

State of South Carolina
Commission for Minority Affairs



Annual Accountability Report
Fiscal Year 2008-2009



State of South Carolina

Commission for Minority Affairs

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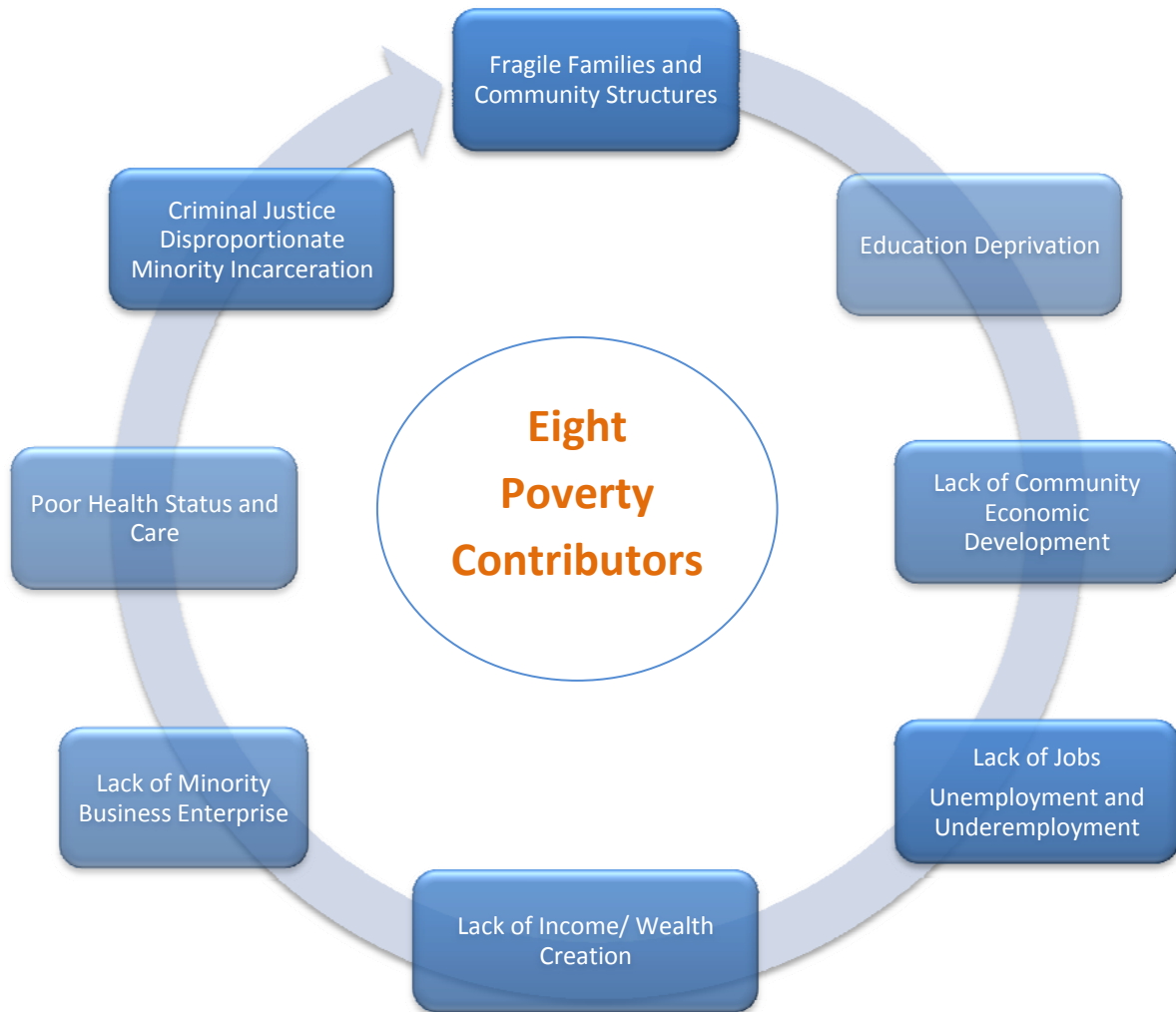
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ABOUT THE COMMISSION

The South Carolina Commission for Minority Affairs was created in 1993 by the General Assembly to provide the citizenry of the State with a single point of contact for information regarding the State's minority population.

Additionally, the Commission was created to:

- *study the causes and effects of the socioeconomic deprivation facing minorities and work to implement initiatives to alleviate such deprivation;*
- *establish a database of statistical information for distribution to members of the General Assembly and other entities capable of effecting change;*
- *be the State's clearinghouse for minority statistical information and to publish a Statewide statistical abstract on minority affairs;*
- *provide communities with a single point of contact to obtain raw data and information necessary for local research and planning;*
- *liaison with community leaders, businesses, and elected officials to build the infrastructure needed to foster economic prosperity among the minority population;*
- *serve as the catalyst for identifying and linking funding and programs from both the public and private sectors;*
- *provide assistance and information on Voting Rights Act submissions, as well as other related issues.*
- *establish advisory committees representative of minority groups, as the Commission considers appropriate, to advise the Commission;*
- *act as a liaison with the business community to provide programs and opportunities to fulfill its duties under this chapter;*
- *seek federal and other funding on behalf of the State of South Carolina for the express purpose of implementing various programs and services for African Americans, Native American Indians, Hispanics/Latinos, Asians, and other minority groups;*
- *promulgate regulations regarding State Recognition of Native American Indian entities in the State of South Carolina;*
- *establish and maintain a twenty-four hour toll free telephone number and electronic website.*



South Carolina's Cycle of Poverty

Faces of Poverty



Section I - Executive Summary

Mission:

The CMA serves as a think-tank that provides leadership, focus and direction in addressing the many factors that contribute to deprivation and poverty in South Carolina, which disproportionately impacts the State's minority populations.

Vision:

The eradication of systemic poverty and the proliferation of prosperity for all South Carolinians.

Values:

The work of the South Carolina Commission for Minority Affairs is guided by the following values:

Honesty

Excellence

Respect

Accountability

Customer Satisfaction

Fostering Positive Change

2008-2009 Major Achievements:

- ❖ Partnered with the United States Census Bureau to publicize the importance of the 2010 Census Count. The CMA began the work of getting information out to communities of color in anticipation of getting a better count, which brings more federal funds to the State for hospitals, roads, schools, and other public services.
- ❖ Increased the number of organizations obtaining Recognition of Exemption Under Section 501(c)(3) of the Internal Revenue Code (Form 1023) to provide community-based services.
- ❖ Collaborated and partnered to establish the Carolina

- Bridge Project, an initiative to place educational based after-school programs in 100 churches and other organizations across the State.
- ❖ Facilitated the establishment of the Good Samaritan Clinic, the first free medical clinic serving primarily Hispanic/Latino immigrants and other persons in need.
 - ❖ Initiated work to establish the South Carolina Consortium for Small and Minority Business Development and the South Carolina Small and Minority Business Trade Association.
 - ❖ Piloted the first Native American Needs Assessment in the Trident and Catawba Regions of South Carolina.
 - ❖ Facilitated and coordinated the establishment of the South Carolina Indian Community Development Initiative, which made application for funding to the Administration for Native Americans, to continue the Native American Needs Assessment Project statewide.
 - ❖ Worked with the Adjutant General's Office - Division of Emergency Management, to translate the South Carolina Earthquake Guide into Spanish.
 - ❖ Oversaw the Native American State Recognition Process, which since inception has led to the recognition of five (5) Native American "Tribes;" six (6) Native American "Groups;" and one (1) Special Interest Organization. More than 25 Native American communities exist across the State.
 - ❖ Compiled and submitted to the General Assembly the Preliminary Report on the Student Achievement and Vision Education (SAVE) Proviso, which provides information regarding programs that may or may not contribute positively to closing the achievement gap. The final report is due February 2010.
 - ❖ Worked with legislative staffers to draft language for the South Carolina Illegal Immigration Reform Act 2008.
 - ❖ Provided cultural competency training to over 200 state managers and direct service providers as part of a collaborative contractual agreement with the South Carolina Department of Alcohol and Other Drug Abuse Services, South Carolina Department of Mental Health and other direct service providing agencies.
 - ❖ Completed the data collection, analysis and writing of the State Head Start Collaboration Office Needs Assessment as required by federal mandate.
 - ❖ Increased agency visibility and awareness across the state through town hall meetings, advisory committee members, public/private partnerships and media.
 - ❖ Implemented Phase I of the South Carolina Enterprise Information System (SCEIS) which significantly increased productivity in the administrative operations area of the agency.
 - ❖ Enhanced agency's personnel capacity through the increased use of college students and volunteers.
 - ❖ Increased collaboration and partnerships with other state agencies positioned to make a difference in the alleviation of poverty and deprivation.
 - ❖ Work accomplished toward the creation of or revision to the strategic plans for all minority communities with which the CMA works.
 - ❖ Continued to deliver high-quality services with a staff that is smaller today than it was two years ago.
 - ❖ Upgraded the CMA website to provide more information about minority populations and the work of the CMA.

Strategic Goals

- To convince the Governor and members of the General Assembly that if they want to increase prosperity, they must focus on taking away those factors that decrease prosperity; namely, the eight poverty indicators that contribute to long-term systematic poverty.
- Realign state budget to conform to the eight contributing factors causing poverty in South Carolina; assess current funding by the eight areas to identify the realignment of funds; and fund only new programs that address the eight areas that contribute to the alleviation of poverty in South Carolina.
- Increase state funding to the CMA to fulfill its mission; restructure disjointed programs and activities in other state agencies that directly or indirectly address poverty under the CMA to create targeted strategic action.
- Increase private/federal partnerships that lead to additional resources to effectively fight poverty and the proliferation of poverty in South Carolina.
- Increase research with faculty from institutions of higher education whose focus aligns with the eight contributing factors to poverty.
- Convene executive, legislative, state and private partners working across the State to begin the process of developing a State Plan of Action to alleviate poverty by 2050.

Poverty Indicators

- ***Fragile Families and Community Structures***
- ***Education Deprivation***
- ***Lack of Community Economic Development***
- ***Lack of Jobs***
- ***Lack of Income/Wealth Creation***
- ***Lack of Minority Businesses***
- ***Poor Health and Status***
- ***Criminal Justice DMC***

Challenges

- ***Recession***
- ***Lack of State Commitment***
- ***Lack of funding for staff and programs***
- ***Minority Disengagement***
- ***Majority Disengagement***
- ***Apathy***

How the Accountability Report is used to Improve Organizational Performance

The Accountability Report has been the avenue through which the performance of the agency has been reported to the public and the General Assembly. The document has allowed the agency to acknowledge its progress over the years and to identify clearly areas where the agency's mission has not been fully accomplished. The accountability process has provided an avenue through which strategic planning for the growth of services and the discontinuation of services can clearly be identified in order to use the limited resources of the agency in the best possible manner. It also affords the agency director and staff the opportunity to see how their work contributes to obtaining the overall goals or lack thereof of the agency.

Section II – Organizational Profile

<i>Products/Services</i>	<i>Method of Delivery</i>
Research and Poverty Indicators	Publications, WEB site, Conferences, Meetings and Media
Cultural Diversity Training	Client On-site Custom Training
Consultation	CMA Program Coordinators
Community Technical Assistance	CMA Program Coordinators
Capacity Building	CMA Program Coordinators
State Recognition	CMA Board, State Recognition Committee, and CMA Staff
Public Policy Implementation	CMA Board, Advisory Committees, and CMA Staff
Needs Assessment	CMA Program Coordinators

Key Stakeholders (Other than Customers)

- Taxpayers of the State of South Carolina
- Private Sector Entities
- Non-Profit Entities

Key Suppliers and Partners

- United States Census Bureau
- Office of Research and Statistics - Budget and Control Board
- Colleges and Universities
- Minority Communities
- National and local organizations whose focus is the alleviation of poverty and deprivation
- New Carolina – South Carolina's Council on Competitiveness
- South Carolina Chamber of Commerce
- State Agencies

<u>Customer Requirements/Expectations</u>	<u>Minority Populations</u>	<u>Faith and Community - Based Organizations</u>	<u>State Agencies</u>	<u>Legislature</u>	<u>Local Leaders</u>
Treat With Respect	X	X	X	X	X
Help Obtain Constituent Services	X			X	X
Eliminate Obstacles and Barriers	X	X			X
Provide Information and Data	X	X	X	X	X
Assistance with Strategic Planning	X	X			
Consultation		X	X		
Training		X	X		
Help Obtain Funding		X	X		X
Capacity Building	X	X			
Cultural Diversity Training		X	X		X
Outreach to Minority Populations		X	X		X
Collaboration and Partnership		X	X		X
Timely Response	X	X	X	X	X
Public Policy Recommendations	X		X	X	X
Direction and Leadership	X	X		X	X

Regulatory Environment

- Not applicable/Non-Regulatory

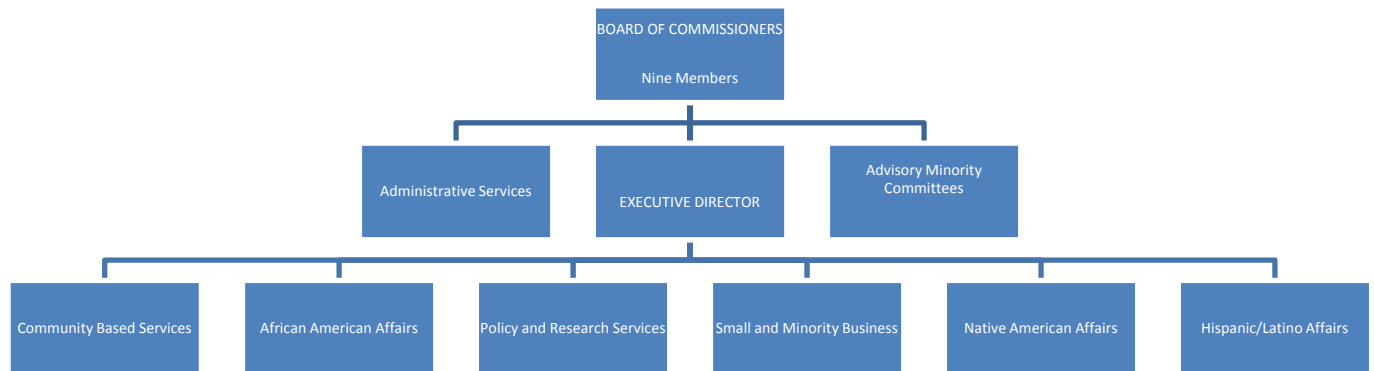
Performance Improvement System

The Board, Executive Director and CMA staff continue to identify ways to improve performance to ensure measureable returns on the investment of resources to the agency. Despite limited staff and operational resources, the agency has had a substantial impact on public policy decisions and services to communities of color and the State of South Carolina. Strategic planning will continue as a means to focus limited resources on those areas where the greatest impact can be made.

Number of Employees

- Unclassified 1
- Classified 7
- Temporary (Intermittent) 1
- Student Interns - Varies

Organizational Structure



Section III - Elements of Malcolm Baldrige Award Criteria

Category 1 - Leadership

- 1.1 How do senior leaders set, deploy and ensure two-way communication for: a) short and long term direction and organizational priorities, b) performance expectations, c) organizational values, and d) ethical behavior?

The Commission for Minority Affairs has a nine-member Board of Commissioners that provides oversight and assists with determining the vision, direction, and priorities of the agency. Through the development of the agency's planning process and the Agency Head Performance Planning Process, the Board members assist the Executive Director with determining and setting the short and long-term goals of the agency. All Coordinators and Manager level personnel participate in strategic planning with members of the Board and the Executive Director and assist with determining priorities.

Given the small size of the staff, the Executive Director meets individually and collectively with the staff to deploy and communicate the short and long term priorities. The priorities of the agency also are communicated to constituent minority populations through forums and advisory meetings.

Performance expectations are established as a part of the formal strategic planning process, the Agency Head Planning and Evaluation Process, and the Employee Performance Management System for each employee. Additionally, the Executive Director and the Program Coordinators regularly convey to constituent groups through public meetings the level of services they can realistically expect to receive given the staff and funding limitations of the Commission. Staff members are informed during daily encounters, meetings, and through their individual performance planning documents and evaluations, of their performance expectations and how their performance impacts the successful implementation of the agency's goals.

The values of the agency are discussed yearly as a part of the annual strategic planning process. Our values are posted in the agency for staff and those entering our doors to review.

Each employee is expected to demonstrate ethical behavior through interactions internally and with persons visiting or seeking assistance through the agency. It is a part of the culture of the organization. The agency has established policies regarding inappropriate office behavior. Teamwork is a critical part of this agency's culture and teamwork is possible because of the ethical behavior of all personnel associated with the agency. Additionally, all members of the Board and senior member staff are intermittently provided training on the South Carolina Ethics Law.

- 1.2 How do senior leaders establish and promote a focus on customers and other stakeholders?

On an ongoing basis, each Program Coordinator assigned to work with a specific minority population i.e., Hispanics/Latinos, Native Americans, and African Americans, works with each population to identify needs. Meetings with the leadership and grassroots constituents of these groups continue to be held regularly to keep the Commission focused on how to meet their needs. Three Advisory Committees currently exist to represent the interest of these populations. An Asian American Advisory Committee is being considered given the growth in the number of Asian Americans residing in the State. The Executive Director also regularly meets with members of the executive and legislative branches of government to ensure that the agency is providing the services expected by these customers and stakeholders. Members of the Board also interact with the Governor and representatives of their local House and Senate delegations to the General Assembly.

1.3 How does the organization address the current and potential impact on the public of its programs, services, facilities and operations, including associated risks?

The Commission serves as a catalyst to bring about needed changes in public policies and programs that affect minorities. Prior to embarking on any initiative, the Commission solicits information from the minority group(s) that will be affected by the work of the Commission. This is done through the Advisory Committee process that we have built into our operations. For example, based upon several years of discussions by legislators to tighten laws against illegal immigration, the CMA felt it important to include in the legislation language that would make it possible to collect factual information about the alleged illegal activities of this population and also capture information about the alleged illegal acts against illegal and legal immigrants. As a part of our mission to serve as a clearinghouse for information about all minority populations, we felt it important to have factual information regarding the impact of the Act. We recommended that a 24 hour hotline to receive complaints be established at the Commission and that we create a database to capture all of the information regarding resolution of these alleged violations. There was some opposition to this becoming a part of the law and the Commission spent many hours working with advocates representing the interest of the Hispanic/Latino community regarding their opposition. They felt it would increase racial profiling and that people would file frivolous complaints. The impact of the legislation will not be known for some time. Even though the language was included in the Act, implementation of the process and service has not occurred because of budget shortfalls. When funding is provided, the CMA will include in its intake process procedures to eliminate frivolous complaints. We are sensitive to the concerns of the communities served by the agency and work hard to minimize any risk associated with any policies or decisions of the agency.

1.4 How do senior leaders maintain fiscal, legal, and regulatory accountability?

All matters of a fiscal nature require the signature and review of the Executive Director. Due to the size of the agency, the budget and accounting process receives the direct

attention of the Executive Director. Checks and balances in accordance with state regulations are in place and followed. When a matter warrants legal consultation, the State Attorney General's Office is contacted for advice and representation.

1.5 What performance measures do senior leaders regularly review to inform them on needed actions? **(Actual results are reported in Category 7.)**

- ☐ Adequate Funding Levels
- ☐ Passage of Positive Public Policies
- ☐ Executive and Legislative Support
- ☐ Minority Population Support for Work of the Commission
- ☐ Constituent Support for CMA
- ☐ Benchmarked as an Industry Leader
- ☐ Increased Demand for Information and Services
- ☐ Research Partnerships with State Colleges and Universities
- ☐ Development and Placement of Statistical Data and Reports on Agency Website
- ☐ Completion of Grant Proposals with State Agencies and Partners, and Philanthropic organizations
- ☐ Establishment of 501 (c) 3 organizations
- ☐ Increased Training Requests

1.6 How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness, the effectiveness of management throughout the organization including the head of the organization, and the governance board/policy making body? How do their personal actions reflect a commitment to the organizational values?

As a part of our most recent strategic planning process, a SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats) was conducted and it identified areas of improvement needed at the leadership level. For example, it indicated that more staff meetings were desired in order to better coordinate projects and workload. From the leadership level, it identified that without proper funding and staffing levels, management functions are delayed due to many competing priorities and projects that should be performed by staff, which impacts organizational effectiveness throughout. The input is taken and changes are incrementally being implemented to increase lines of communication. But more time with management staff will require an increase in staffing in order to release management from having to perform staff functions. Making it possible for this type of feedback to occur and responding in a timely manner to make changes necessary, reflects a commitment to see that the values of the organization are implemented internally first and then externally.

1.7 How does senior leadership promote and personally participate in succession planning and the development of future organizational leaders?

The Commission throughout the years has had only limited hiring opportunities.

However, every effort has been made to hire people who bring with them many skill sets that can provide additional strength and future leadership capacity within the organization. During this past fiscal year, one employee graduated from the Certified Public Manager Program, three employees participated in SCEIS training, and several employees participated in training to increase their knowledge, skills and abilities in their areas of expertise.

- 1.8 How do senior leaders create an environment for performance improvement and the accomplishment of strategic objectives?

The Executive Director affords great latitude to the staff to determine how they will accomplish the goals and objectives of the agency in each program area. Bonuses are awarded to employees for their contributions contributing to the success of the agency's efforts. Employees are given great flexibility to determine how to proceed when working with the populations they have been hired to serve. This allows for innovation.

- 1.9 How do senior leaders create an environment for organization and workforce learning?

Staff personnel are encouraged to attend meetings and trainings to improve their level of knowledge. The agency pays for as much training as the budget will allow. In terms of workforce cross-training, there is limited opportunity for this type of activity due to the specificity of the populations with which we work. However, this staff works well together to support the work of each staffer, which contributes to the overall success of the agency.

- 1.10 How do senior leaders communicate with, engage, empower, and motivate the entire workforce throughout the organization? How do senior leaders take an active role in reward and recognition processes to reinforce high performance throughout the organization?

The agency does not have a formal recognition program. However, it is the practice of the agency head to take the staff out once a year to celebrate the accomplishments of the agency and to say "Thank You" for their contributions. Because the agency is small, we are still able to have this gathering. As stated earlier, we also make every effort to use the bonus program to reward employees for work above and beyond the scope of their positions. We work to provide an environment that is positive and sensitive to the needs of all employees.

- 1.11 How do senior leaders actively support and strengthen the communities in which your organization operates? Include how senior leaders determine areas of emphasis for organizational involvement and support, and how senior leaders, the workforce, and the organization contribute to improving these communities.

It is the work of the Commission **"to study the causes and effects of the socioeconomic deprivation of minorities and to implement programs necessary to address**

inequities confronting minorities in the State.” We identify those factors that contribute to socioeconomic deprivation and work with communities to implement programs and services that support and strengthen increased prosperity. For example, the Commission was very instrumental in helping the Native American community in South Carolina obtain the State Recognition Program. With that success obtained, it was time to move forward to work on other initiatives that address the specific needs of the population. It took the leadership and the urging of the Commission to move the Native American community toward conducting needs assessments, which will lead to strategic planning and ultimately setting of goals. We will involve ourselves in those areas that address the alleviation of poverty and deprivation.

Strategic planning has been very important for all the groups and they are at various stages in the process. However, it is through this interaction on the ground in the communities that we learn what is important to each of the populations that we serve. Taking that information under consideration, we determine our resources and staffing, and move forward to make a difference where we can.

Category 2 - Strategic Planning

2.1 What is your Strategic Planning process, including key participants and how does it address:

- a. Your organization’s strengths, weaknesses, opportunities, and threats;
- b. Financial, regulatory, societal and other potential risks;
- c. Shifts in technology, regulatory, societal and other potential risk, and customer preferences;
- d. Workforce;
- e. Organization continuity in emergencies; and
- g. Your ability to execute the Strategic Plan.

Strategic planning is conducted once a year during the Board’s Retreat and Strategic Planning meeting. Given the fiscal constraints of the past fiscal year, the formal meeting was not held; however, the agency continued to operate under the directives of the previous year's goals. A SWAT analysis was conducted and over the course of several sessions, the agency’s mission, vision, values, and objectives were determined. We are continuing to work on setting unit goals and determining action steps.

Short and long term agency goals are set, and the Executive Director and staff continue to work toward accomplishment of the goals. We have identified risk factors as applicable and planned how to proceed. For example, the agency has a serious shortage of staff and resources. There is a risk associated with requesting growth in the agency during a recession; however, the recession does not negate the need for the positions to accomplish our mission. We have determined what it takes to accomplish the mission with limited staffing and funding and planned accordingly.

In the event of an emergency, policies and procedures have been put in place within the organization to insure continuity of operation. We will follow the State Emergency Management Operations Plan, regarding only “critical need employees” reporting for work. For example, in the event of a hurricane, earthquake, environmental disaster, etc., only our Program Coordinator for Hispanic/Latino Affairs would report to the State Emergency Management Center for the purpose of translating information to reach and save lives among the non-English speaking population. All other CMA staff would remain home until such time as it is appropriate to return to work. We will be notified by the news media. We also have procedures in the event of an emergency within the office of the CMA.

Regarding the terms of the execution of the Strategic Plan, it is the lack of budget and staffing that may impede the successful implementation of the plan. However, every effort is being made to implement the parts of the plan that are not heavily driven by increased staff needs.

2.2 How do your strategic objectives address the strategic challenges you identified in your Executive Summary?

Our strategic objectives address each area in the following manner: (1) To aggressively seek increased funding for the agency through state, federal and philanthropic funding; (2) To increase public information, education and staff outreach and contact in the local areas to reengage citizens, public officials, and the business community; and (3) To develop evaluations and assessment tools to determine how the agency could improve its working relationship with and services to the various populations.

2.3 How do you develop and track action plans that address your key strategic objectives, and how do you allocate resources to ensure the accomplishment of your action plans?

As indicated above, agency objectives are reviewed by the Executive Director and the Board, while program area action plans will be developed by staff with consideration given to budget and staff capacity. Given recent budget reductions and threatened future reductions, we will likely have limited resources to address the current objectives since the agency is seriously underfunded due to long-term budget cuts.

2.4 How do you communicate and deploy your strategic objectives, action plans and related performance measures?

In the past, we have communicated and deployed strategic objectives, action steps, and performance measures through informal discussions with staff responsible for accomplishing the objectives. Formally, it became part of the Employee Performance Management System.

2.5 How do you measure progress on your action plan?

Through informal observation and feedback, progress occurs but we must determine the correct measurement tool and benchmark for each area of work. This is the next step of our Strategic Planning work that will involve staff helping to determine the correct measurements for their particular areas. Buy-in and understanding of the process and how it will affect their overall performance evaluation are important to continue positive staff morale, especially when the agency size is less than 10 people, and staff are asked to do more with less.

2.6 How do you evaluate and improve your strategic planning process.

The development and implementation of the strategic planning process is on-going; therefore, no evaluation of the process has occurred.

2.7 If the agency's Strategic Plan is available to the public through the agency's internet homepage, please provide a website address for the plan.

The plan is not available on the website.

Category 3 – Customer Focus

3.1 How do you determine who your customers are and what their key requirements are?

Our key customers are spelled out in the enabling legislation that created the agency. Our key customers are minorities in the State, minority officials at the state, county and local levels of government, members of the General Assembly, and the business community.

The key requirements of each group are identified in two manners:

- a. The services provided by the Commission are spelled out in statute, therefore, we are limited to providing only what is spelled out in statute regardless of their identified requirements and needs.
- b. The Commission holds meetings with our customers through the formal Advisory Committee Process, and convenes other informal meetings to identify their requirements. We inform them of the services that can be obtained through the Commission.

3.2 How do you keep your listening and learning methods current with changing customer/business needs and expectations?

Because of the nature of our work, we are constantly meeting with our customers, listening and learning about their problems and needs. Through these on-going meetings with various groups, i.e., African Americans, Hispanics, Native Americans, etc., they tell

us their needs based upon changing socio-economic issues. The Advisory Committees meet at least twice a year and in most instances quarterly.

- 3.3 What are your key customer access mechanisms, and how do these access mechanisms enable customers to seek information, conduct business, and make complaints?

Our key access points are through the minority advisory committees, visitation to our office, telephone contact, email and U.S. Mail. The public may seek information in person by walk-in or appointment, and lodge complaints directly to members of the Board of the Commission or with the Executive Director. They may also contact staff by email. We also conduct numerous community meetings and seminars for the purpose of providing access to staff.

- 3.4 How do you measure customer/stakeholder satisfaction and dissatisfaction and use this information to improve?

We regularly interact with the populations therefore, feedback is personal and up-front. When there are activities where a survey of satisfaction is appropriate, one is done. We use this information to prevent repeating whatever a group finds unacceptable in our working with them.

- 3.5 How do you use information and feedback from customers/stakeholders to keep services or programs relevant and provide for continuous improvement?

Our work is issue driven based upon what the community says is the issue they want to work on first, etc. Information provided by our customers/stakeholders helps the Commission to prioritize its projects. We focus our work on the areas of most importance to them.

- 3.6 How do you build positive relationships with customers and stakeholders to meet and exceed their expectations? Indicate any key distinctions between different customer and stakeholder groups.

Our positive relationships are built through meeting with and listening to the needs of the groups served by the Commission. We make an effort not to compare groups or to make statements that indicate that one solution fits all. We are culturally and linguistically sensitive to each group and their specific needs, and have employed staff that represents the diverse populations with whom we work.

Each customer group is distinct because of cultural differences and what they believe are the issues most important to them. The issues are not necessarily the same with all groups. For example, language and immigration issues are very important among the growing Hispanic/Latino community, while the Native American community have focused on state recognition and historical accuracy. The African American community is focused more on traditional issues; i.e., education, jobs, family issues, etc. Because of

the distinctions among the various groups, it has been extremely hard to address the overlapping issues to date. This is the next step in the process now that the staff has a better understanding of the needs of the various groups. Still additional staffing will be needed.

Currently, the agency has no formal performance measurement system that captures performance data in a qualitative manner. Currently, we are working on benchmarks against which to measure our performance. We monitor personnel and financial reports through the SCEIS System.

Category 4 - Measurement, Analysis, and Knowledge Management

- 4.1 How do you decide which operations, processes and systems to measure for tracking financial and operational performance, including progress relative to strategic objectives and action plans?

Not applicable to our type of work.

- 4.2 How do you select, collect, align, and integrate data/information for analysis to provide effective support for decision making and innovation throughout your organization?

Our process is informal. Many decisions are made through more observation, than concrete data. As needed to make appropriate administrative and operational decisions, the Administrative Program Coordinator provides personnel and financial information to the Executive Director. This information may be shared with staff as appropriate through staff meetings. Discussions are held with the staff to consider changes and innovative ideas that would allow the agency to operate more efficiently.

In the program areas, we have begun the process of benchmarking against other states that have similar organizations that address the needs of minority communities. We also have joined national organizations that represent the states with similar programs which has provided insight into how advanced the CMA is in working to address the needs of its communities of color.

- 4.3 What are your key measures, how do you review them, and how do you keep them current with organizational services, needs and directions?

Key Measures:	Administrative Measures	(1) Morale (2) Attendance (3) Fiscal Integrity
	Program Measures	(1) Customer Satisfaction (2) Program Funding (3) Awareness

Agency-wide financial measures are reviewed yearly and quarterly to ensure that the agency operates within its budget. Additionally, monthly reviews have been added to ensure that the agency is not expending money in excess of time lapsed in the budget year.

Program specific goals and action steps are the responsibility of each Coordinator and represent the next phase of our strategic planning process. We will be developing them by minority group areas and in other groupings as appropriate. As a part of this process, staff will be determining the measures of success that will be tied to their performance evaluations and that of the Executive Director. Additionally, it will be determined how and when we will review these measures and how we will keep them current with organization and service needs.

- 4.4 How do you select and use key comparative data and information to support operational and strategic decision making and innovation?

Given recent budget cuts, we must use what limited comparative data and information we have to support hard decisions that may impact the employment status of personnel. Information concerning tardiness, absenteeism, poor performance outcomes, etc. is used to determine where cuts are made. Such situations also provide an opportunity for innovation through outsourcing and technology upgrading. We determine whether to fill vacant positions or find other innovative ways to perform functions through technology upgrades or outsourcing.

- 4.5 How do you ensure data integrity, timeliness, accuracy, security and availability for decision making?

Given the size of the agency, only the Executive Director and the Administrative Coordinator have access to sensitive personnel and financial information. Security access in the SCEIS System is only afforded to personnel who have a function related to the operation of the system. Since this system is real time operation, timeliness of the information is not an issue. The only exception might be the limited reporting documents provided by the system. The system is backed-up nightly.

- 4.6 How do you translate organizational performance review findings into priorities for continuous improvements?

We provide current staff with any information that has the potential of improving outcomes and services to those served by the agency. Where improvements can be made, efforts are made to expedite those improvements.

- 4.7 How do you collect, transfer, and maintain organizational and employee knowledge (knowledge assets)? How do you identify and share best practices?

Given the specificity of the work of the Program Coordinators related to the various populations they serve, knowledge transfer in terms of how to work with each population does not necessarily make one acceptable to the populations, but rather trust and cultural association. This is the case among some rather than all populations. When appropriate, the Program Coordinators work together to deliver services but each person represents the population they were hired to serve. Various reports and other documents are maintained that capture the knowledge of employees as they work with their various communities and this information is maintained in the event of new hires. As it relates to the various communities, we identify best practices that may be transferable to address the alleviation of poverty and deprivation.

Category 5 – Workforce Focus

- 5.1 How does management organize and measure work to enable your workforce to: 1) develop to their full potential, aligned with the organization's objectives, strategies, and action plans; and 2) promote cooperation, initiative, empowerment, teamwork, innovation, and your organizational culture?

The Executive Director reviews yearly the duties and responsibilities assigned to positions and determines those duties that should be discontinued and those that should be added to meet goals to alleviate poverty and deprivation. Each employee performance appraisal affords an opportunity to align work with the organization's objectives and strategies.

Through the strategic planning process, the Board, Executive Director and staff identify the work required, to include important areas not currently staffed but needed. Given this information and the impact of cuts, the Executive Director and staff determine how best to organize work and realign duties and responsibilities that contribute to meeting the agency's objectives and strategies, and action plans yet to be developed.

Given the size of the agency, the staff of the Commission has always worked as a team. Given the fact that no program area has more than one staff person, teamwork on large projects is required. We acknowledge the work of the staff by providing bonuses as appropriate, affording flexible work hours and leave as needed, and acknowledging the need to respond to family emergencies, etc. We endeavor to make the Commission a good place to work so that people will want to come to work and do their best to help the agency accomplish its mission and help the populations served by the agency.

- 5.2 How do you achieve effective communication and knowledge/skill/best practice sharing across departments, jobs, and locations? (Give Examples)

The staff meets as necessary to collectively share information and accomplishments. This is best observed among the Program Coordinators, who physically reside on the same office corridor wing. When they identify a best practice or information that would benefit all programs, they share it with each other and with the Executive Director. What

becomes of the information depends upon the cost and associated staffing needed to effectuate the practice. If it is something that can be implemented immediately, it is.

- 5.3 How does management recruit, hire, place, and retain employees? Describe any barriers that you may encounter.

We recruit through the State Office of Human Resources (B&C Board). This has been an effective means through which to obtain large pools of applicants from diverse backgrounds. We seek to hire people who will require minimal training and are ready to perform at a high level immediately. Over time as performance gaps are identified, employees are referred to training to strengthen their skills and increase their knowledge set.

Due to budget limitations, we were not always able to meet the salary requirements of candidates, especially those with extensive experience over many years. Also, due to budget shortfalls, we have vacant positions that we cannot fill. For example, the agency's only Administrative Assistant position and Secretary to the Executive Director has been vacant since August 2008 due to budget shortfalls.

- 5.4 How do you assess your workforce capability and capacity needs, including skills, competencies, and staffing levels?

Despite the small staff, the capability of the persons employed at the CMA is extremely good. They work as a team across unit areas which contributes to the agency accomplishing more than one might expect.

Regarding capacity, we determine our staffing levels based upon our mandated state responsibilities. We currently are staffed at approximately 50.0 percent and therefore not able to address all of the areas of responsibility needed to address the alleviation of poverty. The agency needs at least one specialist to staff each of the eight contributing factors to poverty. We currently have one staffer out of the eight needed.

Given the size of the staff, the competencies and skill levels are easy to identify based upon current performance. The capability and capacity of the staff to handle additional workload is constantly under review by the Executive Director. When vacancies occur, the skills that will help fill gaps in our workforce are sought in order to bring credentials to the agency beyond those needed to fill the position in question.

- 5.5 How does your workforce performance management system, including feedback to and from individual members of the workforce, support high performance work and contribute to the achievement of your action plans?

The process has not worked as well as it could due to the need to identify additional supervisory personnel to assume some of the work of providing more feedback to the workforce. The agency currently has seven staff positions reporting to the Executive

Director. Given the fact that the Executive Director also carries a program workload due to lack of staff, it limits the time for employee feedback and administrative oversight. In order for the agency to support high performance work tied to strategic planning and action plans, more staff will be required so that the management and leadership of the agency can focus only on such responsibilities.

5.6 How does your development and learning system for leaders address the following:

- a. development of personal leadership attributes;
- b. development of organizational knowledge;
- c. ethical practices;
- d. your core competencies, strategic challenges, and accomplishment of action plans?

Several employees are or have been enrolled in supervisory skills management programs, i.e., Certified Public Manager Program, The Executive Institute, SCEIS Training, and other training to increase the skill level of employees. Those persons demonstrating leadership potential are given an opportunity to demonstrate those skills and to assume additional responsibilities.

Employees are assigned projects that will expand their knowledge of organizational needs, such as assisting with the compilation of this report. Working on this document provides a broad perspective of the agency rather than a program area.

Due to the small size of the organization, all staff prepares for and attends quarterly board meetings. This allows staff to communicate with Commission Board Members and provides an additional opportunity for staff to gain organizational knowledge.

We provide ethics training as needed for the Board and members of the staff. Our values that support ethical behavior and actions are posted and discussed yearly during strategic planning.

Our process of strategic planning and the fact that we have limited funding compels us to address only our core competencies. We have neither the time or staff to do otherwise. The Executive Director completed the Agency Director Organization Leadership Training Program provided through the Darla Moore School of Business - Daniel Management Center at the University of South Carolina. This training was instituted to assist agency heads improve overall competencies.

5.7 How do you identify and address key departmental training needs for your workforce, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation, and safety training?

All new employees are provided agency and state government orientation through our employee orientation program. New employees are provided information on agency policies and procedures which includes a newly developed Emergency Action Plan.

Additionally, when training needs are identified that cannot be addressed internally, an appropriate outside training provider is identified. Employees are encouraged to attend training that will improve their skills and level of productivity. The agency pays for the training.

5.8 How do you encourage on the job use of new knowledge and skills?

Employees are encouraged to demonstrate and use their knowledge and skills, regardless of whether they are newly obtained or old skills to benefit the agency. Employees are allowed to obtain additional training that will prove beneficial to the agency. Employees are afforded the opportunity to demonstrate their expertise in other areas such as WEB design, graphic layout and design, technology innovation, i.e., assist in areas that are not normally their day-to-day responsibilities. This creativity brings a freshness and excitement to the agency and its work. As stated earlier, we seek to provide bonus incentives as often as possible.

5.9 How does employee training contribute to the achievement of your action plans?

Our action plans are still in development. After all jobs duties have been realigned based upon core responsibilities, any employee determined to need additional training to perform his or her responsibilities will be provided training.

It is our practice to allow each employee to attend at least one conference per year related to his or her work area. This allows them to stay current with innovation and important best practices in their areas of expertise, in and outside of the state.

5.10 How do you evaluate the effectiveness of your workforce and leader training and development systems?

We have no formal internal programs or system. Workforce and leadership training is provided through programs outside of the agency. The Employee Performance Management System will document and evaluate the effectiveness of training provided to employees. It is the HR Coordinator's responsibility to develop a survey to poll current staff regarding their need for further training, in addition to the Executive Director to determine any specific training needs that will improve performance.

5.11 How do you motivate your workforce to develop and utilize their full potential?

When we observe performance that exceeds or is outstanding or an employee has a natural talent that has the potential of improving agency outcomes, opportunity is provided for that employee to showcase that expertise. We have no formal system that measures whether they are operating at what they believe to be their fullest potential. Through the performance evaluation process and informal conversations with employees, they are encouraged to demonstrate their full potential. This expertise is considered and

rewarded through the employee bonus program.

- 5.12 What formal and/or informal assessment methods and measures do you use to obtain information on workforce well being, satisfaction, and motivation? How do you use other measures such as employee retention and grievances? How do you use this information?

Since the agency is small, formal assessments are not used at this time. General observations about overall employee well being can be determined by time and attendance, attitudes, cooperation and general demeanor of employees. We have had only one complaint in 14 years and it was settled in the favor of the CMA. Employee retention is good. The lines of communication directly to me or through other staff to me often serve as a means to inform me of employee satisfaction or lack thereof. Formal measures calculating turnover and retention are not useful due to the agency size. However, every effort is made to consider any feedback received and to make changes as needed. Since we are very small, it is critical to discuss matters and resolve problems as quickly as possible.

- 5.13 How do you manage effective career progression and effective succession planning for your entire workforce throughout the organization?

It is difficult to manage career progression when positions and opportunities needed to provide upward mobility within the organization do not exist. This negatively impacts the agency because it encourages people to leave the agency to experience career growth, especially if an increase in salary is needed or simply desired. Also, for those that stay, when career progression is not available, it can provide an environment for people to become unhappy.

Given the size of the agency, succession planning is difficult. Employees moving through the ranks, having had the opportunity to work in various kinds of positions throughout the organization, do not exist at the Commission. The best we can do at this time is expose people who have the potential for management assignments to be provided those specific opportunities.

- 5.14 How do you maintain a safe, secure and healthy work environment? (Include your workforce preparedness for emergencies and disasters.)

We developed a workforce environment policy that includes dress, work area safety, and how to respond in the event of an emergency. This policy covers medical, fire, severe weather, bomb threat, extended power loss, and workplace violence. The policy has been communicated to all employees. Employees are encouraged to report any broken equipment or furniture for replacement, as needed.

Employees work in a secure area, accessible by key or buzzer entry only. Each employee activates and deactivates the system depending upon his/her arrival or departure time.

The agency has an alarm system and a weather radio that alerts staff to potential dangerous weather or emergencies.

In the event of a state emergency, technology is used to keep agency aware of any problems as well as to notify staff of work schedules and any other relevant information.

Category 6 - Process Management

- 6.1 How do you determine, and what are your organization's core competencies, and how do they relate to your mission, competitive environment, and action plans?

We determine our core competencies from our mission statement. Our business is increasing prosperity among minorities. Our mission is to address the issue of systemic deprivation and poverty which disproportionately impacts minorities; partner with groups representing the interest of minorities; influence the establishment of policies/laws affecting minorities; and implement initiatives directed toward bringing a greater level of prosperity to communities of color. The Commission serves as a statewide clearinghouse for information about minorities. Because our agency can provide others with information regarding how to access and provide products and services to these populations, it gives us an advantage over other organizations. We are the points of contact for accessing these communities. Many entities come to us for assistance after having failed numerous times at trying to reach or deliver a service or product to these communities of color.

- 6.2 How do you determine and what are your key work processes that produce, create or add value for your customers and your organization and how do they relate to your core competencies? How do you ensure these processes are used?

Our key work processes flow from our Advisory Committee process where we obtain direct input from the minority populations served to help determine work processes. Specifically, we conduct needs assessments to identify the areas where our work should be focused to bring added prosperity or value to the lives of minority people. We work with the communities to implement needed changes over time. In order to maximize success in these communities of color, they must be a part of the process for obtaining information and delivery of cultural and linguistically appropriate services and products. Also, our staff is culturally and linguistically matched to work effectively with the populations we serve. We use meetings, surveys and face-to-face communication to maximize our success.

- 6.3 How do you incorporate organizational knowledge, new technology, cost controls, and other efficiency and effectiveness factors, such as cycle time, into process design and delivery?

In the past, the analysis of needs assessment surveys would have been a manual process. However, we now use new software and technology to speed up the analysis process.

We spend more time designing what the assessment tool should look like in order to ensure that we get the proper outcome information that can easily be analyzed upon completion and return to the agency. For us, information and knowledge of the minority populations gives us the edge.

- 6.4 How does your day-to-day operation of these processes ensure meeting key performance requirements?

The needs assessments process identifies for us how we should use our manpower and where we should focus our attentions based upon what the community determines to be their priorities. If we don't have or are not guided by this information, we will not meet our performance requirements. More importantly, we will not meet the needs of the constituent populations for which we were created to assist.

- 6.5 How do you systematically evaluate and improve your key product and service related work processes?

We do not yet have this process in place. It will be implemented once the action plans for the program areas are completed. We will then be able to chart the flow of work, and create and identify, with the help of each Program Coordinator, an appropriate means and evaluation process for making improvements to our work processes.

- 6.6 What are your key support processes, and how do you evaluate, improve and update these processes to achieve better performance?

Our key support processes include largely data analyses, which is a new function to the agency. This function must be timely in order to support all areas of the office. Currently, we have only one staff person in this area and it is clear that more staff support will be needed in the future to timely move projects along to support work with the minority communities.

Additionally, more attention to workforce needs is evident by our lack of positive responses or information to respond to some of the inquiries in Section 6. These sections will be addressed as staff and resources become available.

In our internal review of the agency as a part of Strategic Planning, the SWAT Analysis indicated that our "public affairs and marketing function" must be elevated. Due to no position or funding for this function, we are considering outsourcing these responsibilities should future budget cuts leave enough funding to contract this work. Certainly, the expertise needed to address this area and the allocation of time required to address the function appropriately must come from outside of our current staff.

- 6.7 How does your organization determine the resources needed to meet current and projected budget and financial obligations?

As stated throughout this document, the Commission has a major shortage of staff and funding. We are currently funded at approximately 50.0 percent of need. This determination was made by: (1) analyzing our enabling legislation; (2) identifying the work that is required based upon the law; (3) determining the minimal number of staff needed to address the sections of the law; (4) comparing the minimal number against the staff on hand; and (5) identifying the deficit. We need to double our staff in order to address the contributing factors to deprivation and poverty in South Carolina.

Category 7 - Results

- 7.1 What are your performance levels and trends for the key measures of mission accomplishment/product and service performance that are important to your customers? How do your results compare to those of comparable organizations?

Key Measures of Mission Accomplishment and Organizational Effectiveness

- ☐ Adequate Funding Levels
- ☐ Passage of Positive Public Policies
- ☐ Executive and Legislative Support
- ☐ Minority Population Support for Work of the Commission
- ☐ Constituent Support for CMA
- ☐ Benchmarked as an Industry Leader
- ☐ Increased Demand for Information and Services
- ☐ Research Partnerships with State Colleges and Universities
- ☐ Development and Placement of Statistical Data and Reports on Agency Website
- ☐ Completion of Grant Proposals with State Agencies and Partners, and Philanthropic organizations
- ☐ Establishment of 501 (c) 3 organizations
- ☐ Increased Training Requests

Key Performance Levels and Trends

A. Adequate Funding Levels: [Goal – 1.4 Million](#)

Base Budget		Reductions	Customer Base
FY 2000	\$437,405.00		AA
FY 2001	\$447,563.00		AA, Hispanic
FY 2002	\$437,881.00	-\$ 37,526.00	AA, NA, Hispanic
FY 2003	\$364,424.00	-\$ 40,466.00	All Ethnic Minorities
FY 2004	\$309,525.00	-\$ 51,255.00	All Ethnic Minorities
FY 2005	\$487,304.00		All Ethnic Minorities
FY 2006	\$499,703.00		All Ethnic Minorities
FY 2007	\$657,254.00		All Ethnic Minorities
FY 2008	\$635,832.00	-\$ 21,422.00	All Ethnic Minorities
FY 2009	\$481,145.00	-\$154,687.00	All Ethnic Minorities

Note that the Commission has weathered two recessions, the first in 2000 and the current recession beginning 2008. The decrease in the CMA budget was clearly the result of the economic times. The Commission was on an upward path to obtaining its budget goal of 1.4 million dollars but again was hampered by the current recession.

B. Passage of Positive Public Policies

The successful passage of legislation requires significant interaction and discussions with policy makers. Success often comes after working with the body for more than one legislative session. Such has been the case with the Commission. Listed below are our efforts to effect public policy changes and the current status of each effort:

LEGISLATION	STATUS
Bill Amending CMA Statute – Included all Ethnic Minorities in Scope of Work	Passed – June 2003
Native American State Recognition	Passed – June 2004
Education and Economic Development Act – <i>Personal Pathways to Success</i>	Passed - June 2005
SAVE - (Student Achievement and Vision Education) Proviso	Vetoed – June 2007
SAVE – (Student Achievement and Vision Education) Proviso	Passed – June 2008
South Carolina Illegal Immigration Reform Act	Passed – June 2008

The Commission has continued its efforts to bring fresh information and new insights to address old systemic issues. The Commission continues to have good success in working with members of the General Assembly as is evident by our legislative track record.

C. Executive and Legislative Support

As indicated by Section A and B above, the Commission has the support necessary to effectuate public policy change.

D. Minority Population Support for CMA

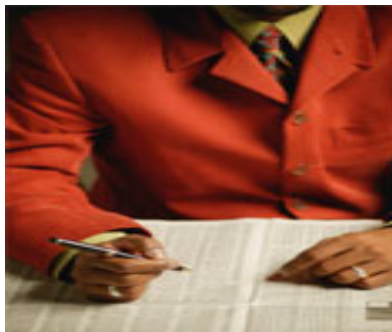
See following Results Reports by minority program areas which provide a snapshot of the impact of the work performed with communities of color. Also included are Results Reports for internal service areas that provided support to program areas as they carry out their work.

Policy and Research Services

Accomplishments in Fiscal Year 2008-2009

Statistical, Survey Research and Analysis

- Administered SAVE (Student Achievement and Vision Education) Survey to 101 State Agencies.
- Designed and administered the Hispanic Education Resource Needs Survey through the SC Department of Education.
- Redesigned Needs Assessment Survey and collected data for the Head Start State Needs Assessment.
- Administered over 600 Needs Surveys to the Native American Population in South Carolina.
- Updated 2007 and 2008 population and poverty estimates for each minority population in the state.
- Disseminated up to 20 data requests for various individuals or agencies.



Key Research and Agency Partnerships

- Formed research partnership with the SC DHEC Diabetes and Tobacco Prevention Program to address Native American and Hispanic health concerns.
- Maintained contact with State Budget and Control Board for updated Census and related state and county statistical data.
- Formed partnership with the U.S. Census Bureau to improve the minority Census count for the 2010 Census.



Research and Policy Services Impacts

- Completed SAVE Proviso Preliminary Report to the General Assembly to focus on closing the age 0 to 5 achievement gap.
- Completed the Head Start State Needs Assessment for early childhood education services.
- Completed research data on foreclosures in South Carolina.
- Increased research collaboration with the Budget and Control Board staff, SC DHEC, and the University of South Carolina.
- Collaborated with the SC Department of Mental Health and other state agencies on the No Wrong Door Initiative on improving the access to treatment for adolescents ages 10-18.
- Completed updates of statistical research on each minority population for information dissemination on the agency website.

Institute for Policy and Research Services

The *Institute for Policy and Research Services* provides demographic data, performs statistical, survey based research, policy analysis, assessment and evaluation.

The Institute disseminates key information on behalf of the state's minority populations, and conducts research to address issues of socioeconomic poverty and deprivation impacting minorities and the state of South Carolina.

The staff also partners with the state's colleges and universities, and state agencies responsible for providing direct services to address systemic problems and outcomes associated with persistent poverty and deprivation.

Native American Affairs- FY 2008-2009

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Cherokee Language

wa`ratawari`

Catawba Language

The Native American Affairs Institute has partnered with our State's Native American people to accomplish many tasks during the 2008-2009 Fiscal Year. Some of the projects and tasks that have been provided are:

- technical assistance to Local, State and Federal government agencies, Colleges and Universities, as well as tribal communities;
- various trainings
- information and referral services to tribal communities, agencies, non-profits and Native and non-native people through the country;
- written and partnered on several grants opportunities;
- continued work on State Recognition process and
- partnered with local agencies on historical projects

The Native American Advisory Committee met six times, and convened special subcommittees to accomplish tasks. The Committee will continue to focus on educating our communities about services and opportunities provided by the State and to continue the state-wide needs assessment of the Native American communities in SC.



Native American Community Needs Assessment Survey

- First study of its kind in SC; piloted in two areas; 600+ surveyed

Region of SC	Tribes	Surveys	Areas Covered
Catawba Region: York, Chester, and Lancaster Counties	Catawba Indian Nation	200+	Family, Education, Health, Jobs, Crime, and Culture
Trident Region: Berkeley, Dorchester, and Charleston Counties	Santee Indian Organization, Wassamasaw Tribe of Varnertown Indians, Edisto Tribe, Keepers of the Word, and other individuals	400+	Family, Education, Health, Jobs, Crime, Housing, and Culture



SC Indian Community Development Initiative

- The Commission helped to establish this organization to service as a non-profit partner with Native American Affairs Institute to continue to provide assistance and outreach initiatives in Native American communities.
- The SCICDI and the Commission applied for the Administration for Native Americans Social and Economic Development Grant in order to continue work on the needs assessment project due to budget short falls in the State.
- The grant is a three year grant totaling over \$600,000.00 and will finish the needs assessment project, create a strategic plan for Native Americans in SC and offer continued assistance to tribal communities.

Disability Health Forums/Social Security Forums

- These forums were created out of a partnership with the USC-Medical School Disability Resource Center with the purpose of educating Native Americans on resources and benefits available to them with the hope that they will become community advocates for others that need assistance in these hard economic times.

Native Community/Tribe	Event	Attendees
Catawba Indian Nation	Disability Forum	25+
Little Horse Creek American Indian Center	Disability and Health Assistance Forum	10+
Wassamasaw Tribe of Varnertown Indians	Disability and Health Assistance Forum	20+
Wassamasaw Tribe of Varnertown Indians	Social Security and Disability Forum	25+

US Census 2010 Tribal Statistical Areas Mapping Project

- First time SC State Recognized Tribes have been included on this project.
- National map will include one federal tribe and six state recognized tribes.
- This project will increase awareness across the nation to SC's Native American population and will lead to greater presence in National Indian Affairs as well as a possible increase of services and funding to the State for Indians.

African American Affairs Institute

FY 2008 -2009



VISION: African Americans in South Carolina will realize the optimum quality of life.

«Cradle to Prison Pipeline»



**The African American Affairs Institute is committed to:
Dismantling the Pipeline**

MISSION: Build infrastructure and create institutions within the African American community and influence existing systems aimed at overcoming the effects of deprivation, poverty and discrimination.



ACTIVITY	OUTCOMES	IMPACT	
		Short Term	Long Term
Established an Advisory Committee for 2009 – 2013.	The African American Advisory Committee has a membership of 30 persons that includes a broad representation of the African American community.	The mission of the African American Affairs Institute will obtain more notoriety within the African American community.	The various institutions within the African American community will be involved with incorporating positive changes in several systems.
	The work of the Advisory Committee Strategic Planning meetings identified use of the church community to enhance educational opportunities.	The foundation of the Carolina Bridge Project was developed.	
Incorporate methodology that celebrates the strengths, and utilizes the resources of the African American community.	Cultural Competency Trainings were delivered to staff at DJJ, DSS, DMH, DAODAS and other health providers that work with African American populations.	New information and methodology related to working with the African American community will be incorporated into practice.	The strengths and resources of the African American community will be identified and utilized to bring about positive changes in the community
Conduct an African American Minority Issues Conference	The African American Minority Issues Conference titled the Cradle to Prison Pipeline® Summit responds to the Call to Action for the community to address the disproportionate minority contact in the criminal justice system and other systems.	Increase awareness of the disproportionate number of minorities in the Criminal Justice System.	The number of African Americans in the various systems will be represented in proportion to their numbers in the population
		Challenge our leaders and the community to institute changes.	

Hispanic/Latino Affairs –FY 2008-2009

BRAVO!!!

The Hispanic/Latino Affairs Institute has accomplished many tasks during this past fiscal year. These services were provided to over 50 state agencies, non-profit organizations and businesses. Among the many tasks provided were:

Technical Assistance

Trainings

Cultural Competency Workshops

Information and Referral

Research



EDUCATION-The Commission collaborated with the SC Department of Education in disseminating an Education Survey developed by CMA. Surveys were sent to all ESOL teachers across the state. This survey tool provides us with information such as Hispanic growth rate, number of bilingual staff, availability of resources and information not currently collected by the SC Department of Education. This survey tool helps us in looking at ways to reduce educational gaps within the Hispanic community.



HEALTH

The SC Commission for Minority Affairs has been instrumental in helping move the Good Samaritan Clinic in the expansion of medical services and service area. The Commission initially helped the clinic in obtaining a 501(c) (3) status to currently assisting the clinic in grant writing with an outcome of 100% success funding rate. The Commission assisted with three grants of which all were funded.

IMPACT: Served approximately 500 uninsured free of charge and provided medical care. The Clinic expanded their service area to West Columbia.



EMERGENCY PREPAREDNESS-The Commission for Minority Affairs continues to participate in State scheduled exercises and in the event of State activation of the SEOC. The Commission assisted in the translation of the *Earthquake Guide* from English to Spanish.



United States Council on Latino Affairs

The SC Commission for Minority Affairs signed a National *Memorandum of Agreement* to be part of the – United States Council on Latino Affairs. The United States Council on Latino Affairs committee allows us to collaborate, and establish a partnership to look at ways to improve the plight of Hispanics/Latinos across the Nation and within our State.

LEGISLATION

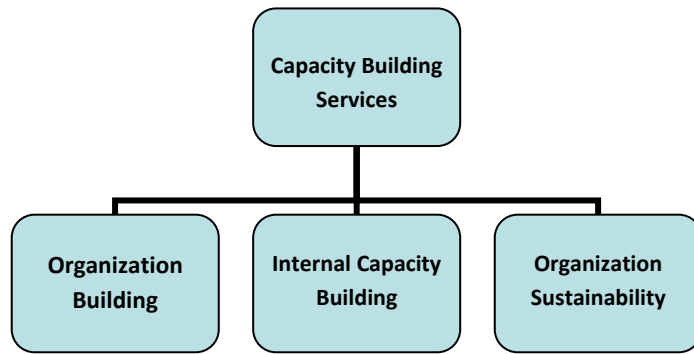
SC Illegal Immigration

Reform Act-In the past year, the Commission has assisted immigrant callers as well as other callers with information on the legislation. Although the Commission was not funded to provide the Hotline, we have used our limited resources to make referrals and assist callers in obtaining information that they may need.



WEBSITE-Information on South Carolina's Hispanic population is now available on our website. Resource information is available to professionals as well as to the Hispanic Community.

Community Based Services Initiative



Major Accomplishments:

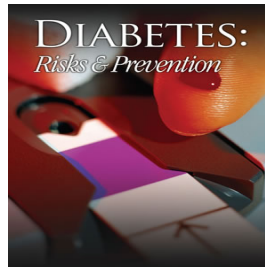
Carolina Bridge Project

The South Carolina Commission for Minority Affairs, in collaboration with EdisonLearning Center and Connec, is implementing the Carolina Bridge Project, a comprehensive research based after school program for 3rd through 8th grade students. The Carolina Bridge Project is being offered through 100 faith and community based organizations across the State. The program provides an educationally enriched environment for providing a curricula approved by the State Department of Education. *Three thousand* students will be enrolled in the program.



Diabetes Today Advisory Council

The Commission, through its Community Based Services Initiative, assisted the Diabetes Today Advisory Council (DTAC) with acquiring Recognition of Exemption under Section 501 (c) (3) of the Internal Revenue Code. Additionally, the Commission continues to support DTAC by providing capacity building services and funding research. Each November, in recognition of National Diabetes Month, the Diabetes Today Advisory Council convenes the South Carolina African American Conference on Diabetes. The conference draws more than 1,000 participants including persons with diabetes, persons at risk for diabetes, caretakers, professionals and lay people.



Little Horse Creek American Indian Cultural Center

The Commission assisted the Little Horse Creek American Indian Cultural Center with acquiring Recognition of Exemption under Section 501 (c) (3) of the Internal Revenue Code. The Center provides cultural, educational, and emergency services to Native Americans and other persons residing in Aiken County.



Community Based Services Initiative

The Commission's **Community Based Services Initiative** exists to assist faith and community based groups with the alleviation of socio-economic deprivation in minority and poor communities. Since many of these groups are in their infancy, capacity building is the major focus of the Community Based Services Initiative. The capacity building services offered includes providing technical assistance and training in the following areas:

- Process for applying for tax exemption (501 c 3 status);
- Qualification and selection of board members;
- Board training;
- Establishment of mission, goals and objectives;
- Fiscal operations;
- Record keeping procedures; and
- Funding opportunities.



SMALL AND MINORITY BUSINESS

Minority Business Partnership Consortium

The Commission for Minority Affairs started the process for establishing the Minority Business Partnership Consortium. The Consortium will afford its members the opportunity to pool resources for the delivery of information, services, and resources to small and minority businesses in South Carolina.

Over 40 agencies/organizations from around the State expressed the need and desire to join the Consortium. Benefits of the consortium include:

- Networking and collaborations among partners;
- Partnering for improved delivery of services to small and minority businesses;
- Joint sponsorship of educational and training programs;
- Reduction in duplication of services and costs;
- Strengthening existing programs; and
- Developing new and innovative services and resources.

The Consortium will provide opportunities for agencies and organizations that provide services to small and minority businesses to collaborate with other members in the Consortium. This will save money and resources for the members while providing needed information and services to small and minority businesses.

SC Minority Contractors Trade Association

The Commission for Minority Affairs has taken the lead in the development of a trade association that represents the interest of minority contractors.

The purpose of the trade association will be to give the minority contractors, consultants, suppliers and dealers in South Carolina a voice in the construction/procurement industry and in the legislature. The association will seek to educate minority contractors, workers and communities; provide professional development programs; seek and foster strategic alliances with private and public partners; and increase minority business market share in South Carolina.

Approximately 25 contractors attended the first interest meeting and expressed a commitment to join the association. The Commission believes that if minority contractors are to survive in today's economy, trade organizations must be formed with the mission of advancing the needs of its members.



DIVERSITY MANAGEMENT PROGRAM **Model**



The Commission met with several members of the Orangeburg County Council, Orangeburg County Development Commission, and Jafza International-SC to provide an overview of Commission's Diversity Management Program Model. Orangeburg County is anticipating over \$100M for county projects and Jafza International is expecting to build a logistics park in Orangeburg County at an estimated cost of \$600-\$800M. However, neither Orangeburg County (a county heavily populated with minority groups), nor Jafza have a diversity program. The Commission provided a model program for both entities to consider.

The Commission made oral and written presentations and offered our services to both groups in the development of a diversity program that addresses the needs and concerns for inclusion of small and minority businesses in the upcoming projects. The members were very impressed with our model program and expressed a desire to work with the Commission in the future as the projects get underway.

- The county leadership became aware of the agency's mission and how our mission relates to the welfare of the minority populations in Orangeburg County.
- The County and Jafza International expressed a serious desire to work with the Commission on future outreach efforts.



FISCAL MANAGEMENT



Fiscal year 2009 marked one full year of operation with the SCEIS (South Carolina Enterprise Information Systems). Some of the immediate improvements noted are:

- ❖ Major reduction in paper received and maintained in CMA office;
- ❖ Reports received daily in the past from the Comptroller General's (CG's) office are no longer needed;
- ❖ Immediate access to real time budget information;
- ❖ Reduction of staff time spent processing vouchers for submission to CG's office;
- ❖ Elimination of monthly reconciliation process;
- ❖ Reduced postage due to less mailing to CG's office; and
- ❖ Selected vendors paid through electronic fund transfers.

The CMA Administrative Guidelines and Procedures Policy was revised in 2009 to reflect changing roles due to budget cuts and office reorganization.

HUMAN RESOURCE MANAGEMENT



- Implementation of SCEIS Human Resource and Payroll function began in Spring 2009.
- CMA Substance Abuse Policy was issued and communicated to all staff in May 2009.
- Employee Insurance Program (EIP) audit was conducted. The agency was found in compliance with EIP enrollment and billing policies relating to insurance benefits.

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Benefits of SCEIS

SCEIS will:

Replace aging agency central systems (e.g. accounting system from 1980, payroll system from 1969);

Consolidate all state agency financial, procurement and human resources / payroll records into one central system

Provide consistency in business processes throughout state agencies;

Offer higher level reporting capabilities for strategic decision making

Eliminate redundancies, reduce paper handling and provide more efficient processing all of which is expected to result in significant savings;

Support improved services by state agencies, providing the citizens of the state with better service at reduced cost.

E. Constituent Support for CMA

As is evident by the Results Reports in Section D above, we could not have accomplished all that was reported without the help and support of the constituent populations served by the Commission.

F. Benchmarked as an Industry Leader

Among the several state agencies that were created in the late nineties to address the plight of the African American population around the country, this agency despite its staffing and budget shortfalls, has led the industry in terms of operations and functionality. We exist as one of the strongest agencies because of the diverse populations served by the agency. In 2009, we had planned to host the National African American Male National Council in South Carolina, made-up of member state organizations similar to CMA, which would have afforded us the opportunity to get more information about the other entities and how they operate in their states. However, due to the recession, it was agreed to delay the event until economic times improve for all states.

Both the Program Coordinators for Hispanic/Latino and Native American Affairs have identified state membership organization with whom the CMA has affiliated. Through these affiliations, more information will be gathered regarding what other states are doing and assist the agency with benchmarking.

G. Increased Demand for Information and Services

There was indeed a demand for increased information regarding minority communities, especially the Hispanic/Latino community because of the debates that were had in the legislature regarding illegal immigration. Because of these inquiries, the Commission was successful getting a section in the new law providing for a 24/7 hotline and a database to document alleged violations related to illegal populations and those who would prey on them, regardless of their country of origin. We are still waiting for funding to implement this section of the law. Additionally, as the Results Report from Policy and Research Services indicated, the CMA saw a significant increase in services to state agencies.

H. Research Partnerships with State Colleges and Universities

See Results Reports for Policy and Research Services in Section D above.

I. Development and Placement of Statistical Data and Reports on Agency Website

See Results Reports for Policy and Research Services in Section D above.

J. Completion of Grant Proposals with State Agencies and Partners, and Philanthropic Organizations

See Results Reports for Policy and Research Services in Section D above.

K. Establishment of 501 (c) (3) organizations

Due to the 12 Town Hall meetings held in FY 07-08 and communications thereafter, we had significant increases in requests for 501 (c) 3 training and technical assistance. Numerous organizations successfully obtained their IRS designation at no cost to them except for the fee charged by the IRS. The services provided by the Commission are often charged in the private market at the cost to \$1,000.00 or more per client. These local organizations that are being formed to provide grassroots services can obtain help with the paperwork through the Commission at no charge, which helps to build capacity to deliver services to the poor at the local level.

See Results Reports for Community Based Services in Section D above.

L. Increased Training Requests

The agency experienced increased training requests and conducted more training across the board for all populations and community-based organizations. State agencies especially were more forthcoming in working with the Commission to assist them with reaching their goals, especially those with federal grants, where they must show successful intervention within diverse communities of color. The Commission worked with the State Department of Mental Health; the South Carolina Joint Council on Adolescents; and others. These results were reported in Section D above.

- 7.2 What are your performance levels and trends for the key measures of customer satisfaction and dissatisfaction (a customer is defined as an actual or potential user of your organization's products or services)? How do your results compare to those of comparable organizations?

Our key measure for customer satisfaction is currently based upon word of mouth feedback and customer interaction with the agency. We have built strong relationships with three groups, namely African Americans, Native Americans and Hispanics/Latinos to determine what the community performance expectations include. This on-going work has led to the passage of legislation expanding the scope of the agency and created new regulations for the agency. It was the support of our customers that helped secure the passage of these pieces of legislation. The agency has not to date instituted a formal performance measurement system that is distributed to our customers on a regular basis. However, for the past several years, the Commission held conferences where the focus was centered on the needs of the various populations. The evaluation tool for each conference indicated that each group benefited tremendously from these opportunities for partnership, cooperation, and collaboration.

However, with all groups served by the Commission, there does appear to be a large gulf between what their expectations are in terms of what the Commission can do to improve their plight and what the Commission and its limited resources can realistically be expected to deliver. There does appear to be a mismatch between what minority populations believe we should do, and what our mandate says is our responsibility. And there is a great gulf between what minority populations believe we should do and the resources provided in staff and funding to perform those tasks. For that reason, a customer service satisfaction survey at this time and point in history would not reflect the true work and successes of the Commission's staff and those who worked hard to create the current infrastructure that will continue to serve these populations for years to come.

The Commission will conduct research to identify assessment tools that are fair and equally appropriate in assessing where we are and where we are going.

- 7.3 What are your performance levels for the key measures of financial performance, including measures of cost containment, as appropriate?

Despite the fact that the Commission has experienced significant cuts, in addition to being underfunding from its inception, the agency has ended each fiscal year with a balance budget, has continued to provide the same quality and quantity of services, and has not despite severe budget cuts, reduced its workforce.

Base Budget		Reductions	Customer Base
FY 2000	\$437,405.00		AA
FY 2001	\$447,563.00		AA, Hispanic
FY 2002	\$437,881.00	-\$ 37,526.00	AA, NA, Hispanic
FY 2003	\$364,424.00	-\$ 40,466.00	All Ethnic Minorities
FY 2004	\$309,525.00	-\$ 51,255.00	All Ethnic Minorities
FY 2005	\$487,304.00		All Ethnic Minorities
FY 2006	\$499,703.00		All Ethnic Minorities
FY 2007	\$657,254.00		All Ethnic Minorities
FY 2008	\$635,832.00	-\$ 21,422.00	All Ethnic Minorities
FY 2009	\$481,145.00	-\$154,687.00	All Ethnic Minorities

- 7.4 What are your performance levels and trends for the key measures of workforce engagement, workforce satisfaction, the development of your workforce, including leaders, workforce retention, and workforce climate, including workplace health, safety, and security?

What we do has already been addressed under the Workforce Focus Section. As stated there, our measurements are limited due to workforce size and because of a lack of staff to do the entire administrative management task this process of evaluation requires.

- 7.5 What are your performance levels and trends for the key measures of organizational effectiveness/operational efficiency, and work system performance (these could include measures related to the following: product, service, and work system innovation rates

and improvement results; improvements to cycle time; supplier and partner performance; and results related to emergency drills or exercises)?

Not applicable to the nature of our work.

- 7.6 What are your performance levels and trends for the key measures of regulatory/legal compliance and community support?

Regulatory/Legal Compliance - Not Applicable.

Community Support – Support is provided to the United Way and other charitable organizations by individual staff.

Accountability Report Appropriations/Expenditures Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	FY 07-08 Actual Expenditures		FY 08-09 Actual Expenditures		FY 09-10 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$ 386,090	\$ 311,042	\$ 401,014	\$ 314,028	\$ 405,672	\$ 315,672
Other Operating	\$ 315,952	\$ 248,481	\$ 165,172	\$ 118,097	\$ 284,834	\$ 67,834
Special Items						
Permanent Improvements						
Case Services						
Distributions to Subdivisions						
Fringe Benefits	\$ 105,426	\$ 80,250	\$ 119,211	\$ 90,532	\$ 121,639	\$ 97,639
Non-recurring						
Total	\$ 807,468	\$ 639,773	\$ 685,397	\$ 522,657	\$ 812,145	\$ 481,145

Other Expenditures

Sources of Funds	FY 07-08 Actual Expenditures	FY 08-09 Actual Expenditures
Supplemental Bills	\$ 24,200	
Capital Reserve Funds		
Bonds		

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 07-08 Budget Expenditures	FY 08-09 Budget Expenditures	Key Cross References for Financial Results*
1. Administrative	All Program activities related to African Americans, Hispanic/Latinos, Native Americans, and other ethnic groups. Also, all administration operations of the agency	State: 702,042.00 Federal: 702,042.00 Other: 702,042.00 Total: 702,042.00 % of Total Budget: 87%	State: 566,186.00 Federal: 566,186.00 Other: 566,186.00 Total: 566,186.00 % of Total Budget: 83%	7.3
2. Employee Benefits	Fringe benefits program for all employees of the agency.	State: 105,426.00 Federal: 105,426.00 Other: 105,426.00 Total: 105,426.00 % of Total Budget: 13%	State: 119,211.00 Federal: 119,211.00 Other: 119,211.00 Total: 119,211.00 % of Total Budget: 17%	7.3
		State: Federal: Other: Total: % of Total Budget:	State: Federal: Other: Total: % of Total Budget:	
		State: Federal: Other: Total: % of Total Budget:	State: Federal: Other: Total: % of Total Budget:	

Below: List any programs not included above and show the remainder of expenditures by source of funds.

Remainder of Expenditures:	State: Federal: Other: Total: % of Total Budget:	State: Federal: Other: Total: % of Total Budget:
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* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.

Strategic Planning

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	<u>Related FY 08-09 and beyond</u> Key Agency Action Plan/Initiative(s) and Timeline for Accomplishing the Plan(s)	Key Cross References for Performance Measures *
I. Administration	Adequate and Stable Base Budget Funding	There will be on-going focus toward getting staff and funding to address the eight focus areas known to contribute to poverty and deprivation.	7.1, 7.3
I. Administration	Contractual Public Relations Program	The Program Coordinators have served to increase awareness of the agency and its work. However, public awareness continues to be a high priority area. If people don't know what we do, then they tend not to value our work or existence.	7.1
I. Administration	Increased research capacity	The CMA Program Manager for Policy and Research is continuing to study the impact of early childhood education programs. The final study will be completed and released to the Members of the General Assembly in February 2010.	7.1
I. Administration	Implementation of African American Strategic Plan	Revitalized AA Advisory Committee membership who will help agency focus and prioritize work in eight focus areas. Efforts to set state agenda to address poverty in comprehensive fashion will be on-going.	7.1
I. Administration	Development and implementation of Strategic Plan of Action for Hispanic/Latino community.	Identify funding for hotline and data base in response to passage of S.C. Illegal Immigration Reform Act. Finalize strategic plan with the help of the Hispanic/Latino Advisory Committee members and prioritize three focus areas for on-going work.	7.1
I. Administration	Development of and implementation of a Native American Strategic Plan	Continue the process of refocusing the leadership of the Native American population towards community needs assessment as a means to move the community forward. Applied for grant funding to implement statewide planning. Work on-going.	7.1
I. Administration	Increased community-based services through 501 - (c) 3 organizations	Follow-up to town hall meetings led to increase knowledge of our services and more organizations sought assistance in obtaining 501 (c) 3 status. The Carolina Bridge Initiative start-up and on-going.	7.1

* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.