

Chapter X. COMMUNITY FACILITIES ELEMENT

CHAPTER X. COMMUNITY FACILITIES ELEMENT – TABLE OF CONTENTS 1

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*An overview of this Chapter can be found in *Chapter 1 – Introduction and Executive Summaries*.

Community facilities address the most basic and essential services needed by City residents. Community facilities include the buildings, facilities, lands, and services needed to serve the public health, safety and welfare and are collectively known as the community infrastructure. These assets help shape living and work environments, provide the physical framework for the attraction of new businesses and employment opportunities, and provide a foundation for new growth and development. While many community facilities are provided or administered by local governments, others are offered by utilities, hospitals, schools, and nonprofits.

The City of Clemson Community Facilities Element provides an inventory and assessment of the facilities and services available in the City, Pickens County, and surrounding jurisdictions. The Element profiles the infrastructure, providers, and partnerships associated with essential community facilities that include governmental services, water and sewer, utilities, solid waste collection, floodplain and stormwater management, fire and emergency medical services, police, education, health care, recreation, and libraries.

A. GOVERNMENT

Governmental facilities house activities, persons, and records used in the operation of a government - whether local, county, state or federal. The need for additional governmental facilities is directly related to the growth of a community, since the addition of more people, more houses, and additional businesses and industries create the need for new and expanded governmental services. In some cases, increased services can be accommodated using existing space. However, in many cases, a substantial increase in the level and scope of governmental services requires additional operational space.

1. CITY OF CLEMSON GOVERNMENT

The City of Clemson was originally incorporated as the Town of Calhoun in 1901, with a change in name to Clemson adopted by residents in 1943 to avoid confusion with other towns named Calhoun. The State officially recognized the new name in 1946. The City operates under a council form of government. The Mayor and the six City Council members are elected at-large for a term of four years, with the terms of council members staggered so that one-half of the membership is elected every two years. The Mayor is the presiding officer of the City Council.

The City Council appoints a City Administrator, who serves as the chief administrative officer of the City and is responsible for directing the implementation of the policies of the City Council, directing business and administrative procedures, and appointing departmental officials and other City employees with the approval of Council. Under the direction of the City Administrator, management of the City is carried out through ten departments. Total employment for the City is 280, with the Transit, Indoor Recreation, and Police Departments having the largest number of employees at 74, 57 and 46, respectively. Table X-1 lists the City departments and the number of employees per department.

TABLE X-1. CITY OF CLEMSON DEPARTMENTS AND EMPLOYEES

Department	Employees
Administration	11
Engineering/Utilities	26
Finance/Utility Billing	10
Indoor Recreation	57
Municipal Courts	5
Parks and Recreation	11
Planning and Codes	11
Police	46
Public Works	29
Transit	74
Total Employees	280

Source: City of Clemson, February 2019

The Clemson City Council appoints a total of 44 members to seven different boards and commissions that have oversight responsibility for issues ranging from arts and culture to architectural review (Table X-2).

TABLE X-2. CITY OF CLEMSON BOARD AND COMMISSION APPOINTMENTS

Appointed Body	Members	Terms
Arts and Culture Commission	7	3 years
Board of Architectural Review	7	4 years
Board of Zoning Appeals	7	4 years
Planning Commission	7	4 years
Building Board of Appeals	5	4 years
Parks and Recreation Board	2*	2 years
Police Department Advisory Board	9	3 years**

* Six members, two appointed by Clemson City Council

** Representatives of Clemson University and Daniel High School Students serve one-year terms

Source: City of Clemson, 2014

All jurisdictions in South Carolina that regulate land use, including the City of Clemson, must have a *planning commission* and a *board of zoning appeals*. Members of both bodies are appointed by the governing body of the jurisdiction, which in the City of Clemson is the City Council. The duty of the planning commission is to develop and carry out a continuing planning program for the physical, social, and economic growth, development, and redevelopment of the community. The planning commission directs the preparation and advises the governing body on the adoption, development, and update of the comprehensive plan. It also directs the preparation and update of land use regulations, including the zoning ordinance and land development regulations, and provides recommendations on the adoption of such regulations to the governing body.

The role of the *Board of Zoning Appeals* (BZA) is quasi-judicial. Primary duties of the BZA include hearing and ruling on appeals to determinations made by the zoning official and on applications for variance from the requirements of the zoning ordinance.

The *Board of Architectural Review* (BAR) hears and rules on matters relating to the preservation or protection of historic or architecturally valuable districts, protection of significant or natural scenic areas, and protection or provision for the unique or special character of a defined district in the zoning ordinance.

The City's annual budget serves as the foundation of financial planning for the City of Clemson, providing the means by which public services and facilities are paid for in a timely and efficient manner. As such, the budget is one of the primary implementation tools of the comprehensive plan. The City's annual budget is divided into multiple funds. The *General Fund* is used to finance day-to-day operations and capital improvements and represents the largest portion of the City's financial operations. The City's *Enterprise Operations* are accounted for in four separate funds: *Water Fund*, *Wastewater Fund*, *Sanitation Fund* and *Transit (CAT) Fund*. The Water, Wastewater, and Sanitation Funds are fee-based utilities, while CAT operates as an independent operating fund. Special projects and program groups funded through grants and other specific revenue sources are accounted for through *Special Revenue Funds*. City Council is required to hold public hearings on the proposed budget and adopt a final budget before the beginning of the City's fiscal year on July 1.

The City has a number of agreements in place with Clemson University, neighboring jurisdictions, and special districts to ensure timely and quality services for its residents and businesses and rapid mobilization in case of emergency. These agreements include:

- 50% contractual ownership with the Town of Pendleton and an additional partnership with Anderson County for the Clemson-Pendleton Wastewater Treatment Plant.
- Joint development and ownership of the Central-Clemson Indoor Recreation Center, with the provision of shared recreation programs.
- Partnership with 12 other municipalities and water districts in the Anderson Regional Joint Water Treatment Plant.
- Contract with Clemson University and the Town of Central that provides jail holding services for the City.
- Provide transit services through Clemson Area Transit (CAT) in partnership with the Towns of Central and Pendleton, Anderson County, and the City of Anderson. The City of Seneca also contracts with CAT for transit services.
- Contract with the Town of Central for dispatching services.
- Contract with Clemson University to provide fire protection services.
- The City leases park land owned by the Corps of Engineers (Mountain View Park) and Clemson University (Old Stone Church Park) at one dollar per year.

2. PICKENS COUNTY GOVERNMENT

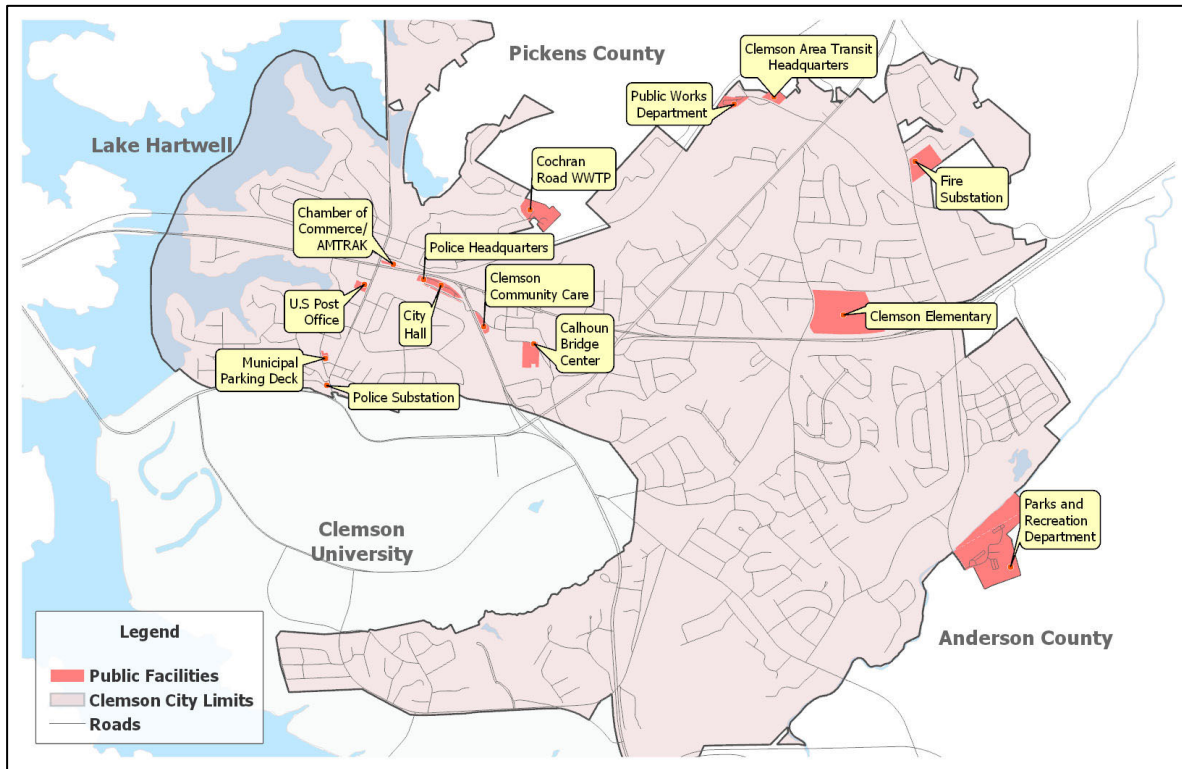
Almost all of the incorporated area of the City of Clemson is within Pickens County. Pickens County is governed under a Council/Administrator format. The Council consists of six members representing individual districts, including a Chairman who is elected by the members of Council. Each representative on the County Council serves a four-year term. The County Administrator is appointed by the Pickens County Council to serve as its Chief Administrative Officer and executes the policies, directives, and legislative actions of the County Council. There are no buildings owned and maintained by Pickens County within the City of Clemson.

3. CITY OF CLEMSON FACILITIES

Most of the administrative functions of the City are housed in City Hall, located on Tiger Boulevard. The City Hall is home to the Departments of Administration, Planning and Codes, Engineering, Finance, Utility Billing, Municipal Court, and Information Technology. Additional City facilities include the Parks and Recreation building located on Nettles Park Road, the Public Works building on Old Central Road, the Utilities building that houses water and wastewater offices on Cochran Road, the Police Station on Tiger Boulevard, and the Clemson Area Transit office on West Lane.

Additional facilities owned by the City include the Littlejohn Community Center on Old Greenville Highway, the Clemson Community Care building on Anderson Highway, the Clemson Free Clinic on Tiger Boulevard, the Clemson Depot building on Tiger Boulevard that houses the Chamber of Commerce and Amtrak Station, the Calhoun Bridge Center on Butler Street that is home to the Arts Center, the Clemson Area African American Museum, and the Clemson Child Development Center. The City also owns the Central-Clemson Indoor Recreation Center that is located nearby in the Town of Central. While the facilities are owned by the City of Clemson, they are provided at moderate rental rates to these non-profit groups. Map X-1 illustrates the location of major public facilities in the City.

MAP X-1. PUBLIC FACILITIES IN THE CITY OF CLEMSON



Source: City of Clemson, 2019

4. EDUCATIONAL, STATE, AND FEDERAL FACILITIES

Public Pre-K through 12th grade students residing in the City of Clemson attend Clemson Elementary School, located on Berkeley Drive within the City, and R.C. Edwards Middle School and Daniel High School, both located nearby in the Town of Central. These schools are part of the Pickens County School District and are in the Daniel High School attendance zone.

Gentry Hall, located on S.C. Highway 93, is owned by the State of South Carolina and managed by Clemson University. The building houses the Campus Planning Department. Littlejohn House, located on Daniel Drive, is also owned by the State, but managed by the University. Littlejohn House houses Clemson University administrative services. The State also owns several properties located adjacent to the Botanical Gardens on Bentbrook Lane, which are currently vacant.

Federal facilities in the City include Army Corp of Engineers properties along Lake Hartwell and the U.S. Post Office on College Avenue. Mountain View Park and Abernathy Park are leased by the City of Clemson. Abernathy Park includes a boardwalk and pavilion. Mountain View Park features a boat landing and a small Frisbee golf course.

B. UTILITIES

Like all cities, the vitality and development pattern of the City of Clemson depend on a reliable and accessible network of public and private utilities and infrastructure. Utilities include those services that are the most vital to the citizens of a community – the provision of water, wastewater disposal, solid waste disposal, access to reliable telecommunications (phone, cable, and internet access), and electricity. These services are not only essential for individual citizens, they are also vital to businesses and service providers and impact the long-term growth of the City. Access to adequate services such as water and sewer is critical to the suitability of an area for future development. A key factor weighed by industries and businesses when considering a location is whether the site has ready access to adequate water and sewer facilities. The availability of water and sewer also impacts the location and affordability of residential development.

1. WATER SERVICE, TREATMENT AND DISTRIBUTION

Access to water service plays an important role in the development pattern of a community. Residential development outside of water service areas must utilize wells, adding to the initial cost of each residential unit. Many businesses and industries require the reliability and access to water that a public utility can provide.

The City of Clemson owns and operates a public water system, providing water service to approximately 14,650 customers through 8,157 taps within its service boundary. The distribution system primarily serves customers in Pickens County, with a small portion of the distribution system crossing into Anderson County. The water system includes two elevated storage tanks and approximately 112 miles of transmission and distribution lines that range in size from two inches to 16 inches in diameter. The distribution system is divided into two distinct zones. *Zone One* is a low-pressure zone that serves the City of Clemson. *Zone Two* is a high-pressure zone that serves the Old East Clemson/Central area. Pressure for both zones is controlled by elevated storage tanks.

The water supply for the city of Clemson is obtained from Lake Hartwell through the *Anderson Regional Joint Water System (ARJWS)*. Founded in 2000, ARJWS is a partnership of 14 rural and municipal water districts, including the City of Clemson. Clemson University is also an ARJWS partner, but is exempted from participation on the governing board. The Joint Water System is governed by a 14-member Board of Commissioners that includes representation by each member water district or municipality.

As an ARJWS partner, the City of Clemson owns 4.76 million gallons per day (MGD) of the ARJWS *Lake Hartwell Water Treatment Plant (WTP)* capacity. The Lake Hartwell WTP is located on Lake Hartwell in Anderson County. Raw water is treated at the Plant, transported through a 24-inch pipe that parallels U.S. Highway 76, and pumped into a 750,000-gallon storage tank located at the intersection of U.S. Highway 76 and Pendleton Road. Additional storage is provided by a five-million-gallon ground storage reservoir located at the Clemson Booster Station near I-85 that is

equipped with an emergency back-up generator. The reservoir provides a capacity of 1.15 million gallons per day (MGD) for City use.

One million gallons of treated storage capacity is also available in the City's elevated storage tanks. A 500,000 gallon elevated storage tank on Butler Street serves Zone One, with Zone Two served by a 500,000 gallon elevated storage tank on West Lane.

A secondary supply of water is also available from the Town of Central. The Town receives its water supply from the *Easley-Central Water District*. The District has as much as 400,000 gallons per day (GPD) available for wholesale consumption that can be accessed by the City of Clemson in an emergency situation.

Average daily water use for the Clemson water system is 1.599 MGD, with peak volume reaching 2.26 MGD. Two ARJWS meters serve the City – an eight-inch meter located at the base of ARJWS's 750,000 gallon elevated storage tank and a six-inch meter located on U.S. Highway 76 near the intersection with Old Stone Church Road. The City of Clemson has a third meter that only supplies potable water to the Milliken Finishing Plant on Excelsior Road. All the City's water is supplied by the two ARJWS meters, with approximately 30% of that water pumped to the Zone Two system and the Town of Central via the Chapman Hill Booster Pump Station. The Chapman Hill Station houses three pumps and an emergency generator with the capability to automatically switch over during emergencies.

The City of Clemson continually replaces and upgrades water lines and facilities through the implementation of a five-year Capital Improvement Program that identifies issues and deficiencies that should be addressed. Through this program, the City has systematically replaced water lines since 1984. The City replaces and upgrades approximately 2,500 feet of pipe each year, with the added benefit of also upgrading fire protection. All water services along a line are upgraded when a new line and new meters are installed. In 2005, the City utilized funds obtained through the State Revolving Fund low-cost loan program to install approximately 23,750 feet of 12-inch transmission lines to supply water to the new Chapman Hill Booster Pump Station, two new elevated storage tanks, and the Town of Central. In addition, approximately 9,000 feet of 6-inch and 8-inch distribution line was installed to improve water pressure, quality, and reliability throughout the system.

2. WASTEWATER SERVICE, COLLECTION, AND TREATMENT

The availability of sewer service is critical to achieving higher density residential development and the location or expansion of business and industry. Residential development outside of sewer service areas must utilize septic systems. This can add to the initial cost of each residential unit due to septic system installation and maintenance costs, as well as the larger lot requirements for septic permitting. Although larger lots can generally mean higher costs per residence, it should be noted that septic systems are most often employed in the more rural areas where land prices tend to be lower. For most businesses and industries, the availability of sewer service is a requirement for new facility location. Most of the properties within the City of

Clemson have access to the City's sewer service. A few areas on the periphery of the City, including properties on Spring and Tabor Streets and Lynwood, Bentwood, and Nettles Roads, are served by Pickens County or the Town of Central or have septic systems. Although the Vickery Drive area is not presently served by public sewer, sewer lines have been installed.

The City of Clemson is served by two wastewater treatment facilities, with approximately 105 miles of gravity sewer and nine miles of force main sewer lines. The City also has joint ownership with the Town of Pendleton of additional gravity sewer lines. The City maintains 16 wastewater pump stations with flow capacities ranging from 1,200 gallons per minute (GPM) to 50 GPM.

The City's *Cochran Road Wastewater Treatment Plant* was constructed in 1963 with an original treatment capacity of 200,000 GPD, which was later expanded to 1.15 MGD. Treatment is accomplished through an extended aeration process, with treated wastewater discharged into Lake Hartwell. Currently the Plant is operating near total capacity, which has imposed significant limitations on new development in the areas of the City served by the facility. To address this issue, the City is upgrading the Plant to allow it to accommodate 2.0 MGD, which is intended to accommodate water needs for years of future growth. At the time of this update, the upgraded plant is anticipated to be operational in 2021.

The *Pendleton-Clemson Wastewater Treatment Plant (WWTP)* on Woodburn Road in Pendleton is jointly owned by the City of Clemson and the Town of Pendleton. The WWTP was constructed in 1981 with an original capacity of 1.3 MGD, which was later expanded to a rated capacity of 2.0 MGD. The Plant is administered by the Pendleton-Clemson Joint Wastewater Treatment Committee, which is comprised of representatives from both municipalities. Treatment is accomplished through an extended aeration process, with treated wastewater discharged into Eighteen Mile Creek. The average daily flow at the Pendleton-Clemson Plant is 1.092 MGD.

The Pendleton-Clemson Wastewater Treatment Plant currently serves the City of Clemson, the Town of Pendleton, and Anderson County. A capacity of 1.0 MGD is provided to the City of Clemson, 900,000 GPD to the Town of Pendleton, and 100,000 GPD to Anderson County. Currently, the WWTP unallocated capacity is 589,000 GPD, of which 159,000 gallons is available to the City of Clemson. Actual utilization of capacity by the City of Clemson is only 400,000 GPD at present, leaving a balance of 600,000 GPD that can be utilized to accommodate future development.

Several projects have been recently completed, are planned, or are underway to improve the Pendleton-Clemson WWTP. A \$5,000,000 upgrade to the Pendleton-Clemson WWTP was completed in 2011 that included upgrades to membrane filtration and ultraviolet light disinfection systems and equalization basins. The City of Clemson provided 50% of the debt service coverage for the project, the Town of Pendleton 45%, and Anderson County 5%. A preliminary engineering report has also been completed for a project that will increase the capacity of the Pendleton-Clemson plant to 3.0 MGD to assure adequate capacity for the next twenty years. Per the Plant's Advancement Agreement with SCDHEC, additional flow can

continue to be allocated until 80% actual flow is reached (1.6 MGD), at which time planning for a plant expansion must begin.

As with water facilities, the City of Clemson replaces and upgrades sewer lines and pump stations through the on-going implementation of a five-year Capital Improvement Program that identifies issues and deficiencies that should be addressed. The City of Clemson has replaced sewer lines since 1986, with approximately 2,500 feet of pipe replaced and upgraded each year. Most of the sewer lines selected for replacement were originally installed in the 1960s. Some of these older lines were initially in private systems that included six-inch clay pipes and brick manholes that have since been damaged by root intrusion from nearby trees and shrubs. Many sewer lines have exceeded their useful life and are deteriorating rapidly.

3. ENERGY SOURCES

While electricity is the primary energy source for the City, residents have several heating fuel options. Approximately 73% of the City's housing units are heated with electricity and nearly 25% are heated with natural gas (Table X-3). Approximately one percent of housing units are heated with bottled, tank, or LP gas. There were no households that reported using other fuel sources such as fuel oil and kerosene, wood, or solar energy.

TABLE X-3. HEATING FUELS FOR OCCUPIED HOUSING UNITS, 2017
CITY OF CLEMSON, PICKENS COUNTY AND SOUTH CAROLINA

Type of Heating Fuel	City of Clemson		Pickens County		South Carolina	
	#	%	#	%	#	%
All Occupied Housing Units	6,035	100.0%	46,428	100.0%	1,871,307	100.0%
Utility (Natural) gas	1,485	24.6%	13,913	30.0%	416,320	22.0%
Bottled, tank, or LP gas	70	1.2%	2,405	5.2%	74,302	4.0%
Electricity	4,407	73.0%	27,904	60.1%	1,333,368	71.3%
Fuel oil, kerosene, etc.	0	0.0%	984	2.1%	17,554	0.9%
Coal or coke	0	0.0%	2	0.0%	293	0.0%
All Other fuel	52	0.9%	1049	2.3%	21,032	1.1%
No fuel used	21	0.3%	171	0.4%	8,438	0.5%

Source: U.S. Census Bureau, 2013-2017 American Community Survey

a. Electricity

Duke Energy provides electricity in the Clemson area. The investor-owned company is the largest electric power holding company in the United States, supplying energy to approximately 7.6 million electric customers in South Carolina, North Carolina, Indiana, Ohio, Kentucky, Tennessee, and Florida. Duke provides electricity to 720,000 customers in the State of South Carolina. The company has a total generation capacity of 49,500 megawatts carried through 31,900 miles of transmission lines. The Company operates coal-fired, nuclear, oil and gas-fired, and hydroelectric stations. Nearly 64% of Duke Power's electricity was generated by coal, oil, and gas, with 35%

produced by nuclear energy and 1% from hydro and solar (*Duke Energy 2017 Sustainability Report*). Half of the energy in South Carolina is generated from nuclear energy, which poses a long-term disposal issue.

b. Natural Gas

The Fort Hill Natural Gas Authority (FHNGA) is the exclusive provider of natural gas service in the City of Clemson and the surrounding service area. FHNGA is a Public Service District of the State of South Carolina created by the General Assembly through *Act 789* in 1952. The Authority is governed by a six-member Board of Directors, with members appointed by the Governor of South Carolina for six-year terms. The Authority utilizes 5/8-inch to 10-inch transmission lines to provide service to approximately 38,000 residential, commercial, and industrial customers in its service area, which includes all of Oconee and Pickens Counties and portions of Anderson County.

Fort Hill purchases natural gas for resale to customers on the open market. The gas is transported from various sources in the gas-producing regions of the United States to Fort Hill via three interconnects with Williams Gas Transco Pipeline in Anderson County. Williams Energy operates three natural gas pipelines, which together deliver approximately 14% of the natural gas consumed in the United States. Their Transco pipeline delivers natural gas to customers in South Carolina through a 10,200-mile system that extends from South Texas and culminates in New York City.

c. Energy Conservation

Community facilities have substantial influence on energy usage patterns in a community and provide an effective arena for the introduction and implementation of local energy conservation measures. While community facilities are provided and maintained primarily by local governments and by institutions within the community, some facilities such as roads and educational centers are built and maintained by state or federal governments. Institutional facilities also include hospitals, health clinics, private schools and colleges, and other public, non-governmental facilities.

Local governments and public institutions are among the leading consumers of energy within a community. This is due in large part to the size of public buildings and facilities, coupled with the fact that such facilities are often older and less energy efficient. Institutions such as hospitals, police stations and prisons are in operation 24 hours a day and rely on equipment that requires substantial amounts of energy around the clock. Schools and other public buildings have a great deal of traffic in and out of the buildings, which significantly increases the heating and cooling needs of such facilities.

As high-profile energy consumers, local governments and institutions have a tremendous opportunity and responsibility to promote energy conservation through the efficient use of energy within their operations. In addition to the significant energy cost savings that can be realized through energy conservation within public institutions, successful programs can also

encourage private entities and citizens to conserve energy. Local government conservation efforts typically fall into one of several categories: administration, policies, and employee education; community facility site selection; building efficiency and site design; facility management; and fleet efficiency.

Efforts to reduce energy consumption and mitigate rising energy costs have come to the forefront for many local governments and public institutions as they struggle to meet these escalating costs, while maintaining current service levels within the confines of a limited budget. Locally, the City of Clemson, Clemson Area Transit, and the Pickens County School District have each implemented energy conservation measures. The City's efforts have centered around its *Energy Plan*, which is designed to identify and implement conservation measures. With the use of grants to help fund the changes, the City has realized significant savings in energy consumption. Additionally, the City adopted the *International Energy Conservation Code* in January 2013 to implement stronger standards for energy conservation in construction.

Clemson Area Transit's (CAT) transportation complex on West Lane in Clemson was constructed in 2010 and incorporates 210 solar panels, advanced energy sensors and controls, heat-retaining and reflecting windows, energy efficient heating and cooling, storm water reclamation, a pervious parking surface, and outlets for plug-in hybrid electric vehicles. Funding for the building, which includes 7,000 square feet for office space and a 16,500 square foot covered parking garage for bus storage, was provided through a \$2.5 million American Recovery and Reinvestment Act/TIGER grant.

In August 2018, CAT took delivery of the first of its ten new Proterra buses, a major step in achieving the goal of being fully non-diesel by 2023. The zero-emission, 100% battery electric buses cost approximately \$9 million, which was largely funded through grants. Under an agreement with the manufacturer, the City has an option to purchase an additional 29 more buses in the future. However, CAT has discontinued one route, with Clemson University and CATBUS in the process of approving an annual contract. The City's CATBUS liaison to the University reported that the relationship between CU and CATBUS is the best in it has been in seven years.

The School District of Pickens County completed a substantial building program in 2014 that added more than a million square feet of air-conditioned building space. Included in the effort were the construction of new buildings for all four high schools, two elementary schools, and a Career and Technology Center. Also, in response to the *State Energy Conservation Act*, the District has undertaken an energy conservation program overseen by a full-time Energy Manager. As part of this program, the District installed a state of the art, web-based energy management system to control all HVAC systems and lighting in the new facilities. Additionally, energy conservation teams have been established in each of the District's schools to monitor progress and advance conservation efforts.

4. TELECOMMUNICATIONS

Telecommunications have become increasingly important to daily life and commerce, enabling communication between individuals or among large numbers of people within significantly reduced time frames. Unprecedented growth in digital technologies over the last few decades has revolutionized telecommunications. One of the most significant developments fueling this growth was the conversion from analog to digital processing. The transmission and processing of digital communications signals, coupled with the use of fiber optic transmission technology, have fueled rapid innovations in telecommunications services, quality, and transmission speeds.

a. Internet Service

High-speed internet service is available within the City of Clemson from a number of providers, including AT&T, Comcast, Charter Cable and Internet, Hughes Net, Dish, Time Warner, Cox Communications, and CenturyLink.

Wireless internet technology (WI-FI) is widely available in the City at many businesses, restaurants, motels/hotels, and housing developments. In addition, the City of Clemson's Information Technology Department is providing wireless providers with information on possible locations on City properties for the development of a distributed antenna system, which could deliver greater service options for City residents, reduce costs for municipal agencies, and increase the overall bandwidth available in the City. Increases in the strength of the wireless network will facilitate the continued connectivity of City agencies, especially on occasions such as game day weekends that greatly increase the demand for bandwidth with the influx of wireless users.

C. STORMWATER MANAGEMENT

Because high levels of sediment, oil, toxins, and other pollutants flow from impervious surfaces through storm sewer systems into waters, stormwater discharges are a significant contributor to the impairment of local water quality. In 1987, the U.S. Congress established a phased approach to regulating discharges. The largest municipalities were regulated first, followed by smaller municipalities located in urbanized areas.

The 2010 Census placed the City of Clemson within the Greenville urbanized area and the City was subsequently designated by the S.C. Department of Health and Environmental Control (SCDHEC) as a Regulated Small Municipal Separate Storm Sewer System (MS4) in October 2014. According to SCDHEC, "an MS4 is a system of conveyances that include, but are not limited to, catch basins, curbs, gutters, ditches, man-made channels, pipes, tunnels, and/or storm drains that discharge into waters of the State. For these conveyances or system of conveyances to be recognized as an MS4, a state, city, town, village, or other public entity must own them. These conveyances must also not be part of a publicly-owned treatment works and may not operate as a combined sewer." Waters of the State include "lakes, bays, sounds, ponds, impounding reservoirs, springs, wells, rivers, streams, creeks, estuaries, marshes, inlets, canals, the Atlantic

Ocean within the territorial limits of the State and all other bodies of surface or underground water, natural or artificial, public or private, inland or coastal, fresh or salt, which are wholly or partially within or bordering the State or within its jurisdiction.”

As a designated MS4, the City is regulated under the Federal National Pollutant Discharge Elimination System (NPDES) Phase II Storm Water Program. Regulated Small MS4s must develop a program to cover each of the following minimum control measures:

- Public education and outreach
- Public involvement and participation
- Illicit discharge detection and elimination
- Construction site runoff control
- Post-construction site runoff control from new and redeveloped sites
- Good housekeeping at municipal operations

To help meet these mandates, the City adopted the *Stormwater Management Ordinance (Chapter 11, Article V, City Code of Ordinances)* and established a utility to fund the program on March 1, 2015. Much like other municipal utilities such as water and sewer systems that manage infrastructure components, the stormwater utility is charged with managing the culverts, ditches, streams, and other drainage features that convey runoff through the City. The operation is overseen by the Stormwater Manager, who works under the supervision of the City Engineer.

Although stormwater management is often believed to include floodplain management, the two issues are regulated separately. Local governments participating in the National Flood Insurance Program enforce federally mandated rules that work in conjunction with building codes. Planning and Codes Administration has oversight responsibility for the use and development of floodplains in the City of Clemson.

D. SOLID WASTE

The City of Clemson’s Public Works Department provides solid waste collection and disposal service to residences and businesses within the City. All collected refuse is taken to the Pickens County Landfill, located off U.S. Highway 178 between the Cities of Liberty and Pickens. Recognizing the limited life of the present landfill and higher costs that would be associated with construction of a new landfill, Clemson and the other Pickens County municipalities began curbside recycling for residential properties in 1992. The City also purchased a horizontal tub grinder to grind brush collected by Public Works crews and residents for reuse. This operation saves hauling costs, extends the life of the current landfill, and provides free mulch for City residents.

In addition to the horizontal grinder, the City owns and operates three residential garbage trucks, two front loading sanitation trucks, three recycling trucks, two flatbed trucks, three knuckle-

boom trucks, two brush tractors, and two automated leaf trucks. In FY 2018, the Residential Sanitation Division serviced 4,250 roll carts weekly; hauled more than 5.7 million pounds of garbage and 687,800 pounds of junk and debris to the landfill; collected 976,860 pounds of recyclables; and ground 19,804 yards of brush into mulch. The Commercial Sanitation Division hauled 6,268,880 pounds of garbage to the landfill during FY 2018. The Sanitation staff also provides cleanup after major events such as home football games, including weekend commercial collection.

E. PUBLIC SAFETY

The personnel, facilities, equipment, and services established to protect the safety of citizens and visitors are among the most essential community resources. A safe and secure environment that projects a climate of health, vitality, and community spirit among residents of all ages is integral to building a strong community. Most cities and counties prioritize and allocate sizable percentages of their annual budgets to the provision of quality fire and police services. Public safety is foremost in the minds of both elected leadership and their constituents who place a high value on the comfort and quality of life that accompanies a successful public safety program.

1. EMERGENCY PREPAREDNESS

Although rare in occurrence, the City of Clemson is vulnerable to various natural and man-made emergencies including tornadoes, thunderstorms, flash flooding, drought, wildfire, train derailments, earthquakes, and even nuclear emergencies associated with the Oconee Nuclear Station in neighboring Oconee County. Advance planning and preparation for such emergencies is essential in equipping community leaders, response staff, and the general public to make rapid and informed decisions that will save lives and quickly restore essential infrastructure and services when disaster strikes. Pickens County Emergency Management is the designated Disaster Preparedness Agency with responsibility for emergency and disaster planning for Pickens County. The Department coordinates and integrates all activities necessary to build, sustain, and improve the capability to mitigate, prepare, protect, respond, and recover in response to threatened or actual natural disasters, acts of terrorism, or other manmade disasters.

Advanced preparation for emergencies is essential for large community events in the Clemson area, especially during Clemson football weekends. For such events, emergency preparedness staff from surrounding communities and the State work together to create a safe experience for all attendees. Planning for Clemson football events begins a year in advance of each season. Preparation includes identification of all Upstate events that coincide with the games; transportation schedules and routes for air and train travel; weather patterns; location tracking of all emergency response vehicles; and determination of any perceived threat to the thousands of visitors to the area.

2. FIRE SERVICE

As one of the most fundamental and valuable services provided by local government, fire protection and prevention is of vital importance to every citizen and visitor in the City of Clemson. Clemson University Fire and Emergency Medical Services (EMS), a division of the Clemson University Department of Public Safety, provides fire service within the corporate limits of the City and for the main campus of Clemson University. The City contracts with the University for these services, paying an annual contract fee and sharing with the University in the purchase of fire equipment as needed.

Mutual aid agreements are in place with the adjacent counties and municipalities including Pickens, Anderson, and Oconee Counties, and the Towns of Central and Pendleton. These agreements formalize the City's participation in the statewide mutual aid program and participation in the *S.C. Firefighter Mobilization Plan*. The agreements serve to provide critical backup for each department as needed.

The Clemson University Fire and EMS station is located on Perimeter Road (Map X-1). A new fire substation, located north of U.S. Highway 123 on Issaqueena Trail, began operations in 2018. The facility features a training room, staff housing, and office space.

Current staffing levels are provided in Table X-4. All full-time staff are cross trained in firefighting and the provision of emergency medical services. Clemson student firefighters include a mix of persons trained only as firefighters or Emergency Medical Technicians (EMT) and individuals cross-trained for both roles.

TABLE X-4. CLEMSON UNIVERSITY FIRE AND EMERGENCY MEDICAL SERVICES STAFFING

Number	Position
1	Fire Chief
1	Training/Administrative Captain
1	Training/Fleet Manager Lieutenant
1	EMS Program Manager/Paramedic
1	Part-time Administrative Assistant
33	Full-time Firefighter/Paramedics or EMT's
12	Part-time Firefighter and Paramedics
4	Student Firefighters and/or EMT's
1	Campus Fire Marshal
1	Campus Fire Inspector
1	City Fire Marshal (City Planning and Codes staff)
30	Part-time Special Event EMTs and Paramedics

Source: Clemson University Fire and Emergency Medical Services, 2019

Vehicles and special equipment utilized by Clemson University Fire and EMS include two ladder trucks, three fire engines, a brush truck, six staff vehicles, two Gator Utility Task Vehicles, and three ambulances used for Confined Space Rescue, Water Rescue, HazMat Response, Breathing Air/Rehabilitation, and Fire Prevention Education.

Not only is the provision of adequate, state-of-the-art firefighting equipment and trained personnel vital to the preservation of life and property, it also significantly impacts the cost of individual fire insurance premiums in a community. The cost of insurance is a sizable component in overall housing costs. Insurance rates for single-family homes and multi-family dwellings are computed using several factors such as age, size, and value of the home. Through the provision of adequate fire protection, local government can also play a role in lowering the cost of insurance.

Insurance companies use a classification system provided by the Insurance Services Office, Inc. (ISO) to determine the level of fire protection for each home they insure. ISO is an independent statistical, rating, and advisory organization that collects and analyzes information on a community's public fire protection and assigns a public protection classification. Classifications range from 1 to 10, with Class 1 representing the best public protection and Class 10 indicating no recognized protection. Factors that contribute to the assignment of classifications include the effectiveness of the fire department in receiving and dispatching fire alarms, the number of fire stations, the availability and amount of water needed to fight fires, training provided to local firefighters, and maintenance and testing of equipment. In addition, the geographic distribution of fire stations and service throughout the community weighs heavily in determining the classification. Properties that are located more than five road miles from a fire station are not considered to have adequate fire protection and therefore receive higher ISO classifications. Since water availability for fire protection comprises 40% of the total ISO rating, areas served by municipal or other water services benefit from lower ISO ratings and ultimately, lower insurance ratings. Clemson Fire and EMS maintains an ISO rating of 2. The Department responds to more than 1,200 requests annually for service on campus and in the City of Clemson.

3. POLICE

The Clemson City Police Department serves within the municipal boundaries of the City from its headquarters at 1198 Tiger Boulevard (Map X-1). The facility houses the communications, patrol, investigations, and administrative support functions for the Department, as well as the jail. The Department also has a substation located in the center of the Downtown business district that houses the parking enforcement officer and patrol officers during the week, on weekend evenings, and for special events such as Clemson University home football games. The Department also has a full-time Crime Scene and Evidence program.

The mission of the City of Clemson Police Department is to serve diligently and to be compassionate and responsive to the needs of the community by providing professional law enforcement services for the purpose of enhancing the quality of life for those who live, work, and visit the City of Clemson. The Police Department employs 38 total personnel including 29

Class 1 commissioned officers, six communications and detention personnel, a parking enforcement officer, a records specialist, and a victim’s advocate. The Command staff includes the Chief of Police and two captains. Administration of the Department is comprised of two units – the Uniform Patrol Unit and the Investigations/Support Unit. The Department is accredited through the South Carolina Law Enforcement Accreditation Council.

To facilitate the rapid sharing of emergency aid and resources, the Department maintains mutual aid agreements with all surrounding county and municipal agencies. The overall call volume for service has generally declined, from 69,700 in 2011 to 63,643 in 2018. A total of 425 index crimes, the types of crimes considered to be the most serious, were reported in the City of Clemson in 2011 and 360 were reported in 2018 (Table X-5).

TABLE X-5. INDEX CRIMES 2018, CITY OF CLEMSON

Crime	Number	Percent
Murder	0	0.0%
Forcible Rape	17	4.7%
Robbery	6	1.6%
Aggravated Assault	8	2.2%
Burglary	44	12.2%
Larceny - Theft	139	38.6%
Motor Vehicle Theft	146	40.6%
Arson	0	0.0%
Totals	360	100.0%

Source: Clemson Police Annual Report 2018

F. HEALTH CARE

Building a healthy community ensures an acceptable quality of life for all residents and the prevention of costly problems that inhibit the realization of full individual and community potential. Access to quality health care is an essential component of community well-being and quality of life. The health care system encompasses a broad continuum of care that begins with preventative care and progresses through end-of-life care. Public health is negatively impacted when service gaps are present in the continuum.

Census tracts included in the City of Clemson are federally designated *Medically Underserved Areas* (MUA) for low-income residents. Pickens County is included as a *Health Professional Shortage Area (HPSA)* for primary medical care, dental care, and mental health among low-income populations (*U.S Dept. of Health and Human Services, 2014*). An HPSA is a designated geographic area, special population, or facility that has shortages of primary medical care, dental, or mental health providers.

The number of practicing health professionals serving Pickens County is detailed in Table X-6. There are 10.6 physicians per 10,000 persons in Pickens County, less than half of the 24.1

physicians per 10,000 persons statewide and the 23.8 physicians per 10,000 persons in the Upstate region.

TABLE X-6 SELECTED PRACTICING HEALTH PROFESSIONS IN PICKENS COUNTY

Health Profession	Number
Physicians – Primary Practice in County	127
<i>Family Practice</i>	47
<i>Internal Medicine</i>	13
<i>Obstetrics/Gynecology</i>	6
<i>Pediatrics</i>	11
<i>General Surgery</i>	6
<i>Other Physicians (specialists)</i>	44
Registered Nurses	496
Dentists	45
Pharmacists	104
Physical Therapists	33
Occupational Therapists	17
Physician Assistants	14
Respiratory Care Practitioners	31
Optometrists	6

Source: S.C. Office of Research and Statistics, South Carolina Health Professions Data Book, 2014

1. EMERGENCY MEDICAL SERVICE

Emergency medical professionals provide the critical first link in the trauma care continuum that begins with pre-hospital care and access. Emergency medical services (EMS) provide direct, responsive, and rapid pre-hospital medical care to individuals in need of immediate assistance such as childbirth and victims of automobile accidents, heart attacks, drowning, and gunshot wounds.

All E-911 emergency calls made within the City of Clemson are initially answered by the Clemson City Police Department and forwarded to the appropriate agency for the emergency. Pickens County EMS provides emergency medical services for the City, working closely with area hospitals to ensure efficient, quality emergency medical care to area residents and visitors. In the event of an emergency that requires rapid response such as choking or a heart attack, the call is sent to Clemson University Fire and EMS so that first responders can arrive as quickly as possible.

Pickens County EMS has eight substations, including the Central-Clemson substation located on Common Way in the Town of Central. Each substation houses one Advanced Life Support service truck (ambulance), with day trucks also housed at the Pickens and Easley stations. All ambulances are staffed with at least one paramedic and one Emergency Medical Technician (EMT) or Emergency Medical Technician - Intermediate.

2. HOSPITALS

While there are no inpatient care facilities located within the City of Clemson, there are several area hospitals within a short drive. *Oconee Memorial Hospital* was founded in 1939 and is now part of the Prisma Health System (formerly Greenville Health System). The 169-bed acute care hospital is located on Memorial Drive in nearby Seneca and offers a wide range of inpatient/outpatient care including a Women's Center, the NewLife Center for Joint Health, and a 24-hour emergency department.

Originally founded as Anderson County Hospital in 1908, *Anmed Health Center* is a 461-bed acute care hospital located on North Fant Street in Anderson. The facility is the anchor for Anmed Health, the largest not-for-profit health provider in South Carolina. The facility provides a range of services including a Heart and Vascular Center, a Women's and Children's Hospital (on East Greenville Street in Anderson), a Cancer Center, inpatient and outpatient surgery facilities, and an emergency department. Additionally, AnMed recently opened a family medicine facility at 885 Tiger Boulevard in Clemson.

Baptist Easley Hospital is a 109-bed acute care facility located on Fleetwood Street in Easley. Founded in 1958, the Hospital provides services including surgery, obstetrics, orthopedics, imaging and diagnostics, cardiopulmonary services, outpatient care, and emergency services. Though independent, Baptist Easley benefits from a partnership with Prisma Health, formerly the Greenville Hospital System (GHS).

3. OTHER HEALTH CARE FACILITIES

Baptist Easley at Patrick Square is located at 104 Chapman Hill Road in Clemson and offers primary care for adults and children.

Clemson University Health Services are offered to faculty and staff and students through on campus facilities, as well as to the community through clinical practice settings. Located in Edwards Hall on the Clemson University Campus, the *Joseph F. Sullivan Center* is an interdisciplinary nurse-managed health center that provides health services to students, faculty, and staff. The Center also provides the opportunity for Clemson health sciences students and faculty to practice health services and gain clinical skills in a cutting-edge facility. The Sullivan Center offers wellness programs for Clemson students and employees and also provides community outreach through its mobile health unit. The mobile unit is deployed through the Migrant Health Program, The Best Chance Network, and the Walhalla Mobile Clinic. Sullivan Center staff also practice at the Clemson Free Clinic on Tiger Boulevard. In addition to services provided at the Sullivan Center, the University provides health services to students through the *Redfern Health Center* on McMillan Road. Redfern is staffed by 60 medical and psychological professionals and operates an accredited psychology training program.

The *Clemson Health Center* on Tiger Boulevard is open seven days a week with daily extended hours. The Center offers urgent care services, with no appointment needed to see a physician. The Center also provides primary care and a range of diagnostic services including X-ray and ECG.

Free and reduced cost healthcare is offered through two local facilities. Established in 2005, the *Clemson Free Clinic* is a partnership among local professional health providers and volunteers to offer free health care services to eligible patients from Clemson, Pendleton, Six Mile, and Central. The Clinic moved to its new location on Tiger Boulevard in 2011 and is open Wednesdays from 5:00 p.m. to 8:00 p.m. The Clinic does not receive any government funding and operates solely on donations and private grant funds. *Heritage Essential Medical Services* on Tiger Boulevard in Clemson provides medical services on a sliding payment scale with no requirement for patient health insurance coverage. Services offered include primary care, X-ray, hearing and vision screening, immunizations, and family planning, as well as gynecological and obstetric care. Mental health services, case management, and health education are also available.

The *Pickens County Public Health Department* is located on Daniel Avenue in the City of Pickens. The Health Department provides a wide range of health related services including immunizations/vaccinations; family planning, counseling and education; prenatal counseling and classes; health education; nutritional education; tuberculosis testing and treatment; treatment and counseling for sexually transmitted diseases; nutrition education, breastfeeding support and food supplements through the *Women, Infants and Children (WIC)* program; home health services; and social work services; and referrals for services for infants aged 18 months and under with chronic illnesses, disabling conditions, or developmental delays.

4. HEALTHY FOOD SYSTEMS

The *Clemson Farmers Market*, located at Patrick Square on Issaqueena Trail, and other local fresh farmers markets in the area serve the dual purposes of providing fresh produce to the community while supporting local agriculture.

Since 1978, the *Upstate Food Cooperative* based in Six Mile has offered its members access to locally grown, organic, and allergy-specific foods. In addition to local farm goods and produce, the Cooperative also offers culinary and medicinal herbs and supplements, prepackaged and frozen food, bulk goods, personal care items, pet supplies, and beverages. Purchase of items requires membership, which is obtained by paying a modest annual fee. There are different membership levels based on sweat equity contributions, senior status, or income level.

Since 2002, Clemson University has offered a *Community Supported Agriculture (CSA)* program that provides a weekly bundle of organically grown produce for a seasonal fee. The farm, located off old Stadium Drive on the Clemson campus, is the site for the CSA members' weekly pickup. Greenbrier Farms in Easley is another CSA serving residents of Pickens County. In addition to produce shares, CSA members may choose to purchase protein shares that feature grass-fed beef, chicken, and pork.

For Clemson residents who wish to grow their own produce, the Clemson Community Garden, located at Clemson Park, offers 10 by 40 foot plots that can be rented for an annual fee of \$100. The Parks and Recreation Department tills each plot twice a year, unless otherwise instructed by the lessor. Gardeners are provided access to irrigation, soil amendments, and mulch, as well as a shed containing a cart, wheelbarrow, and basic gardening tools.

5. HOME HEALTH SERVICES AND HOSPICE

An aging population, improvements in patient and physician education, and the escalating costs of extended hospital stays have contributed to a rise in home-based medical care options. These options allow the patient more flexibility and input into the care process. Home health care services can range from in-home nursing care or rehabilitation following a hospital stay to ongoing assistance with daily living activities such as shopping, meal preparation, or bathing. There are a number of public and private organizations providing home health services in the Clemson area, including Clemson Downs Home Health based on Downs Loop in the City of Clemson.

In the early 1900s, most Americans preferred and were allowed to die at home, with more than 80% of deaths occurring at home. A century later, despite similar desires to die at home surrounded by loved ones, many residents do not have an opportunity to experience this kind of death. However, increasingly available hospice services offer a team-oriented approach to expert medical care, pain management, and emotional and spiritual support expressly tailored to a patient's needs and wishes. Although most patients admitted to hospice have terminal conditions related to cancer, other frequent diagnoses include Alzheimer's disease, ALS, and heart, lung, kidney, renal, and liver diseases. Life expectancy for hospice patients is generally six months or less. In most cases, a family member serves as the primary caregiver in the home setting and, along with other members of the hospice care team, develops a plan to provide treatment, support, personal care, and specialized services for both the patient and family. However, hospice services can be also provided in a variety of care settings including hospitals, nursing homes, and assisted living centers. There are a growing number of hospice providers operating in the Clemson area that provide a flexible range of services.

G. SOCIAL SERVICES

There is a strong relationship between the social climate and support systems of a community and the well-being of its residents. The presence of a strong, productive, healthy, and caring citizenry enhances the livability of the City. Human investments in the form of social services target the special needs of individuals, groups, and communities. Effective social service delivery systems are designed to provide information and access to services and link residents with agencies and programs that can meet their needs. The State of South Carolina provides a wide range of health and social services to its citizens through regional and county delivery networks. The residents of the City of Clemson have access to most of these services through offices located in nearby cities.

The *S.C. Department of Disabilities and Special Needs (SCDDSN)* serves persons with mental retardation, autism, head and spinal injury, and conditions related to each of those four disabilities. Their mission is to "assist people with disabilities in meeting their needs, pursuing their individual possibilities and achieving their life goals, and minimize the occurrence and reduce the severity of disabilities through prevention." The Disabilities and Special Needs Board of each county serves as the single planning and service coordination point for all services funded by SCDDSN. The *Pickens Disabilities and Special Needs Board* office is located on Griffin Mill Road in the City of Easley and is responsible for developing a local service plan and supervising service coordination. Local SCDSN boards either deliver services directly or arrange for specific services to be delivered by other community organizations. The boards are also responsible for developing and coordinating services and funds through local agencies. Through this system, people with disabilities and special needs can remain in their own homes or safely live in a family-like setting within their communities.

The mission of the *S.C. Department of Health and Environmental Control (SCDHEC)* is to "promote and protect the health of the public and the environment." The Upstate Environmental Quality Control (EQC) office of the *SCDHEC Environmental Health Division* is located on University Ridge in Greenville. Environmental Health is charged with protecting the health of South Carolina's families, visitors to the State, and the environment through the application of scientific principles and sound management practices in the areas of Food Protection, Onsite Wastewater Management, and General Sanitation. Environmental Health programs are a joint effort of the Bureau of Environmental Health and the Environmental Health sections of the four regional EQC offices. Locally, the Environmental Health programs that are most visible to the general public include the inspection and rating of food establishments, investigation of foodborne illnesses, regulation and permitting of onsite wastewater management systems such as septic tanks, and vector and rabies control.

The mission of the *S.C. Department of Mental Health (SCDMH)* is to support the recovery of individuals with mental illness. This mission is anchored by the belief that people are best served in or near their own homes or in the community of their choice. In FY 2013, the Department served approximately 90,000 individuals (children, adolescents, adults) through its 17 community mental health centers, four licensed hospitals (one for substance abuse), and four nursing homes (one specifically for veterans). The *Anderson-Oconee-Pickens Mental Health Center* is located on McGee Road in Anderson and provides services for Anderson, Oconee, and Pickens Counties to persons of all ages including counseling, psychiatric assessment, medication management, crisis intervention, and other services to those experiencing serious mental illness and significant emotional disorders. Community health clinics are primary entry points into the State's mental health system. Local mental health services are provided by the *Pickens Mental Health Clinic* located on West Main Street in the City of Easley and include evaluation, assessment, intake of clients, short-term outpatient treatment, and continuing support services.

The mission of the *S.C. Department of Social Services (SCDSS)* is to "ensure that South Carolinians in need receive economic support, protective services, and assistance in locating and obtaining child support from absent parents." SCDSS seeks to provide protective and other services to

children and adults who cannot protect themselves and to provide job training and other needed services to help South Carolinians who can work to become self-sufficient. The Department is responsible for the administration of the Family Independence program, the SNAP (food Stamp) program, Child Support Enforcement, and children, family, and support services. The Pickens County SCDSS office is located on McDaniel Avenue in the City of Pickens and provides local services such as childcare licensing, child protective and prevention services, provision and monitoring of foster care, family violence prevention and counseling, and emergency shelter.

The *Pickens County Veterans Affairs* office, also located on McDaniel Avenue in the City of Pickens, assists veterans, their widows, and survivors in applying for any and all benefits to which they may be entitled from the U.S. Department of Veterans Affairs (VA), the State of South Carolina, the VA Hospital, and local agencies. Assistance includes research, preparation, development, presentation, and prosecution of claims submitted to the U.S. Department of Veterans Affairs and the Board of Veterans Appeals.

H. AGING SERVICES

The nation's expanding elderly population will impact every segment of the social, political, and economic landscape. Significant changes in living patterns and conditions often accompany the aging process. The health and functional status of senior residents is of growing interest because of the implications for public policy, health care, and long-term care costs. With projected increases in the number of frail elderly residents, there will be an increased need for home care, acute care, and long-term care, both institutional and community based.

Nearly 12% of City residents (1,607 persons) are aged 65 or older – slightly lower than the 13.7% of individuals in this age group statewide and the 13.4% countywide. The attractiveness of the Clemson area to retirees, coupled with an aging population led by the last of the baby boomers, will fuel a growing need for specialized services for the elderly in coming years. Services for elderly residents are coordinated regionally but delivered locally in the Clemson area.

1. AREA AGENCY ON AGING

Most aging services are federally funded through the *1965 Older Americans Act*. This law requires that planning and service districts be designated to plan and implement aging services. To that end, the Lieutenant Governor's Office on Aging has divided the State into ten planning and service districts. The Appalachian Council of Governments serves as the *Area Agency on Aging (AAA)* for the six-county region that includes Anderson, Cherokee, Greenville, Oconee, Pickens, and Spartanburg Counties. These programs and services are carried out by local service providers at the county level.

The AAA provides information and assistance to older adults, persons with disabilities, and caregivers. The Agency operates the Regional Long Term Care Ombudsman Program, the Regional Family Caregivers Program, the I-CARE program, and the S.C. Upstate Aging and

Disability Resource Center, and coordinates the locally provided nutrition programs. Information and referrals are available to older individuals and caregivers to assist in assessing needs and identifying the most appropriate services, link individuals to the most appropriate services provider, and to provide confidential, appropriate, and unbiased health and social service information.

The *S.C. Upstate Aging and Disability Resource Center (SCADRC)* is a collaborative pilot project designed to improve awareness of and access to long-term support for seniors, adults with disabilities, and caregivers. The program provides information on a full range of long-term care options, consumer fraud education, and personalized assistance to help individuals make informed decisions on support options, education on long term care needs, and assistance to Medicare beneficiaries to understand and access prescription drug coverage and prevention health benefits.

Long-Term Care Ombudsmen are advocates who protect the civil and human rights of residents in long-term care facilities. Ombudsmen receive and investigate complaints and assist residents in resolving complaints. The *Family Caregiver Support Program* works to ensure that family caregivers and older adults raising a relative's children (such as grandparents) have the support and assistance needed to help reduce caregiver stress and to assist in continuing to provide quality care in the home. The *Insurance Counseling Assistance and Referrals for Elders Program (I-CARE)* Program is a free service that answers questions about the Medicare Prescription Drug Program.

The purpose of the *Nutrition Program* is to provide a nutritious meal to persons aged 60 and older and their spouses, and to provide socialization to reduce isolation. The program is funded through a combination of federal, state, and local funding sources. Income is not considered, although donations are accepted toward the cost of the meal. In addition to a noon meal and socialization, programs and activities are planned such as structured fitness and exercise classes, day trips and outings to local points of interest, educational programming, fun activities and games, computer classes, music and dance, language classes, and arts and crafts, among other creative programs. *Pickens County Seniors Unlimited* provides these senior services at their Easley Senior Center, located on Blair Street in the City of Easley. Transportation is provided to persons 60 and older to and from the Center. Lunch is served daily at the Center and opportunities for exercise, dancing, singing, crafts, card games, pool, and fellowship are also offered on Mondays through Fridays from 8:30 am to 12:30 pm. *Senior Solutions* also offers free group dining for seniors aged 60 and older at their locations on Cherry Street in the Town of Pendleton and on Jefferson Road and S.C. Highway 187 in the City of Anderson.

In addition to congregate meals, home-delivered meals are also available through the nutrition program. Home delivered meals are available to persons 60 years of age or older who are ill and incapacitated, unable to leave home unassisted except for medical and other essential appointments, unable to purchase and/or prepare food due to a disability, and do not have anyone in the home who is able to prepare daily meals. *Pickens County Meals on Wheels*, based

on East Cedar Rock Street in the City of Pickens, provides Meals on Wheels services to qualified Clemson area residents.

2. NURSING HOMES AND ASSISTED LIVING FACILITIES

Nursing homes provide nursing or convalescent care for two or more persons unrelated to the licensee. They provide long-term care for persons with chronic conditions or short-term convalescent or rehabilitative care for remedial ailments for which medical and nursing care are necessary. Although some residents are admitted for shorter convalescent or rehabilitative stays following hospitalization, most nursing facility residents are older adults who require long-term care. There is one nursing home in the City of Clemson. The Clemson Area Retirement Center is located on Downs Loop and provides space for up to 68 residents.

Community Residential Care Facilities, also referred to as assisted living facilities, offer room and board for two or more persons unrelated to the licensee. These facilities are designed to accommodate the changing needs and preferences of residents; maximize the dignity, autonomy, privacy, independence, and safety of residents; and encourage family and community involvement. Also included is any facility (other than a hospital), that offers a beneficial or protected environment specifically for individuals who have a mental illness or disabilities. There are currently three community residential care facilities in the City of Clemson. The Clemson Downs Assisted Living facility on Downs Loop provides 32 beds, Clemson Heritage on Cambridge Drive offers 32 beds, and Dominion Senior Living at Patrick Square on Pershing Avenue provides 20 beds.

I. EDUCATION

Education is an ongoing process that consists of two basic components – a high quality foundation of basic education through the K-12 system, followed by an on-going system of higher education and career training opportunities. Communities that promote a philosophy of lifelong learning among residents will be positioned to successfully compete in a global economy. American workers now change jobs every 4.6 years, making access to advanced workforce training programs an integral component of achieving community and economic sustainability (*U.S. Bureau of Labor Statistics, 2014*).

Locations of educational institutions within or near the City of Clemson are shown on Map X-1 and include Clemson University and Clemson Elementary School. Additional educational institutions located outside of the City that serve Clemson area residents are profiled in the following sections.

1. PUBLIC PRE-K-12 SCHOOLS

The School District of Pickens County (SDPC) is one of 82 public school districts in South Carolina and the 14th largest district statewide. The District's consolidated pre-K-12 system serves a

combined 16,172 students in Grades 5K through 12. As the County’s third largest employer with 2,200 employees, including 1,039 teachers, the school system comprises more than 4% of the total County job base. The District operates a total of 26 schools including 16 elementary, five middle, and four high schools, as well as the Pickens County Career and Technology Center for students in grades 9 through 12. The District is divided into the five attendance areas of Dacusville, Daniel, Easley, Liberty, and Pickens. The Daniel attendance area serves students within the City of Clemson. Table X-7 provides a listing of the schools that serve residents of the City of Clemson and includes enrollment data from 2014 to 2018.

TABLE X-7. ENROLLMENT IN THE CITY OF CLEMSON SCHOOLS AND SCHOOL DISTRICT OF PICKENS COUNTY, 2014 TO 2018

School	Grades	School Year				
		2014	2015	2016	2017	2018
School District of Pickens County	Pre-K-12	16,688	16,619	16,540	16,338	16,270
Clemson Elementary	Pre-K-5	855	882	851	864	870
R.C. Edwards Middle School	6-8	766	782	786	829	807
Daniel High School	9-12	1,047	1,101	1,115	1,083	1,102

Source: S.C. Dept. of Education, Annual Report Cards, 2014-2018

Clemson Elementary School, located on Berkeley Road in Clemson, is the only public grade school located within the City limits and serves Clemson area students from pre-K through 5th grade. Enrollment numbers reflect the growth in and around the City in recent years, with more than 850 students attending each of the last five school years. Clemson Elementary has approximately 100 faculty and staff. The school was built in 2001 and includes a gymnasium that is shared by the community, an amphitheater, computer lab, science lab, playgrounds, gardens, nature trails, and other outdoor learning areas.

Located on Madden Bridge Road in Central, *R.C. Edwards Middle School* serves students in the 6th through 8th grades from the Clemson, Central, and Six Mile areas. As with Clemson Elementary, enrollment numbers reflect the growth that has occurred in the Clemson area during the last decade, with more than 800 students attending in each of the last two school years. The School was built in 1971 on a 30-acre campus. A major renovation in 2011 added 15 classrooms to the school.

Enrollment at *Daniel High School*, located on Blue and Gold Boulevard in Central, averages more than 1,100 students from the Clemson, Central and Six Mile area. Consistently ranked among the best public high schools in the State, the 227,950 square foot facility was constructed in 2012 and includes an onsite football stadium, gymnasium, and auditorium.

The *Career and Technology Center*, located at 990 Chastain Road in Liberty, offers 20 different training programs to district high school students.

2. PRIVATE PRE-K-12 SCHOOLS

While there are a number of preschools in the City of Clemson, there is only one private school that serves children beyond kindergarten. The *Clemson Montessori School*, located on Pendleton Road in Clemson, is a private school founded in 1976. The associated Montessori Teacher Training Institute was established in 1995. The school has an annual enrollment that averages between 80 and 100 students in pre-K through the 7th grade.

3. HOME-SCHOOL GROUPS

Although not formally associated with public facilities, there are several active home-school groups that meet in Clemson.

4. ADULT EDUCATION AND LITERACY

The School District of Pickens County provides adult learning opportunities for County residents at its *Pickens County Adult Learning Center*, located on Glazner Street in the City of Easley. Courses provided include basic education and literacy, South Carolina High School diploma, English as a Second Language (ESL), General Education Development (GED) High School Equivalency diploma, ParaPro exam preparation, and WorkKeys preparation classes and testing. The ParaPro assessment measures the reading, writing, and basic math competencies of practicing and prospective paraprofessionals, including teacher's aides and assistants. WorkKeys is a job skills assessment system for individuals, educators, and employers to identify the occupational skills needed to be successful on the job. WorkKeys assessments present workplace situations, reading materials, and conflict management and problem-solving scenarios.

The *Osher Lifelong Learning Institute* (OLLI) at Clemson University provides continuing education opportunities for members aged 50 years and older. Located in the Charles K. Cheezem Education Center at Patrick Square in Clemson, the Institute is a part of Clemson University's Department of Parks, Recreation and Tourism Management. The purpose of OLLI is to create and support a stimulating, interactive lifelong learning community of seasoned adults that is member driven and led by volunteers. OLLI's nearly 1,000 members take part in courses on a variety of topics ranging from fine art to political science, as well as exercise and health courses and excursions to local cultural attractions.

The *Littlejohn Community Center*, located on Old Greenville Highway in Clemson, is designed to enhance the quality of community life, promote lifelong learning, and advance the social, physical, and cultural development of individuals, families, neighborhoods, and the Clemson community. The Center offers GED classes and ESL classes for the City's adult learners. The City obtained a CDBG grant in 2018 to be used for a major facility expansion and upgrade. The project is in the design stages at this time.

5. HIGHER EDUCATION

While there are no postsecondary institutions within the City of Clemson, three are located within close proximity. The closest and most influential to the growth and development of the City is Clemson University, which is immediately adjacent to the City and provided the foundation upon which the City has developed and flourished. Tri-County Technical College and Southern Wesleyan University are located within easy commuting distance for City residents in the nearby towns of Pendleton and Central.

a. Clemson University

Clemson University is a public, land grant university dedicated to teaching, research, and service. Founded in 1889, Clemson is the State’s second largest university with nearly 25,000 students in 2018 (Table X-8). The University was ranked as the 26th best national public university in 2019 by *U.S. News and World Report* and 25th in student return-on-investment in 2017 by *Smartmoney*. Although historically recognized for its science and engineering programs, Clemson offers more than 80 majors, 110 graduate degree programs, and 44 areas of doctoral study. The 1,400-acre campus is home to 437 buildings, including three of the University’s original buildings – Hardin Hall, Godfrey Hall and Tillman Hall. There are two National Register Historic Districts on the campus, comprised of 15 total properties that include eleven academic buildings, Bowman Field, Trustees’ Park, the Trustee House, and the amphitheater.

Enrollment at the University has increased significantly during the last decade (Table X-8). Between 2008 and 2018, total enrollment increased by approximately 36%. However, on-campus student housing has not kept pace with student body growth.

TABLE X-8. CLEMSON UNIVERSITY STUDENT ENROLLMENT, 2008-2018

Year	Undergraduate Enrollment		Graduate Enrollment		Total Enrollment
	Number	Percent	Number	Percent	
2008	14,713	80.3%	3,604	19.7%	18,317
2009	15,346	80.3%	3,765	19.7%	19,111
2010	15,459	79.5%	3,994	20.5%	19,463
2011	15,836	79.5%	4,078	20.5%	19,914
2012	16,562	79.7%	4,206	20.3%	20,768
2013	16,931	79.6%	4,351	20.4%	21,303
2014	17,083	78.2%	4,774	21.8%	21,857
2015	17,740	78.2%	4,958	21.8%	22,698
2016	18,395	78.6%	5,011	21.4%	23,406
2017	19,172	78.6%	5,215	21.4%	24,387
2018	19,564	78.4%	5,387	21.6%	24,951

Source: Clemson University, January 2018

Two on-campus student housing projects, Douthit Hills and Core Campus, have opened since 2008. Douthit Hills opened in 2018 and provides 970 beds for upperclassmen and 700 beds for first-year students, as well as a dining hall, recreational facilities, and parking. Many of the beds allocated for upperclassmen can be used as “flex beds” to enable the relocation of residents of older facilities during renovations. The Core Campus development is in the Johnstone complex in the heart of Clemson’s main campus. The project replaces the last remaining housing in Johnstone Hall, which was built in 1955. Core Campus provides 700 beds, a dining hall, retail dining options, and spaces for administrative support. In total, Clemson offers approximately 7,800 beds for students living on campus.

Clemson University is one of the top employers in the Upstate region. The University ranks as the second largest employer in Pickens County with 5,392 employees (Table X-9). More than 93% of the University’s employees are full-time, 67% are support staff, and 29% are faculty.

TABLE X-9. CLEMSON UNIVERSITY EMPLOYMENT, 2018

Type	Full-Time	Part-Time	Total
Faculty (including Librarians)	1,468	122	1,590
Executive/Administrative/Managerial	220	3	223
Staff	3,337	242	3,579
Total	5,025	367	5,392

Source: Office of Institutional Research, Clemson University, 2018

b. Tri-County Technical College

Founded in 1962, *Tri-County Technical College (TCTC)* is one of 16 public, two-year colleges that comprise the S.C. Technical Education System. The College serves Anderson, Oconee, and Pickens Counties through a network of four satellite campuses in Pendleton, Anderson, Easley, and Seneca. The Pendleton Campus, located on U.S. Highway 76, serves as the College’s main campus. The Campus was established in 1962 on a 91-acre tract donated by Clemson University and includes 14 buildings that house classrooms, laboratories, library, student center, administrative offices, computer labs, and bookstore. In 2018, TCTC employed 143 full-time and 231 part-time faculty members, supported by 348 staff personnel.

TCTC began the 2017-2018 academic year with an official enrollment of 6,069 students. The College offers more than 70 major fields of study including business, marketing, early childhood development, criminal justice, computer technology, industrial electronics, mechatronics, nursing, medical laboratory technology, veterinary technology, and surgical technology. The College also has a strong transfer program to four-year institutions that includes Associate in Arts and Associate in Science degrees. TCTC is home to the nationally known *Bridge to Clemson* program, a unique freshman year program that blends the traditional academic experience at Tri-County with the social and cultural experiences of being a Clemson University student. The program provides academic advising and student support services designed to help qualified

students meet Bridge requirements and ultimately transfer to Clemson. Annual enrollment in the Bridge program ranges from 700 to 750 students.

Tri-County Technical College also plays an important role in preparing a technically skilled workforce for advanced manufacturing companies in the region. The College operates a state-of-the-art *Industrial Technology Center* in Sandy Springs, as well as a *QuickJobs Training Center* on its Anderson Campus on Michelin Boulevard. In addition to academic programs, Tri-County offers continuing education training, career development, and personal interest courses to more than 13,000 area residents each year, including contract training for local industry, professional certifications, and workforce training.

c. Southern Wesleyan University

Southern Wesleyan University (SWU) is a private, four-year liberal arts institution with its main campus located in the nearby Town of Central. The University was established in 1906 under the sponsorship of the Wesleyan Church. SWU offers more than 40 undergraduate and four graduate degrees within the schools of Business and Education and the College of Arts and Science. The University now has five campuses in Central, Charleston, Columbia, Greenville, and North Augusta. Total institutional enrollment in 2018 was 1,551 students from 33 states and 13 countries. Enrollment includes 803 on-campus undergraduates, 423 online undergraduates, and 325 online graduate students. Future plans for SWU include an increase to 1,200 traditional undergraduates at the main campus in Central by 2024. Currently, the school employs approximately 135 faculty members, including 58 full-time faculty.

There are 23 buildings on SWU's Central campus that house academic instruction, student housing, a dining hall, a library, an athletic center, and an auditorium. Identified future needs include a student center, additional athletic facilities and student housing, an outdoor amphitheater, and additional space for science, technology, and business programs.

J. LIBRARIES

The Pickens County Library System was originally established in 1935. The System includes the main Hampton Memorial Library in Easley, the Sarlin Branch on Palmetto Street in Liberty, the Village Branch in Pickens, and the Central-Clemson Regional Branch in Central. Clemson area residents are primarily served by the *Central-Clemson Regional Branch Library* located on Commons Way in the Town of Central. Built in 1996, the 12,000 square foot building houses 47,178 volumes and provides computer access and a meeting space that is available to County residents. The Library Branch has an annual circulation of 157,088 and is staffed by a full-time librarian, two full-time branch assistants, three part-time clerks, and a part-time custodian. Circulation is free of charge for Pickens County residents.

Clemson University, as the land-grant University for the State, allows use of its library facilities by area residents and extends circulation privileges to residents of South Carolina. Persons not

affiliated with the University can use materials in-house or may purchase a courtesy card for a nominal fee. The *Robert Muldrow Cooper Library* is Clemson's main library. Cooper Library is 184,839 square feet in size and contains more than 1.5 million volumes of books, journals, and documents. The University also has two satellite library branches on campus. The Emery A. Gunnin Architectural Library in Lee Hall provides materials on architecture, visual arts, city and regional planning, building science and construction, and landscape architecture. The Library's special collections unit is housed in the Strom Thurmond Institute and contains rare books, manuscripts from prominent South Carolinians, and materials related to the history of the State and Clemson University. A small, specialized collection is also housed in the Chemistry Library in Hunter Hall.

Southern Wesleyan University in Central allows area residents unlimited access to materials in its *Rickman Library*. Area residents may also obtain a courtesy card free of charge. Rickman Library contains 102,620 volumes, as well as books, scores, DVDs, and an eBook collection.

The *Tri-County Technical College Library* offers complete library resources at its main campus in Pendleton. The TCTC library offers local access to more than 43,000 books, 10 newspapers, 125 print journals, 70 databases, and nearly 186,000 eBooks. The library is open to students of both TCTC and Clemson University, as well as any resident of Anderson, Oconee, and Pickens Counties. Library staff also offer Information Literacy Workshops and research assistance in person and via personalized Skype. Recent renovations at the main campus library include the addition of a Mac bar and collaborative study rooms.

K. RECREATION

The provision of quality recreational activities and facilities is vital to the well-being of a community. Parks and recreation facilities are valuable tools in showcasing the natural beauty of a community, preserving open space, attracting visitors, and providing healthy and safe recreational options for residents.

Although Americans spend much of their waking hours at work or at school, they value their leisure time and have very specific preferences on how to spend it. The South Carolina Department of Parks, Recreation, and Tourism (SCPRT) conducts a periodic survey of randomly selected South Carolina residents aged twelve and older to determine participation levels and interest for a variety of recreational activities. This survey was detailed in the *FY 2013-FY 2018 City of Clemson Recreation Master Plan Update*. Walking has consistently topped the list of recreational activities over the years by a wide margin. Of the more active recreational pursuits, weightlifting, swimming in a pool, bicycling, running, and playing a team sport (basketball, baseball, softball, and volleyball) are all popular past times. Non-active recreational outlets such as attending outdoor sporting events, sunbathing at the beach, driving for pleasure, picnicking, visiting historical sites and museums, and freshwater fishing also rank as popular alternatives.

There are 12 public parks and recreation facilities in the City of Clemson, encompassing more than 96 acres. Resources range from passive recreation such as picnicking to ball fields. The City

of Clemson Parks and Recreation Department, housed on Nettles Road, maintains the parks and recreation areas and provides a variety of activities, special events, and athletic activities for residents of all ages. A listing of each park and recreation area and associated amenities in the City is included in Table X-10. The location of each park is shown on Map X-2.

TABLE X-10. CLEMSON PARKS AND RECREATION AREAS

Park Name	Description and Facilities	Location	Size
Armory Baseball Field	Lighted baseball field, picnic area, shelter, play structure	Pendleton Road, Clemson	2 acres
Ashley Dearing Park and Tottie’s Place	Small pavilions, restrooms, play structure, lighted baseball field	Berkeley Drive, Clemson	4 acres
Catherine Smith Plaza	Plaza, green space	College Avenue, Clemson	0.5 acre
Central-Clemson Indoor Recreation Center	Indoor swimming pool, heated therapy pool, two basketball courts, aerobics room, workout facility	130 Commons Way, Central	2.66 acres
Clemson Park	2 lighted tennis courts, picnic area and shelter, play structure, community garden, restrooms	Frontage Road, Clemson	4.5 acres
Dawson Park	Baseball field, lighted basketball court, play structure, picnic area	Old Stone Church Road, Clemson	1 acre
Earl Anderson Park	Picnic tables, play structure, open play area	Lancelot Drive, Clemson	3 acres
Gateway Park	Linear passive park, walking trail, bench swings, Memorial Tree Garden	S.C. Hwy 93, Clemson	3.15 acres
Jaycee Park	Picnic tables, play structure	College Avenue, Clemson	0.5 acre
Larry Abernathy Waterfront Park	Linear waterfront park, pavilion with restrooms, gazebo, picnic areas, boardwalk/walking trails, lake access	Keowee Trail, Clemson	8 acres
Mountain View Park	One-mile walking/fitness trail, lake access, boat ramp, picnic areas	Mountain View Lane, Clemson	34 acres
Rotary (Abel) Park	Play structure, picnic area	Abel Road, Clemson	0.5 acre
Shanklin-Sams Greenspace	Green space, natural area	N. Clemson Avenue, Clemson	2 acres
W.C. Nettles Park	5 ball fields, 7 tennis courts, 2 soccer fields (all lighted), dog park, play structure, restrooms, picnic shelter	Nettles Road, Clemson	33 acres

Source: City of Clemson, Planning and Codes Administration Department, 2014

The City’s *Recreation Master Plan* was originally developed in 2000 and updated in 2005, with the most recent update completed in 2012. The Plan serves as a guide for recreation facility improvements in the City. Projected construction costs for recommended existing facility

upgrades in the Plan were estimated at approximately \$2.46 million. Funding for the proposed improvements is earmarked from a variety of sources, including hospitality taxes and fees, tax increment financing, grants, and other sources. The Plan development process incorporated extensive public outreach in addition to input from meetings with City Parks and Recreation staff, University Campus Recreation staff, and the Daniel High School Athletic Director. Two public workshops were held, along with the creation of an online survey and a Facebook page to solicit additional comments. Conditions and current needs for each existing park and recreation area were assessed and recommendations made, including associated costs. Table X-11 provides a listing of recommended improvements by park. In addition, the 2012 update recommended the exploration of a joint venture between the City of Clemson and Clemson University to provide 16 new tennis courts, enhancements of trails and bikeways in accordance with previous versions of the Recreation Master Plan, and general upgrades to site furnishings such as benches, tables, and drinking fountains.

TABLE X-11. CITY OF CLEMSON RECREATION MASTER PLAN RECOMMENDATIONS, 2012

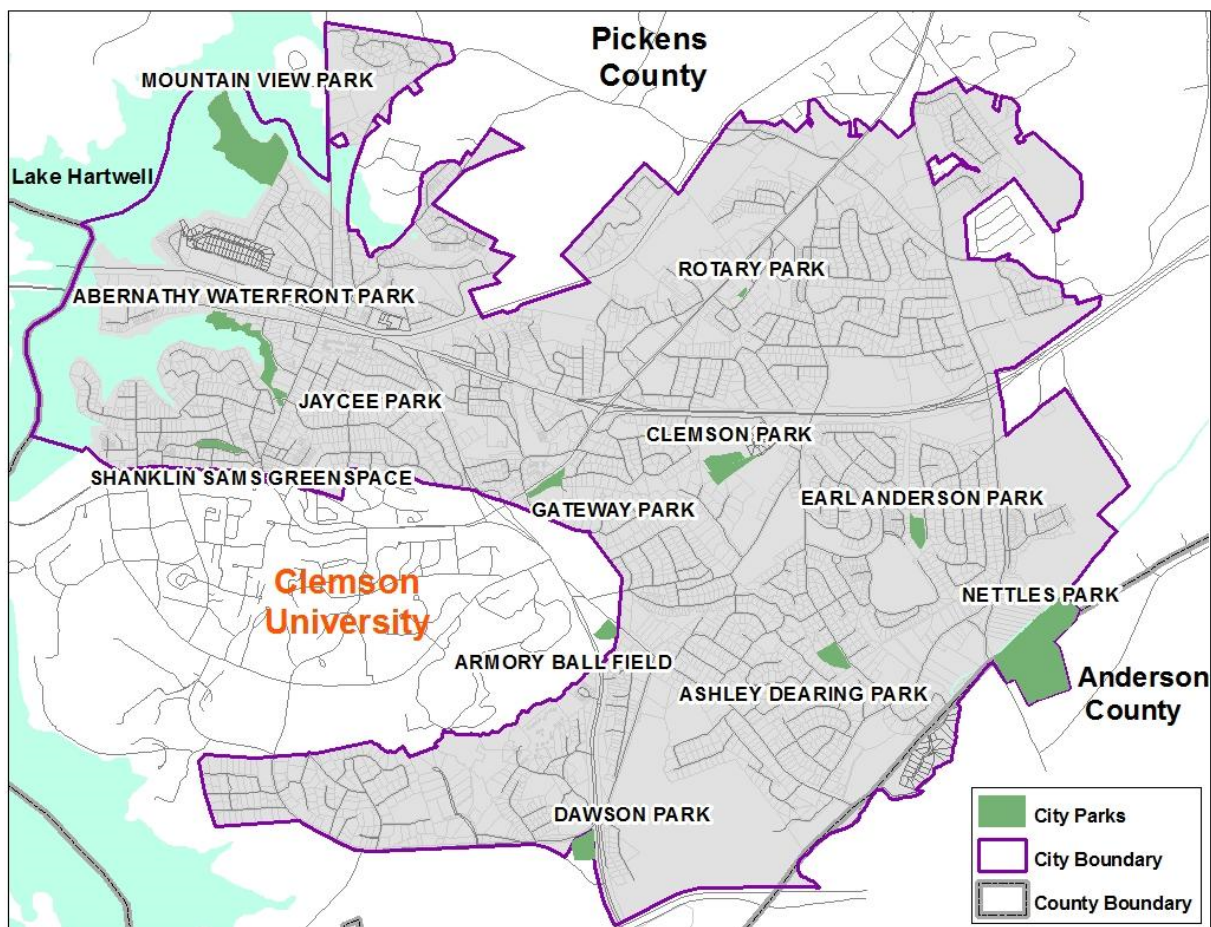
Park Name	Needs
Ashley Dearing Park	◆ Shade structure for bleachers, playground
	◆ Dugout for ball field
	◆ Add picnic tables with shade
	◆ Improved wayfinding and signage
	◆ ADA parking and route to play structure and restrooms
	◆ Improved dugout
	◆ Improved walkway circulation
	◆ Replacement of older bleachers
	◆ Tree maintenance
Catherine Smith Plaza	◆ Shade structure
	◆ Shaded tables
	◆ Improved wayfinding and signage
	◆ Arrange ADA parking spaces with neighboring property
Clemson Park	◆ Landscaping at entrance and parking lot
	◆ Improved wayfinding and signage
	◆ Clearly marked route for ADA accessibility
	◆ Removal of tennis courts for increased open space
	◆ Picnic table replacement
	◆ Potential expansion of community garden
Dawson Park	◆ Asphalt parking and perimeter path
	◆ Improved wayfinding and signage
	◆ Shade structure for bleachers
	◆ ADA accessible route to bleachers
	◆ Replacement of old bleachers and retaining wall
	◆ Restroom

TABLE X-11. CITY OF CLEMSON RECREATION MASTER PLAN RECOMMENDATIONS, 2012

Park Name	Needs
Earle Anderson Park	◆ Improved wayfinding and signage
	◆ Select tree removal
	◆ Drainage improvement
	◆ Increased trail connectivity
	◆ Repair/replacement of volleyball net
Lake Abernathy	◆ ADA accessibility for pavilion and restroom
	◆ Boardwalk and handrail repair
	◆ Long-term replacement of boardwalk with more durable materials
	◆ Vandalism abatement
Jaycee Park	◆ Covered pavilion at stage
	◆ Drinking fountain
	◆ Improved wayfinding and signage
	◆ Arrange ADA parking spaces with neighboring property
	◆ Additional regular parking
	◆ Trimming of foliage for safety
Mountain View Park	◆ Expansion of disc golf course to 18 holes
	◆ Improved wayfinding and signage
	◆ Expanded and enhanced trail system
Rotary Park	◆ Shade structure for playground
	◆ Shaded picnic tables
	◆ Clearly marked route and parking for ADA accessibility
	◆ Improved wayfinding and signage
	◆ Repairs to fence
	◆ Improved landscaping and drainage
W.C Nettles Park	◆ Future CAT bus stop
	◆ Shade trees
	◆ Covered dugouts on softball field
	◆ Misting station
	◆ Larger tennis pavilion
	◆ Improved wayfinding and signage
	◆ ADA accessibility for dog park
	◆ New softball concessions/scorekeeper's booth
	◆ Improved drainage for dog park
	◆ Asphalt resurfacing
	◆ Picnic table replacement in softball area

Source: City of Clemson Recreation Master Plan Update, 2012

MAP X-2. PARKS AND RECREATION AREAS IN THE CITY OF CLEMSON, 2014



Source: City of Clemson, Planning and Codes Administration, 2014

The City of Clemson and Town of Central jointly operate the *Central-Clemson Recreation Center*, located on Commons Way in Central. The facility opened in 1998 and includes: two full-size basketball/volleyball courts with electronic scoreboards and spectator bleachers; a six-lane, 25-yard swimming pool; a heated therapy pool; a 7,200 square foot fitness room; a weight room; a 3,000 square foot aerobics room; showers; lockers; and changing rooms. Membership and single visit rates are reduced for Clemson and Central residents. In 2018, plans were announced for an expansion of the Center that would add a second gym.

The *Foothills YMCA* was originally chartered in 1894 in a collaborative agreement with Clemson College, with the intent of providing programming for the student population. The YMCA's outreach now expands well beyond the student base and is chartered to serve the entire Oconee County region, as well as residents of the City of Clemson and the Town of Central. The YMCA currently operates as a non-facility YMCA, with a sole focus on program delivery. Programs are open to all with no membership requirement. However, memberships are offered to individuals and families, which provide discounts on all programs and special events.

The U.S. Army Corps of Engineers provides the recreation facilities and maintains the access area at the *Twelve Mile Park* located on S.C. Highway 133, just beyond the City limits. The recreation area features swimming, fishing, boat access, a picnic area, and a playground.

A number of golf courses are located in the Clemson area within a close drive, including the Walker Golf Course on the Clemson University campus, the Pickens County Country Club on State Road in Pickens, the Cliffs at Keowee Vineyards on Cleo Chapman Highway in Sunset, The Rock at Jocassee on Sliding Rock Road in Pickens, Woodhaven Golf Course and Boscobel Golf and Country Club in Pendleton, and Smithfields Country Club in Easley.

L. GOALS, OBJECTIVES AND STRATEGIES FOR IMPLEMENTATION

Community Facilities Element Vision			
<i>“The City is committed to providing high quality public facilities and services. The City strongly encourages and will lead in establishing partnerships with area jurisdictions, community groups, Clemson University, and other agencies and businesses for providing quality public services and facilities.”</i>			
Goals/Objectives/Strategies	Accountable Agencies	Time Frame for Completion	Completion Date
Goal X.1. Update the City’s water, sewer, and stormwater drainage systems to meet future needs.			
Objective X.1.1. Implement and update the City’s Long-term Water Plan.			
<u>Strategy X.1.1.1.</u> Replace obsolete water pipes.	Engineering Utilities	Ongoing	
<u>Strategy X.1.1.2.</u> Continue to monitor available water sources to ensure system users are provided with a supply of high-quality potable water sufficient to serve anticipated growth.	Engineering Utilities Administration City Council	Ongoing	
<u>Strategy X.1.1.3.</u> Proactively evaluate and address water quality issues utilizing all available technologies.	Engineering Utilities Administration City Council	Ongoing	
Objective X.1.2. Implement and update the City’s wastewater treatment improvement program.			
<u>Strategy X.1.2.1.</u> Complete Infiltration and Inflow upgrades.	Engineering Utilities	Long-term	
<u>Strategy X.1.2.2.</u> Continue the sewer line replacement program.	Engineering Utilities	Ongoing	
<u>Strategy X.1.2.3.</u> Complete the Cochran Road Wastewater Treatment Plant upgrade.	Engineering Utilities Administration	Short-term	Anticipated completion 2021

Goals/Objectives/Strategies	Accountable Agencies	Time Frame for Completion	Completion Date
<u>Strategy X.1.2.4.</u> Monitor remaining capacity of the Pendleton-Clemson Wastewater Treatment Plant to facilitate the planning and construction of a facility upgrade in an efficient and timely manner.	Engineering Utilities Administration	Ongoing	
<u>Strategy X.1.2.5.</u> Plan the transition from secondary to tertiary wastewater treatment.	Engineering Administration	Long-term	
Objective X.1.3. Continue to support the development of an efficient and effective Stormwater Management Program.			
<u>Strategy X.1.3.1.</u> Acquire use of land for possible multiple functions as stormwater management, greenway, walking, biking, hiking, and utility areas through fee simple purchases, easements, or other feasible methods.	Administration Finance Parks and Recreation City Council	Long-term	
<u>Strategy X.1.3.2.</u> Seek to develop incentives to encourage developers to implement programs that mitigate negative impacts of non-biodegradable trash.	Engineering Planning Commission Planning and Codes	Mid-term	
<u>Strategy X.1.3.3.</u> Identify and evaluate potential solutions for managing and mitigating the impacts of non-point source trash.	Engineering Administration SCDHEC	Mid-term	
<u>Strategy X.1.3.4.</u> Develop a local ‘Adopt-a-Stream’ program focused on stream monitoring in the City.	Engineering Administration City Council	Mid-term	
<u>Strategy X.1.3.5.</u> Evaluate the establishment of a stormwater permitting fee structure based on impervious uses.	Administration City Council	Mid-term	
Goal X.2. Continue to support recycling as much of the solid waste generated by residents and businesses as possible.			
Objective X.2.1. Encourage waste reduction and cost-effective reuse and recycling through appropriate policies and programs.			
<u>Strategy X.2.1.1.</u> Continue to manage waste locally to the greatest extent feasible to minimize the export of waste to the landfill.	Public Works Administration	Ongoing	
<u>Strategy X.2.1.2.</u> Encourage reduction in the use of synthetic fertilizers, hazardous household wastes, toxic cleaning agents, herbicides, and pesticides.	Public Works Administration City Council	Ongoing	
<u>Strategy X.2.1.3.</u> Encourage reuse of recycled materials in the City and other private construction projects.	Administration Public Works	Ongoing	

Goals/Objectives/Strategies	Accountable Agencies	Time Frame for Completion	Completion Date
<u>Strategy X.2.1.4.</u> Develop education and promote programs to increase recycling by occupants of multi-family buildings.	Public Works Administration	Mid-term	
<u>Strategy X.2.1.5.</u> Support partnerships with Clemson University to develop educational programs and sustainable applications for the management of solid waste.	Public Works Area jurisdictions Clemson University	Ongoing	
<u>Strategy X.2.1.6.</u> Continue to develop partnerships with other jurisdictions and agencies to address effective waste management and recycling services.	Administration Public Works Engineering Parks and Recreation	Ongoing	
<u>Strategy X.2.1.7.</u> As appropriate and feasible, use recycled materials in City capital improvement projects.	Administration Public Works Engineering Parks and Recreation	Ongoing	
Objective X.2.2. Ensure convenient access to recycling facilities for City residents.			
<u>Strategy X.2.2.1.</u> Continue to support and enhance the central drop-off facility for recyclable materials while maintaining appropriate screening and buffers to minimize impacts on adjacent land uses.	Public Works Administration City Council	Ongoing	
<u>Strategy X.2.2.2.</u> Publicize and enhance access to existing recycling drop-off facilities at the Public Works Department site.	Public Works	Ongoing	
Goal X.3. Prepare for catastrophic events to minimize damage and effectively implement recovery operations.			
Objective X.3.1. Establish and maintain an effective emergency response program.			
<u>Strategy X.3.1.1.</u> Adopt, implement, and periodically update emergency operations plans to reduce risks and the potential for loss of life, injury, and economic damage resulting from catastrophic events.	Administration City Council Police Fire Marshal	Ongoing	
<u>Strategy X.3.1.2.</u> Promote public awareness through education programs and other venues to ensure preparedness for natural disasters, accidents, riots, crime, and other hazards for all residents and businesses.	Administration Police Fire Marshal	Ongoing	
<u>Strategy X.3.1.3.</u> Ensure coordination of the City Emergency Plan with Pickens, Oconee, and Anderson Counties, Duke Power Emergency Operations, other utility operators in the area, and with Clemson University plans and updates.	Administration Police Area Jurisdictions Clemson University Area Agencies	Ongoing	

Goals/Objectives/Strategies	Accountable Agencies	Time Frame for Completion	Completion Date
<u>Strategy X.3.1.4.</u> Distribute educational materials, such as refrigerator magnets, that provide emergency information and contact numbers.	Administration Police Clemson University Area Realtors/Rental Agents	Long-term	
Objective X.3.2. Reduce the potential for loss of life, injury, and economic damage resulting from fire, flooding, and other natural and man-made disasters.			
<u>Strategy X.3.2.1.</u> Monitor and, as necessary, amend the Rental Housing Regulations, zoning standards, and other City requirements to address basic life safety and livability issues.	Planning and Codes Administration City Council Homeowners/Rental Agents	Ongoing	
<u>Strategy X.3.2.2.</u> Include the promotion of household safety as a part of City informational publications.	Police Administration Clemson University Red Cross Fire Marshal	Ongoing	
Objective X.3.3. Reduce the potential for loss of life and property damage in areas subject to flooding.			
<u>Strategy X.3.3.1.</u> Review and revise, as necessary, City Codes to ensure appropriate land uses and construction techniques within flood prone areas.	Planning and Codes Engineering Planning Commission City Council	Ongoing	
<u>Strategy X.3.3.2.</u> Prioritize and pursue, to the degree financially feasible, the acquisition of undeveloped properties within the 100-year flood plain.	Finance Administration City Council	Ongoing	
Objective X.3.4. Reduce the potential for loss of life and property damage due to fallen power lines.			
<u>Strategy X.3.4.1.</u> Promote the location of power lines underground where feasible.	Administration City Council Neighborhoods Utilities	Ongoing	
<u>Strategy X.3.4.2.</u> Develop a program that brings together utility companies and developers/residents who are willing to bear related costs of locating utility lines underground in their neighborhoods.	Administration Utility Companies Developers Neighborhoods	Long-term	
Goal X.4. Provide adequate police and fire protection and emergency medical services to the City residents.			
Objective X.4.1. Minimize the response time for all emergencies.			
<u>Strategy X.4.1.1.</u> Plan for additional staffing of the Police Department as needed to ensure that the ratio of police officers to the population in the service area is at or above national standards.	Police Administration City Council	Ongoing	

Goals/Objectives/Strategies	Accountable Agencies	Time Frame for Completion	Completion Date
<u>Strategy X.4.1.2.</u> Identify locations and obtain/reserve land, as necessary, in the potential growth areas for future emergency sub-stations.	Planning and Codes Planning Commission Administration City Council	Ongoing	
<u>Strategy X.4.1.3.</u> Encourage the grouping of public facilities in potential growth areas to create viable activity centers.	Planning and Codes Planning Commission Administration City Council	Ongoing	
<u>Strategy X.4.1.4.</u> Coordinate the City’s emergency response efforts with State and surrounding county and city agencies and Clemson University to ensure adequate provision of public safety services.	Administration Clemson University Area Jurisdictions	Ongoing	
Objective X.4.2. Improve safety in existing neighborhoods.			
<u>Strategy X.4.2.1.</u> Utilize GIS and other technologies to survey and assess the safety of existing neighborhoods, including but not limited to, location of fire hydrants and emergency ingress and egress locations.	Administration Public Works Engineering Police Neighborhood Associations	Ongoing	
<u>Strategy X.4.2.2.</u> Develop and implement plans to mitigate any existing neighborhood safety deficiencies identified.	City Council Engineering Administration Neighborhood Associations	Ongoing	
<u>Strategy X.4.2.3.</u> Continue to improve the distribution of fire hydrants in the City.	Engineering Utilities Administration CU Fire Department	Ongoing	
Goal X.5. Work to ensure the adequate and equitable provision of utilities and services provided by non-City agencies and service providers.			
Objective X.5.1. Support the conversion to underground utilities.			
<u>Strategy X.5.1.1.</u> Explore all opportunities for the establishment of a viable funding mechanism to relocate utility lines underground.	Administration City Council Utilities Neighborhoods Developers Businesses	Ongoing	
<u>Strategy X.5.1.2.</u> Ensure, to the degree possible, that utility lines are located underground in potential growth areas.	Planning and Codes Engineering Planning Commission City Council	Ongoing	

Goals/Objectives/Strategies	Accountable Agencies	Time Frame for Completion	Completion Date
<u>Strategy X.5.1.3.</u> Emphasize conversion to underground utilities during system upgrades.	Administration City Council Utilities	Ongoing	
Objective X.5.2. Support the development and expansion of natural gas service that is reliable, safe, and cost effective.			
<u>Strategy X.5.2.1.</u> Encourage the expansion of natural gas service to new developments.	Administration Fort Hill Natural Gas Authority	Ongoing	
<u>Strategy X.5.2.2.</u> Encourage system expansions that accommodate anticipated commercial and light industrial growth.	Administration Fort Hill Natural Gas Authority	Ongoing	
Objective X.5.3. Work with existing utility providers to maintain or improve service to the City.			
<u>Strategy X.5.3.1.</u> Work with all utility providers to ensure the appropriate safety and aesthetic measures and practices are utilized for all areas of the City.	Administration City Council Utilities	Ongoing	
<u>Strategy X.5.3.2.</u> Work with Duke Power, Northland, BellSouth, and other utility and communications providers to maintain and enhance the quality of their services provided within the City.	Administration City Council Utilities	Ongoing	
<u>Strategy X.5.3.3.</u> Continue to respond to changes in technology with periodic reviews and updates of City regulations and programs.	City Council Planning Commission Planning and Codes	Ongoing	
Objective X.5.4. Work with federal agencies to ensure improved services to City residents.			
<u>Strategy X.5.4.1.</u> Work with local and regional representatives of the U.S. Postal Service (USPO) to ensure that the Clemson Post Office meets the needs of current residents and future population growth.	Administration City Council USPO	Long-term	
<u>Strategy X.5.4.2.</u> Continue to monitor postal rules to seek opportunities to bring the entire City under the same ZIP code.	Administration City Council USPO	Ongoing	
<u>Strategy X.5.4.3.</u> Continue cooperation with the U.S. Army Corps of Engineers to make Corps properties available and accessible for public enjoyment.	Administration City Council U.S. Army Corps of Engineers	Ongoing	

Goals/Objectives/Strategies	Accountable Agencies	Time Frame for Completion	Completion Date
Goal X.6. Increase access to information technologies and its benefit for all residents of the City.			
Objective X.6.1. Improve computer and information technology access in the City.			
<u>Strategy X.6.1.1.</u> Explore and facilitate potential partnerships with Clemson University and other public and private entities to develop the best available communication infrastructure citywide.	Administration City Council JCUAB Clemson University Service Providers	Ongoing	
<u>Strategy X.6.1.2.</u> Explore partnerships with technology companies to provide affordable services that are beneficial to the City and to provide free Wi-Fi access to underserved areas.	Administration City Council Service Providers	Long-term	
<u>Strategy X.6.1.3.</u> Be proactive in regulating the design and location of wireless telecommunication facilities.	Administration City Council	Ongoing	
<u>Strategy X.6.1.4.</u> Facilitate public access to technologies that may not be available in all homes by installing public devices in appropriate locations in City Hall and other frequently visited public buildings.	Administration City Council	Ongoing	
Objective X.6.2. Use technology to improve internal processes and service to residents.			
<u>Strategy X.6.2.1.</u> Continue to update information technology infrastructure and facilities to enhance the capabilities of the City web page and other media to both provide convenient, user-friendly access to City information and to maximize dialogue between residents and City officials.	Administration All City Departments	Ongoing	
<u>Strategy X.6.2.2.</u> Use technology to improve common internal processes and transition to a paperless environment where applicable.	Administration City Council All City Departments	Ongoing	
<u>Strategy X.6.2.3.</u> Continue to enhance the computer network in the City government.	Administration City Council Information Technology	Ongoing	
<u>Strategy X.6.2.4.</u> Continue to expand the use of services and technologies such as online permitting and payments to enhance convenience and efficiency for citizens.	Administration Other City Departments	Ongoing	
<u>Strategy X.6.2.5.</u> Continue the development and maintenance of the City’s Geographic Information System (GIS) and expand its use for all City departments, residents, and businesses.	Engineering Administration	Ongoing	

Goals/Objectives/Strategies	Accountable Agencies	Time Frame for Completion	Completion Date
<u>Strategy X.6.2.6.</u> Improve and enhance the quality of, and access to, information maintained in the various City databases through the conversion to shared software systems.	Administration All City Departments	Ongoing	
<u>Strategy X.6.2.7.</u> Continue to prioritize the upgrade and update of the City’s E-911 system as needed.	Police Fire Engineering Administration	Ongoing	
<u>Strategy X.6.2.8.</u> Continue to evaluate and implement new technology as it becomes available.	All City Departments	Ongoing	
<u>Strategy X.6.2.9.</u> Continue to livestream public meetings online.	Information Technology Administration City Council	Ongoing	
Goal X.7. Promote environmental awareness in and around the City through Best Management Practices.			
Objective X.7.1. Use City publications to increase residents’ knowledge of environmental issues.			
<u>Strategy X.7.1.1.</u> Explore options for improving environmental awareness within City government as well as among the public.	All City Departments	Ongoing	
<u>Strategy X.7.1.2.</u> Strive to place the City at the forefront of environmental leadership through implementation of appropriate codes, regulations, and guidelines.	All City Departments	Ongoing	
Objective X.7.2. Review compliance with Leadership in Energy and Environmental Design (LEED) guidelines.			
<u>Strategy X.7.2.1.</u> Incorporate appropriate guidelines as policy for construction activity within City limits.	Engineering Administration City Council	Ongoing	
<u>Strategy X.7.2.2.</u> Adopt LEED registration guidelines as minimum design criteria for City facilities as appropriate.	Engineering Administration City Council	Long-term	
Goal X.8. Provide parks, recreation facilities, and services that contribute to the improvement of health, fitness, and the overall quality of life in the City.			
Objective X.8.1. Provide quality recreation opportunities for all residents.			
<u>Strategy X.8.1.1.</u> Continue implementation of the City’s <i>Recreation Master Plan</i> found at Parks and Recreation Master Plan June 2012 (clemsoncity.org) .	Parks and Recreation City Council	Ongoing	
<u>Strategy X.8.1.2.</u> Update the <i>Recreation Master Plan</i> periodically with an emphasis on promoting inclusion, so that all residents and neighborhoods are served.	Parks and Recreation City Council	Ongoing	

Goals/Objectives/Strategies	Accountable Agencies	Time Frame for Completion	Completion Date
<u>Strategy X.8.1.3.</u> Encourage public participation in the planning of park facilities.	Parks and Recreation City Council	Ongoing	
<u>Strategy X.8.1.4.</u> Ensure that the promotion of recreational opportunities includes extensive outreach programs designed to reach all City residents.	Parks and Recreation Administration	Ongoing	
<u>Strategy X.8.1.5.</u> Evaluate the adequacy of land development and zoning regulations, recreation impact fees, or alternative mechanisms in providing and/or encouraging the development of new parks and open spaces.	Planning and Codes Parks and Recreation Planning Commission Administration City Council	Long-term	
<u>Strategy X.8.1.6.</u> Support and partner with local educational institutions when appropriate to enable joint use of their recreational facilities.	Parks and Recreation Administration City Council Clemson University Area Schools	Ongoing	
<u>Strategy X.8.1.7.</u> Budget for additional personnel to increase park maintenance and foliage maintenance to increase safety at outdoor facilities.	City Council Administration Parks and Recreation	Short-term	
Objective X.8.2. Expand the City’s existing open space resources.			
<u>Strategy X.8.2.1.</u> Encourage the use of lands in the 100-year flood plain as open space and greenway connections.	Planning and Codes Planning Commission City Council	Long-term	
<u>Strategy X.8.2.2.</u> Establish a program to promote the donation or acquisition of land to the City for conservation and/or use for recreational amenities.	Parks and Recreation Administration City Council	Long-term	
Objective X.8.3. Promote the City’s image as a lakeside community.			
<u>Strategy X.8.3.1.</u> Promote the lakefront parks through the organization of special water-related events.	Parks and Recreation Community Development	Short-term	
<u>Strategy X.8.3.2.</u> Emphasize the City’s water resources in promotional efforts.	Administration Chamber of Commerce	Short-term	
<u>Strategy X.8.3.3.</u> Develop partnerships with Clemson University and other agencies for improved access to water related sports.	Administration City Council Clemson University JCUAB U.S. Army Corps of Engineers U.S. Forest Service	Long-term	

Goals/Objectives/Strategies	Accountable Agencies	Time Frame for Completion	Completion Date
<u>Strategy X.8.3.4.</u> Closely monitor the water quality in Lake Hartwell.	Engineering Administration City Council	Ongoing	
Objective X.8.4. Continue to ensure recreational programs and activities are designed to accommodate the needs of all City residents to include various age groups, neighborhoods, and interests.			
<u>Strategy X.8.4.1.</u> Conduct periodic surveys and other appropriate efforts to gather public input as part of the assessment of community needs so that the programs and services of the City Parks and Recreations Department are fully inclusive of all City residents and serve the needs of all neighborhoods. The 2018 Planning Commission Survey can be found at Comprehensive Plan 2024 (ClemsonCity.org) .	Parks and Recreation Administration	Ongoing	
<u>Strategy X.8.4.2.</u> Continue to prioritize the development of recreational facilities to provide adequate space for program and activity needs.	Parks and Recreation Administration	Ongoing	
<u>Strategy X.8.4.3.</u> Improve participation in existing programs by increased advertisement, through the use of web resources and other media.	Parks and Recreation	Short-term	
<u>Strategy X.8.4.4.</u> Periodically update Table X-11 to include the current status of each item.	Parks and Recreation Planning Commission	Short-term	
Objective X.8.5. Ensure provision of adequate parks and open spaces in new residential and mixed-use developments, including potential annexation areas.			
<u>Strategy X.8.5.1.</u> Require a network of parks, open spaces, and greenways in all new development in growth areas.	Planning and Codes Parks and Recreation Planning Commission City Council	Short-term	
<u>Strategy X.8.5.2.</u> Review and revise the Zoning Ordinance and the Land Development Regulations to ensure that adequate standards for various types of open space exist.	Planning and Codes Parks and Recreation Planning Commission City Council	Short-term	
Objective X.8.6. Ensure development does not limit nor impede access to parks and Lake Hartwell and ensure proximity to adequate parking.			
<u>Strategy X.8.6.1.</u> Explore ways to establish boundaries between development and access to parks so that access is enhanced, not diminished.	Parks and Recreation Planning and Codes Planning Commission	Mid-term	
<u>Strategy X.8.6.2.</u> Explore ways to establish boundaries between development and access to Lake Hartwell so that access is enhanced, not diminished.	Parks and Recreation Planning and Codes Planning Commission	Mid-term	

Goals/Objectives/Strategies	Accountable Agencies	Time Frame for Completion	Completion Date
Goal X.9. Continue to support a quality school system.			
Objective X.9.1. Create safe walking and biking opportunities to area schools for students.			
<u>Strategy X.9.1.1.</u> Work with area schools and the community to establish a <i>Safe Routes to School</i> program in Clemson.	Community Groups Area Schools Administration City Council	Mid-term	
<u>Strategy X.9.1.2.</u> Promote use of the multi-purpose bridge and path over U.S. Highway 123 linking the south side of Berkeley Drive to Clemson Elementary School.	Administration City Council Engineering SCDOT	Ongoing	
Objective X.9.2. Ensure that educational facilities are adequate in size and quality to accommodate both existing and anticipated populations.			
<u>Strategy X.9.2.1.</u> Work with school administrations to better understand the impacts of potential new growth, including annexation, on existing schools.	Planning and Codes Administration Local Schools	Ongoing	
<u>Strategy X.9.2.2.</u> Work with the School District of Pickens County to encourage siting, renovation, and expansion of school facilities in areas best equipped to accommodate growth.	Administration City Council School District of Pickens County	Long-term	
Objective X.9.3. Ensure that adequate school capacity exists to serve new residents concurrent with development.			
<u>Strategy X.9.3.1.</u> Collaborate with the School District of Pickens County on the exchange of data and preparation of student enrollment projections.	Planning and Codes Administration School District of Pickens County	Ongoing	
<u>Strategy X.9.3.2.</u> Whenever feasible, develop joint/shared school facilities, recreational facilities, and educational and service programs with the school district and other public and non-profit agencies.	Parks and Recreation Area schools Clemson University	Ongoing	
Goal X.10. Maintain high-quality cultural facilities and library system.			
Objective X.10.1. Promote community participation in arts and cultural events and the establishment of arts and cultural facilities including the visual and performing arts.			
<u>Strategy X.10.1.1.</u> Develop incentives to encourage indoor and outdoor art to be incorporated into new developments.	Planning and Codes Planning Commission City Council	Long-term	
<u>Strategy X.10.1.2.</u> Support and promote an area-wide arts and crafts event.	Parks and Recreation Clemson University Local Arts Groups	Mid-term	
<u>Strategy X.10.1.3.</u> Support facilities for visual and performing arts.	City Council Administration	Ongoing	

Goals/Objectives/Strategies	Accountable Agencies	Time Frame for Completion	Completion Date
Objective X.10.2. Promote the use of existing library facilities and encourage and enable the establishment of new library facilities to serve existing and new communities throughout the City.			
<u>Strategy X.10.2.1.</u> Partner with the County in identifying the location of new branch libraries.	City Council Planning and Codes Pickens County	Long-term	
<u>Strategy X.10.2.2.</u> Explore options to establish a local library reading room at a central location in the City.	Administration Planning and Codes City Council Pickens County	Long-term	
Goal X.11. Maximize and improve citizen participation in all public planning and decision-making processes.			
Objective X.11.1. Enhance notification, information, and processes for public input in land use planning and decisions.			
<u>Strategy X.11.1.1.</u> Analyze and recommend improvements in the regulatory procedures involving citizen participation.	Planning and Codes Planning Commission City Council	Short-term	
<u>Strategy X.11.1.2.</u> Use technology to make information broadly available to the public through extensive use of the internet.	All City Departments	Ongoing	
<u>Strategy X.11.1.3.</u> Invest in and maintain the use of online mapping capabilities for residents.	Engineering Administration City Council	Long-term	
<u>Strategy X.11.1.4.</u> Create and conduct a semi-annual Planners College to inform residents about the planning and development process.	Planning and Codes Administration City Council	Mid-term	
Objective X.11.2. Improve the effectiveness of citizen boards and commissions as a major avenue for citizen participation in the planning process.			
<u>Strategy X.11.2.1.</u> Support Board and Commission member attendance at mandatory training sessions as required by State Law.	City Council Planning Commission	Ongoing	
<u>Strategy X.11.2.2.</u> In addition to regularly scheduled meetings, consider using a town meeting format, when appropriate, to informally gather public input.	City Council Planning Commission	Ongoing	
Objective X.11.3. Empower neighborhoods and neighborhood associations.			
<u>Strategy X.11.3.1.</u> Actively support and assist in the formation of neighborhood associations.	Administration City Council	Mid-term	
<u>Strategy X.11.3.2.</u> Establish a program to formally recognize new and/or existing neighborhood associations.	Community Development Administration City Council	Mid-term	

Goals/Objectives/Strategies	Accountable Agencies	Time Frame for Completion	Completion Date
<u>Strategy X.11.3.3.</u> Evaluate the feasibility of providing “Citizen Planner” training sessions on an “at cost” basis for representatives of recognized neighborhood groups.	City Council Administration Planning and Codes	Long-term	
Objective X.11.4. Increase the use of technology in citizen participation.			
<u>Strategy X.11.4.1.</u> Continue to post agendas and supporting documents on an easily accessible location on the City’s website.	All City departments	Ongoing	
<u>Strategy X.11.4.2.</u> Expand the use of GIS and other technologies to facilitate information dissemination.	All City Departments	Ongoing	
<u>Strategy X.11.4.3.</u> Establish social media websites through which the City can relay important information.	All City Departments	Short-term	
Goal X.12. Ensure that the City meets the public service needs of residents with high quality, responsive, efficient, and cost-conscious local government delivery systems that incorporate best practices.			
Objective X.12.1. Ensure the organizational efficiency of City government.			
<u>Strategy X.12.1.1.</u> Perform an organizational assessment study, taking into consideration current population and future growth scenarios.	City Council Administration	Short-term	
Objective X.12.2. Improve responses to citizen requests and complaints.			
<u>Strategy X.12.2.1.</u> Monitor potential patterns in queries and complaints to determine trends in service demands and consumer problems.	All City Departments	Ongoing	
<u>Strategy X.12.2.2.</u> Analyze the effectiveness of existing policies and programs in responding to citizen complaints and suggest improvements and/or new policies and programs as needed.	Administration City Council	Ongoing	
<u>Strategy X.12.2.3.</u> Improve the capacity of the City to respond to and facilitate the handling of citizen complaints.	Administration City Council	Ongoing	
Objective X.12.3. Develop adequate City facilities to accommodate current and future needs.			
<u>Strategy X.12.3.1.</u> Continue to evaluate current and future personnel and space needs of the City departments.	All City Departments	Ongoing	
<u>Strategy X.12.3.2.</u> Emphasize the maintenance of existing facilities as an efficient use of resources.	Administration Public Works	Ongoing	
<u>Strategy X.12.3.3.</u> Pursue state, federal, and other available funding sources to improve and enhance public facilities.	Administration	Ongoing	

Goals/Objectives/Strategies	Accountable Agencies	Time Frame for Completion	Completion Date
Goal X.13. Support all aspects of community development that contribute to the well-being of all residents.			
Objective X.13.1. Develop programs that enhance the quality of life of City residents.			
<u>Strategy X.13.1.1.</u> Determine needs and develop outreach programs within the community to provide information on available programs, services, and facilities, including centers and programs for children and senior citizens.	Administration	Ongoing	
<u>Strategy X.13.1.2.</u> Evaluate existing programs, services, and facilities on a periodic basis to determine community needs, desired levels of service, and ability and capacity to meet these needs.	All City Departments	Ongoing	
Objective X.13.2. Increase participation of all segments of the community in existing programs.			
<u>Strategy X.13.2.1.</u> Develop outreach programs and assessments to ensure that the needs of special populations within the City are met.	Administration Community Development Parks and Recreation City Council	Ongoing	
<u>Strategy X.13.2.2.</u> Explore the provision of community facilities for seniors, encourage the involvement of seniors in the community, and explore ways to meet the needs of the growing senior population.	Community Development Parks and Recreation	Mid-term	
Objective X.13.3. Promote volunteerism and involve volunteer residents and community groups in citywide efforts.			
<u>Strategy X.13.3.1.</u> Seek partnerships with Clemson University to establish events focused on litter clean up and community beautification.	Administration Public Works Clemson University JCUAB SCDOT	Short-term	
<u>Strategy X.13.3.2.</u> Develop and publicize an ongoing program that organizes the clean-up of roadside trash along City streets by volunteers and groups.	Administration Public Works	Ongoing	
<u>Strategy X.13.3.3.</u> Establish and administer a clearinghouse for appropriate City projects to be adopted and carried out by individual and group volunteers.	All City Departments Clemson University	Long-term	
<u>Strategy X.13.3.4.</u> Establish an annual community-wide “Spring Cleaning” event where City residents can drop-off unwanted household and personal items and hazardous materials in specified locations.	Administration Public Works JCUAB	Short-term	