

## Appalachian Council of Governments Approves CEDS Annual Report

**O**n August 23, 2002, the Appalachian Council of Governments Board of Directors adopted a fully revised version of the Regional Strategic Plan for Economic Development, which serves as the region's Comprehensive Economic Development Strategy (CEDS), as required by the Economic Development Administration. Projects must be identified and included within the regional economic development strategy to qualify for EDA grant funding. The plan now covers the five-year span from 2002 to 2007. In each of the interim years (2003-2006), an annual report, tracking project status, economic development activities, and necessary adjustments to the plan is required to be developed and submitted for approval.

The annual report will be a short document, readily accessible to the public and decision makers in the region and will include the following information:

Adjustments consistent with the overall strategy of the plan that have developed due to unforeseen opportunities or unexpected problems.

- A report on the previous year's economic development activity and any significant changes in the region's economic conditions.
- An evaluation that measures the effectiveness in meeting the goals of the strategy.
- A schedule of achievable goals for the coming year.

To produce the Progress Report, copies of each county's project and strategy sections will be distributed



to county steering committee members. County steering committees are comprised of citizens, elected officials and professionals involved with economic development, including infrastructure projects and initiatives related to water, sewer and transportation. The steering committee will report on the status of projects currently included in the plan, list a schedule for projects that will likely begin within the next year, and identify any additional significant economic development projects that have been identified since the plan was adopted last year. Once this information is received from the steering committees and is endorsed by each county, the full annual report for the region will be developed and submitted to the Appalachian Council of Governments Board of Directors for approval on June 27, 2003.

The CEDS focuses on infrastructure and resource development projects that are necessary to support economic development. Please contact Shawn Colin at the Appalachian Council of Governments with any questions.

## ACOG Completes Study of Spartanburg Library System

**T**he Appalachian Council of Governments recently completed an efficiency and staffing study for the Spartanburg County Library System. The Library Board, seeking an outside professional opinion, contracted with ACOG to study the system's organization, operations and staffing. The Spartanburg system has approximately 170 employees, 10 branches, and a \$6.5 mil-



The recently completed main branch library of the Spartanburg Library System.

lion annual budget. ACOG recently completed the months-long study and produced a set of recommendations that, if successfully implemented by the Board, may save taxpayers many thousands of dollars and improve the operation of the system.

ACOG reviewed existing staffing patterns, authorized staff, service areas, and hours of operations. Staff members were interviewed, operational areas were observed and the existing organizational chart was reviewed. Based upon the interviews, observations, and the data collected from library records,

*(Study continued on page 2)*

## ACOG Adopts SCARC Board Member Role Description

In June the ACOG Board adopted a COG Board member role description prepared through the South Carolina Association of Regional Councils (SCARC). Easley Mayor Chris Christopherson is President of SCARC this year and appointed a committee, including ACOG Board members Gloria Butler and Eddie Wynn, to come up with a description of responsibilities and attributes characteristic of the ideal Council of Governments' Board member. The Role Description was approved by the SCARC Board in May, and made available to all ten of the state's regional councils of governments. The text of the document follows.

### COG Board Member Role and Responsibilities

*"How you can do the best job possible for your COG and your community"*

#### Attend COG Board Meetings regularly.

- Agree to commit the time required to be a good Board member upon accepting appointment.
- Make an effort to be punctual for all meetings.
- Serve on committees when requested.

#### Become familiar with the activities, purpose and potential of the COG.

- Participate in Board member orientations, or obtain this information through individual discussion with COG Board and staff members.
- Familiarize yourself with the concept of regionalism and how the COG acts as a catalyst for intergovernmental cooperation.

#### Be an active participant in setting COG policy and monitoring activities.

- Approve work programs and budgets



COG Board members Gloria Butler and Eddie Wynn were part of the committee appointed by SCARC President Chris Christopherson.

*and monitor progress and compliance.*

- Read agendas prior to COG Board meetings and become as familiar as possible with discussion and action items.
- Participate actively in meeting discussions to bring about positive results.
- Have an open mind to new ideas, activities and new technology.

#### Ensure the capability of executive management.

- Employ the most capable director possible and be firm in his support as he directs the agency.
- Evaluate managerial performance regularly and ensure consistent accountability.

#### Understand and carry out the inherent responsibilities of your representation.

- Act as an active advocate and liaison between the COG and your appointing body; ensuring that your appointing body is aware of COG offerings and activities, and that the COG is aware of the appointing body's needs and expectations.
- Represent the COG within the community and speak knowledgeably about COG's mission, value and activities.

## ARC to Sponsor Entrepreneurial Conference in Asheville

Asheville, North Carolina, is the location for Building Entrepreneurial Communities, a conference sponsored by the Appalachian Regional Commission and AdvantageWest NC. Beginning on September 2 with a reception and concluding on September 4, the conference will stress the importance of entrepreneurship, business incubation, and equity capital to rural economic development, and examine best-practice approaches for building entrepreneurial communities. The conference will provide a focus on the roles higher education, state and local governments, and regional development organizations can play in building an entrepreneurial infrastructure. One-on-one mentoring will also be available on a first-come, first-served basis at no additional cost, but a reservation is required.

Co-sponsors of the conference include the National Business Incubation Association, the National Association of Regional Councils, the Development District Association of Appalachia, and the National Association of Development Organizations.

For more information, contact Dirk Reis or Dave Mueller at the Appalachian COG, or visit ARC's web site at [www.arc.gov](http://www.arc.gov) and click on *Events*.

*(Study continued from page 1)*

ACOG proposed recommendations addressing staffing levels and operations.

ACOG staff would welcome the opportunity to work with other regional library systems. Please contact either George McDaniel or Donna Kazia at ACOG for additional information.

## Metropolitan Statistical Areas Redefined



*Office of Management and Budget*  
The Executive Office of the President

The Office of Management and Budget (OMB) recently published new standards for defining statistical areas, effective June 6, 2003. Metropolitan Statistical Areas (now called Metro Areas) have at least one urbanized area of 50,000 or more population, plus adjacent territory that has a high degree of social and economic integration with the core as measured by commuting ties.

The Greenville-Spartanburg-Anderson Metropolitan Statistical Area (MSA), previously the region's only MSA, was dissolved by the new standards. This single, five-county MSA was replaced with the following three new Metro Areas:

- Anderson, SC Metro Area – comprised of Anderson County
- Greenville, SC Metro Area – comprised of Greenville, Laurens and Pickens Counties
- Spartanburg, SC Metro Area – comprised of Spartanburg County

Based solely on population estimates, the previous Greenville MSA was ranked 52<sup>nd</sup> out of 245 MSA's nationwide (the top 21<sup>st</sup> percentile), whereas the newly-defined Greenville Metro Area is now ranked 83<sup>rd</sup> out of 362 Metro Areas nationwide (the top 23<sup>rd</sup> percentile). When considering the change in rankings, it is important to remember that although the Greenville Metro Area now consists of two fewer counties, it only experienced a slight drop in its percentile ranking. The Spartanburg and Anderson Metro Areas are ranked 165<sup>th</sup> and 223<sup>rd</sup>, respectively.

The recent redefinitions also resulted in the creation of a new set of statistical areas called Micropolitan Statistical Areas (Micro Areas). Micropolitan Statistical Areas have at least one urban cluster of at least 10,000 but

less than 50,000 population, plus adjacent territory that has a high degree of social and economic integration with the core as measured by commuting ties. The region has two recognized Micropolitan Statistical Areas:

- Gaffney, SC Micro Area
- Seneca, SC Micro Area

The impact of the redefinitions on issues such as government funding, industry recruitment and standards for data collection remains to be seen. For more information, refer to OMB Bulletin No. 03-04 (<http://www.whitehouse.gov/omb/bulletins/b03-04.html>) or visit <http://www.proximityone.com/metros.htm>.

## Paxen Recognizes Participants



Pendleton High School participant Rasheena Lee shares her experience in the Paxen Group's In-School program.

The Paxen Group recently held commencement ceremonies to recognize 64 participants and their accomplishments.

*(Paxen continued on page 4)*

## Long Term Care Informal Problem Solving: Important Things to Consider

**Y**ou encounter a problem with your family member's care. To whom do you go? How do you get it resolved? Here are some things to consider:

**\*Do you know how the administrator wants residents and families to deal with concerns?** Some administrators may want you to talk directly to the department head who is involved with the complaint. For example, talk with the dietary manager if it's related to food concerns. Or talk to the director of nursing if it's a nursing complaint. Other administrators may choose to have all problems brought directly to them. Is there a grievance process that the facility uses? Should you put these things in writing? The better you know how the system works, the better your chances are for success.

**\*Have you let complaints accumulate until you are so frustrated that you will be unable to state your concerns objectively?** It's better that you take them one at a time, when you can be calmer and less angry in your initial approach.

**\*What is the specific complaint?** Just saying that the food is terrible or that the care is awful makes it difficult for the staff to know what you want and where to start to correct the problem. In contrast, stating clearly that the facility has not followed diet orders or the doctor's orders lets the staff know what they need to do. The more specific you can be, the greater the possibility the problem can be corrected. If necessary, keep records of what happens and when it occurs.

**\*Whose problem is it?** If your mother's clothes are not color coordinated, does she care? It is important to ask yourself this question and try to decide whether this is a critical issue

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# VIEWPOINT

Appalachian Council of Governments  
P. O. Box 6668  
Greenville, South Carolina 29606

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*(Paxen continued from page 3)*

The Paxen Group is funded by a grant from the Pendleton District Workforce Investment Board with funds established by the Workforce Investment Act. They provide youth services for Anderson, Oconee, and Pickens counties by offering an in-school program for youth ages 14-18 currently enrolled in school, as well as an out-of-school program for youth ages 16-21.

Three In-School programs offered throughout Anderson, Oconee, and Pickens counties were located at Pendleton High School, Seneca High School, and Liberty High School, respectively. Thirty-two of the participants were recognized for the highest level of success by reaching all three of their goals in basic skills, occupational skills, and work readiness.

Ceremonies were held at each of the program sites on June 25-27, 2003. The guest speaker for Seneca High School was Oconee County School District Assistant Superintendent of Instruction Kathy Whitmire.

The guest speaker for Pendleton High School was teacher Roscoe Campbell, and Liberty High School's guest speaker was Principal Randy Gilstrap.

The Out-of-School Program recognized 32 participants who had successfully completed the Paxen Academy. The Paxen Academy addresses job search techniques, good work habits, computer literacy, interpersonal relations, decision-making skills, life skills, personal finance, academic remediation, and job specific occupational skills training. Eleven of the Out-of-School participants received their GED or high school diploma.

A ceremony to recognize the Out-of-School participants was held at Anderson College on June 25, 2003. Anderson County Councilwoman Gracie Floyd was the guest speaker.

During each ceremony a participant shared what participation in the program had meant to them by giving a personal testimony. The participants and their families were treated to a reception in their honor following each of the ceremonies.

to address, or if you can overlook this matter and focus your concerns on larger issues.

**\*Can you prioritize the issues?** In the example above, the clothing issue may be much less important than the fact that she is only getting a bath once a week. Are there minor annoyances, which do not overly concern your mother, that you can disregard in order to turn your attention toward resolving more significant problems? Can you just visit with your mother without focusing your attention on small, negative nuances?

**\*How does the resident want to approach the problem?** Does she simply need to air feelings rather than have you confront staff about a problem? Sometimes, just listening can be the most effective thing you can do. The resident has to live in the nursing home or assisted living facility 24 hours a day; therefore, YOU must respect their wishes. This does not mean that you should not encourage problem solving techniques....it simply means to prioritize problems. Ask yourself "How important is this issue?"

