Services Center. These were:

INTERRELATIONSHIP OF AGENCIES

FLEXIBLE SPACE PLANNING

RELATIONSHIP TO SITE
INTERRELATIONSHIP OF AGENCIES

Combining Public Health and Social Services into a single building complex incurs advantages for both clients and staff. It permits clients using one service to be referred to others that may be applicable to them, and where clients have dealings with more than one agency it permits them to do this with a single visit.

Public Health and Social Service staff frequently need to consult with one another on an official and informal basis. A combined complex facilitates and encourages this. Spaces common to both agencies such as classrooms, auditorium,
and lounge space are more efficiently used if they are serving all human service agencies.

FLEXIBLE SPACE PLANNING

A building adaptable to spatial reorganization is important to the needs of Public Health and Social Services since those agencies change their methods of operation on a regular basis. This change is brought about by improved techniques and procedures, and also by changes in management approaches and the governing political structure. An example of the latter is the marked changes in Human Services brought about by the Reagan administration. The building must, therefore,
FLEXIBLE SPACE PLANNING

A building adaptable to spatial reorganization is important to the needs of Public Health and Social Services since these agencies change their methods of operation on a regular basis. This change is brought about by improved techniques and procedures, and also by changes in management approaches and the governing political structure. An example of the latter is the marked changes in Human Services brought about by the Reagan administration. The building must, therefore,
be designed to permit expansion and contraction of departments and agencies and rely heavily on flexible partitioning for the definition of spaces. This will require large clear span spaces within the building, limiting fixed walls to core spaces wherever possible.

RELATIONSHIP TO SITE

Because of the unique characteristics of the proposed site for the center, it will be necessary to organize the building to take advantage of the wooded setting and to effectively relate to the scale and proportion of adjoining buildings. By developing building wings parallel to the street, it is possible to save a majority of the trees in the interior of the site while establishing a street facade complimentary to the existing urban structure.

To insure privacy for clients of the agencies, public spaces would be best oriented to the site.
RELATIONSHIP TO SITE

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To insure privacy for clients of the agencies, public spaces would be best oriented to the site.
interior which also permits them to visually relate to this wooded setting. Although staff spaces would relate principally to the street, a lounge area focusing inward would allow agency workers to also enjoy the natural characteristics of the site.
CONTEXT

proposal
HUMAN SERVICES CENTER

A TERMINAL PROJECT SUBMITTED TO THE FACULTY OF THE COLLEGE OF ARCHITECTURE
IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE MASTER OF ARCHITECTURE

CONCEPT
PARKING LEVEL PLAN
FIRST LEVEL PLAN
SECOND LEVEL PLAN
SECTION THRU PUBLIC HEALTH

PERSPECTIVE
BIBLIOGRAPHY


references
BIBLIOGRAPHY


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Studies and Surveys, June 1979.

What's Our Line. Lancaster County Public Health Department, Catawba District, Lancaster, S. C. 1978

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Director, Community Health

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Community Director

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School Office

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User of Social Services, Cameron, E. C.

Robert M. Anderson, Case Worker, Adoption Dept.
Coordinator, Settlement, E. C.

F. J. Howton, City of Lancaster, Lancaster, E. C.

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