South Carolina Commission for Minority Affairs

FY 2011-12 Accountability Report

Thomas J. Smith
Executive Director

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

2011-2012 Major Achievements:

Community Services Initiative:

❖ 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.

Carolina Bridge Project:

❖ Partnered with the Carolina Bridge Project, an initiative to place curriculum based after-school programs in faith and community based organizations across the State. The Carolina Bridge project was operated in three locations,

served 38 students and improved students' test scores in math and reading by 10 points on average.

Native American Affairs Initiative:

❖ Oversaw the Native American State Recognition Process. Three applications were received from Native American entities for State Recognition.
❖ Conducted State Recognition Application Workshops where training and technical assistance were provided for entities seeking state recognition.
❖ Researched materials from the US Census 2010 data release for American Indians and developed maps showing the locations of Native American entities in the State.
❖ Conducted Capacity Building workshops for Native American entities and Non-profit organizations.
❖ Responded to approximately 2,764 requests for technical assistance.

African American Affairs Initiative:

❖ Provided Diabetes 101 Prevention Training to twenty five women at the St. Lawrence Shelter for women and children in Columbia, SC. This activity was in keeping with the Commission's health care initiative.
❖ Completed an African American Health Assessment *(429 surveys completed and analyzed).*
❖ Partnered with the Brotherhood of Achievers Determined to Make a Difference *(BADD)* to convene the Southeast Black Male Summit. The focus and theme of the conference was "Closing the Achievement Gap and Cutting the Pipeline to Prison." More than 400 participants *(youth and adults)* attended the two-day conference.

Hispanic Affairs Initiative:

❖ Secured funding for the Good Samaritan Clinic, a free medical and dental clinic that serves indigent Hispanics in Richard and Lexington Counties, in the amount of 47,000.00.
❖ Provided capacity building assistance to Hispanic organizations that provide direct services to Hispanic communities.
❖ Served as Hispanic liaison with the South Carolina Emergency Management Division to provide emergency information in Spanish during emergencies.
❖ Coordinated the recruiting of 80 interpreters for SC Mission 2012 Midlands, a two-day event that provided free health care services including medical, dental and eye care to patients who are uninsured or underserved.

Small and Minority Business Assistance Initiative:

❖ Promoted social and economic self-sufficiency through entrepreneurial education and training and small business technical assistance.
❖ Completed two (2) entrepreneurial education and training classes in partnership with Benedict College Business Development and graduated 32 students from the NextLevel Entrepreneurial Training Course. This course is a hands-on education and training program

that teaches participants how to choose a business idea, develop a marketing plan, explore financing options, and develop a customer service philosophy.

Policy and Research Services Initiative:

- ❖ Completed updates of the 2010 Census Bureau population estimates for each minority population.
- ❖ Completed the final year of a three year research partnership with the SC Department of Health and Environmental Control Diabetes and Tobacco Prevention Program.
- ❖ Established partnerships with a consortium of Technical Colleges on the Project ASSIST – Department of Labor Trade Adjustment Assistance Employment and Training Program Grant (2012-2015); Midlands Technical College on the Growing Resources in Information Technology (GRIT) – Department of Labor Employment and Training Program Grant (2012-2015); and the SC Department of Public Safety, the Federal Motor Carriers Services Administration *(FMCSA)* on the Targeting Aggressive and Distracted Drivers *(TADD)* – U. S. Department of Transportation Grant (2012-2014).
- ❖ Maintained contact and partnerships with key federal agencies which seek to address poverty and deprivation through community-economic development, rural development, rural housing and small business development. These agencies include the Census Bureau, United States Department of Agriculture, USDA Farm Service Agency, United States Department of Labor, and the Department of Health and Human Services.
- ❖ Completed a minimum of 30 statistical data requests for state agencies, non-profit organizations, individuals, and small businesses.
- ❖ Provided research findings to several state agencies regarding the impact of federal and state funding changes on the minority population. These agencies include but are not limited to: SC Department of Health and Environmental Control, SC Department of Mental Health, SC Department of Employment and Workforce, SC Department of Social Services, SC Head Start Collaboration Office.

General Accomplishments:

- ❖ Provided four cultural competency training sessions for a total of 240 state agency managers and direct services personnel.
- ❖ Increased agency visibility and awareness across the State through advisory committees public/private partnerships and media.
- ❖ 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.
- ❖ Continued to deliver high-quality services with a staff that is smaller today than it was four years ago.

Key Strategic Goals

☐ To convince the Governor and members of the General Assembly that in order to increase prosperity, we must focus on eliminating factors that decrease prosperity including the eight poverty indicators identified by the Commission that contribute to long-term systematic poverty.

☐ Realign the State's budget to provide adequate funding to support work eliminate the 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 ($1 per minority person).

☐ 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 Commission's eight priority areas.

☐ 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*

Key Strategic Challenges

General Challenges:

☐ To convince the Governor and members of the General Assembly that in order to increase prosperity, we must focus on eliminating factors that decrease prosperity including the eight poverty indicators identified by the Commission that contribute to long-term systematic poverty.

Native American Affairs Initiative:

☐ Limited funding and resources.
☐ Limited staff *(having only one staffer to work statewide).*
☐ Interagency cooperation and collaboration.
☐ Apathy on the part of members of the community and service providers.

African American Affairs Initiative:

☐ Limited funding and resources.
☐ Limited staff, as a result of limited funding, is a key strategic challenge. African Americans represent 27.9% of the State's total population and 75 % of its minority population. Having only one staffer assigned to this statewide program which addresses eight indicators of poverty and deprivation is quite challenging. Ideally, the Commission would hire one staffer for each congressional district in order to adequately the issues of poverty and deprivation that plague the State's African American population.
☐ Apathy on the part of members of the community and service providers.

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*

Hispanic Affairs Initiative:

☐ Limited funding and resources.

☐ Limited staff, as a result of limited funding, is a key strategic challenge. The Commission's funding and resources for its Hispanic program has not increased in a number of years. However, during that period, the State's Hispanic population has increased significantly. South Carolina ranks # 1 in growth among the Hispanic population in the United States. Having only one staffer dedicated to this program initiative is very challenging and is a daunting task.

☐ Apathy on the part of members of the community and service providers.

Small and Minority Business Assistance Initiative:

☐ Limited funding and resources.

☐ Limited staff. Having only one staffer assigned to a statewide initiative designed to increase small and minority business opportunities and participation is very challenging. Ideally, the Commission would hire one staffer for each congressional district in order to adequately address the barriers to equitable small and minority business participation.

Policy and Research Services Initiative:

☐ Limited funding and resources.

☐ Limited staff. When this initiative was created and a researcher was hired, it was intended that the researcher would oversee the initiative but would contract out much of the research required. However, due to budget constraints, the agency does not adequate funds to outsource research functions and one researcher cannot efficiently, and on a timely basis, provide all the research required for each of the State's minority populations.

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 clearly identify areas where the agency's mission has not been fully accomplished. The accountability report process has provided an avenue through which strategic planning for the growth and/or 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

Products/Services	Method of Delivery
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
➢ State's Minority Populations
➢ State and Local Elected Officials
➢ 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

Customer Requirements/Expectations	Minority Populations	Faith and Community - Based Organizations	State Agencies	Legislature	Local Leaders
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			

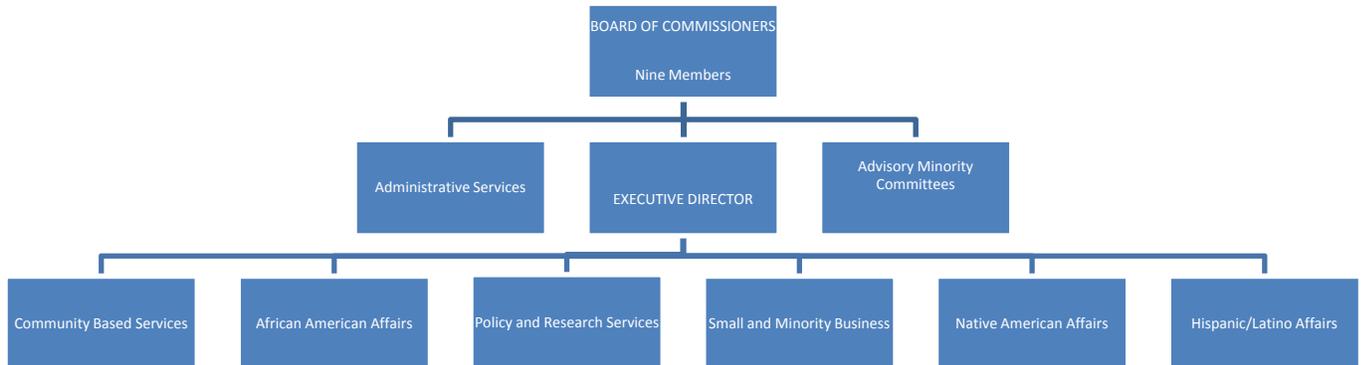|	1	2	3	4	5
Consultation		X	X		
Training		X	X		
Help Obtain Funding		X	X		X
Capacity Building	X	X			
Cultural Diversity Training		X	X		X
Outreach to Minority Populations		X	X		X
Collaboration and Partnership		X	X		X
Timely Response	X	X	X	X	X
Public Policy Recommendations	X		X	X	X
Direction and Leadership	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 the agency's resources. 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.

Number of Employees

➤ Unclassified   1
➤ Classified   7
➤ Temporary (Intermittent) 0
➤ Student Interns - Varies

Organizational Structure

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                          ┌─────────────────────────┐
                          │ BOARD OF COMMISSIONERS  │
                          │      Nine Members       │
                          └─────────────────────────┘
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┌──────────────────┐    ┌──────────────────┐    ┌──────────────────────┐
│ Administrative   │    │   EXECUTIVE      │    │ Advisory Minority    │
│ Services         │    │   DIRECTOR       │    │ Committees           │
└──────────────────┘    └──────────────────┘    └──────────────────────┘
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| Community Based Services | African American Affairs | Policy and Research Services | Small and Minority Business | Native American Affairs | Hispanic/Latino Affairs |

Section III - Elements of Malcolm Baldrige Award Criteria

Category 1 – Senior Leadership, Governance, and Social Responsibility

1.1 How do senior leaders set, deploy and ensure two-way communication throughout the organization and with customers and stakeholders, as appropriate for: a) short and long term organizational 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, members of the Board assist the Executive Director with determining and setting the short and long-term goals of the agency. All Coordinators and Managerial 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. Staff meetings are convened weekly where the staff's efforts and progress toward accomplishing the agency's mission is discussed. Additionally, the agency's priorities are communicated to constituent minority populations through forums and advisory committee 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. Staff members are informed during individual meeting 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 Executive Director and staff convey to constituent groups through public meetings the level of services they can realistically expect to receive given the Commission's staff and funding limitations. The values of the agency are discussed as a part of the agency's strategic planning process. Our values are available for staff and those entering our doors to view.

Each employee is expected to demonstrate ethical behavior when acting internally and when interacting with persons visiting or seeking assistance through the agency. That is a part of the culture of the organization. The agency has established and enforces its policies regarding inappropriate office behavior. Teamwork is a critical part of this agency's culture and is possible because of the ethical behavior of all personnel associated with the agency. Additionally, members of the Board and senior staff members are intermittently provided training regarding 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 works with the specific minority population (i.e., Hispanics/Latinos, Native Americans, and African Americans) he or she is assigned to in order to identify the specific needs of that population. Meetings with the leadership and grassroots constituents of these groups are convened to keep the Commission focused on meeting identified needs. Currently, three Advisory Committees exist to represent the interests of these populations. Also, the Executive Director meets with members of the executive and legislative branches of government to ensure that the agency provides the services these customers and stakeholders expect. Additionally, members of the Board of Commissioners 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 its work. This is done through the Advisory Committee process which is built into our internal operations. Additionally, the impact of the Commission's programs, services, facilities and operations upon the populations we serve are determined through the use of assessment instruments.

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

All matters of a fiscal nature require the review and signature of the Executive Director. Due to the size of the agency, along with the Administrative Manager's review, 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 State Agency and Philanthropic Organizations grants
- 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. In response to that recommendation, the Executive Director convened weekly staff meetings. From the leadership level, the strategic planning process identified that without proper funding and staffing levels, management functions would continue to be challenged due to competing priorities and projects. However, during the past fiscal year the staff, thorough its tireless efforts, secured contracts which netted the Commission $70,712. These additional funds allowed management the opportunity to provide staff some much needed resources and limited travel necessary to fulfill their duties.

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

Throughout its history, the Commission has had only limited hiring opportunities. However, every effort has been made to hire people who bring with them skill sets that provide additional strength and future leadership capacity. Several members of the staff have completed the Executive Institute and one staffer completed the Certified Public

Manager Program. During the past fiscal a member of the staff was promoted to the position of Administrative Manger and now supervises several employees and serves as the agency's Deputy Director.

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, over and beyond their expected performance, 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 creativity and innovation.

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

Members of the staff 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 whom we work. However, members of the staff work well together 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 their accomplishments 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 mission 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 factors that contribute to socioeconomic deprivation and work with communities to implement programs and services that support

and strengthen increased prosperity. With the advice of its Board of Commissioners and its Advisory Committees *(Native American, African American and Hispanic)* Senior leaders determine areas of emphasis for organizational involvement and support. We involve ourselves in those areas that address the alleviation of poverty and deprivation.

Strategic planning, which has been a very important task and tool for each of the minority populations we serve, is at various stages in the process.   However, it is through interaction at the grassroots level that we learn what is important to each of the populations that we serve. Taking that information under consideration, given our limited resources and staffing, we 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 emergences; and
g. Your ability to execute the Strategic Plan.

Strategic planning is usually conducted annually during the Board's Retreat and Strategic Planning meeting. However, given the fiscal constraints of the past fiscal year, the a formal meeting was not convened. However, the agency continued to operate under the directives of the previous year's goals. Previously, 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. However, we have determined what it takes to accomplish the agency's mission with limited staffing and funding and have planned and acted 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., our Program Coordinator for Hispanic/Latino Affairs would report to the State Emergency Management Center for the purpose of translating information to reach the State's Spanish speaking population. All other CMA staff would remain home until such time as it is deemed appropriate to return to work. 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 has impeded 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 and funding 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) Aggressively seeking additional state, federal and philanthropic funding; (2) Increasing public information, education and staff outreach and contact in local areas to re-engage citizens, public officials, and the business community; and (3) Developing evaluation and assessment tools to determine how the agency may improve its working relationship with and services to the State's various minority 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 are developed by staff. Given the agency's budget reductions over the past few years, we have had limited resources to address the agency's goals and objectives.

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

We communicate and deploy strategic objectives, action steps, and performance measures through informal discussions and formal meetings with members of the staff who are responsible for accomplishing the objectives.

2.5   How do you measure progress on your action plan?

Progress has occurred, however, it is difficult to determine the exact and direct impact the execution of the Commission's action plan has had on that progress given that we do not operate in a vacuum. Many of our efforts are in collaboration with other public and private agencies and organizations that seek to alleviate the incidence of poverty and deprivation among the State's minority populations. However, we are making every effort to determine the most effective way to measure the progress made in each area of work.

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

The development and implementation of the strategic planning process is on-going. The

process has been hampered by the lack of sufficient funds to update the plan as deemed necessary. However, the staff meets periodically to discuss the plan, to evaluate its effectiveness, and to determine how it may be improved.

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.

www.state.sc.us/cma

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 agency's enabling legislation. 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 those services.

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 our key customers of the services that may 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 challenges and needs. During these on-going meetings with various groups, i.e., African Americans, Hispanics, Native Americans, etc., they communicate their needs. Additionally, the Advisory Committees, which meets quarterly, help us keep our listening and learning methods current with changing customer/business needs and expectations.

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 Advisory Committees, office visits, 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 community meetings and seminars to provide access to the staff.

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

        We regularly interact with the State's minority populations therefore, feedback is
        personal and up-front. When there are activities where a survey is appropriate, one is
        conducted. We use this information to prevent repeating what 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 driven by what our customers/stakeholders identify as the issues they want to
        address. Information provided by our customers/stakeholders helps the Commission
        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 its specific needs and have hired staff who represents the
        diverse populations with whom we work.

        Each customer group is distinct because of cultural differences and 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 to the growing Hispanic/Latino
        population, while the Native American population have focused on state recognition and
        historical accuracy. The African American population is focused more on traditional
        issues; i.e., education, jobs, family issues, etc.

        Currently, the agency has no formal performance measurement system that captures
        performance data in a qualitative manner. However, 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 more through observation than concrete data. The Administrative Manager provides personnel and financial information to the Executive Director as needed to make appropriate administrative and operational decisions. This information is shared with staff, as appropriate, during staff meetings. Additionally, discussions are held with the staff to consider changes and innovative ideas that would allow the agency to operate more efficiently.

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 states with similar programs. This has provided us insight into how advanced the CMA is in working to address the needs of the State's 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 monthly, quarterly and annually to ensure that the agency operates within its budget. It is important that the CMA does not expend 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 determine 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 budget cuts during the past fiscal year, 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 Manager 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 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 does not necessarily make one acceptable to the populations. Rather, trust and cultural association brings acceptance. When appropriate, the Program Coordinators work together to deliver services but each person represents the population she or he was hired to serve. Various reports and other documents that capture the knowledge of employees as they work with their various communities are maintained. As it relates to the various minority 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?

Annually, the Executive Director reviews the duties and responsibilities assigned to staff and determines those duties that should be discontinued and those that should be added to

meet CMA's goal 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, strategies, and action plans.

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 staff will arrive motivated and determined to do their best to help the agency accomplish its mission and to help the populations they serve.

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

The staff meets weekly to share information and accomplishments. Best practices or information that would benefit all programs is shared during the weekly staff meetings. What becomes of the information depends upon the cost and associated staff 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 immediately perform at a high level. Over time, as performance gaps are identified, employees are afforded training to strengthen their skills and to 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 persons employed at the CMA are extremely capable. 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 of staff needed and therefore are not able to address all of the areas necessary to address the alleviation of poverty and deprivation. The agency needs at least one specialist to staff each of the eight contributing factors to poverty. We currently have only one staffer 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 improved over the past fiscal year now we have additional supervisory personnel *(Administrative Manager)* to provide additional feedback to the workforce. Currently four staff positions report directly to the Executive Director and four staff positions report to the Administrative Manager. While this is an improvement over previous years when the Executive Director supervised all of the staff, time for employee feedback and administrative oversight is still somewhat limited given the fact that the Executive Director also carries a program workload due to the lack of staff. In order for the agency to support high performance work tied to strategic planning and action plans, additional staff is required so that the Executive Director 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 have completed supervisory skills management programs, i.e., Certified Public Manager Program, The Executive Institute, SCEIS Training, and other training to increase their skill levels. 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. Assisting with the completion of this document provides a broad perspective of the agency, its mission, and its work.

Due to the small size of the organization, all members of the staff prepare for and attend 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 discussed during strategic planning sessions.

Our process of strategic planning and the fact that we have limited funding compel us to address only our core competencies. We have neither the time nor the staff to do otherwise. However, the Executive Director's completion of the Executive Institute has contributed to the improvement of the agency's 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 orientation regarding the organization and state government through our employee orientation program. Additionally, new employees are provided information on agency policies and procedures.

When training needs are identified that cannot be addressed internally, an appropriate outside trainer is identified. Employees are encouraged to attend training that will improve their skills and levels 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 encouraged 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, and technology innovation (i.e., assist in areas that are not normally their day-to-day responsibilities). This creativity brings innovation to the agency and its work. As stated earlier, we seek to provide bonus incentives when possible.

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

When it is determined that an employee needs additional training to achieve the agency's action plans, that training is provided when possible.

It has been our practice to allow each employee to attend at least one conference per year

related to his or her work area. This allows staff to stay current with innovative and best practices in their areas of expertise within the state and across the nation.

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 documents and evaluates the effectiveness of employee training. It is the responsibility of the Administrative Manager, who performs HR functions, and the Executive Director to poll staff regarding their need for additional training and to determine specific training opportunities that will improve staff 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. Employee retention is good. The lines of communication, directly to the Executive Director or through other staff to the Executive Director, often serve as a means to inform the Executive Director 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 desired. Also, when career progression is

not available for employees who stay with the agency, it can provide an environment for them to become unhappy. However, during the past fiscal year we were able to promote the Administrative Coordinator to the position of Administrative Manager. As Administrative Manager, the employee supervises four members of the staff and serves as the agency's deputy director.

Given the size of the agency, succession planning is difficult. Employees moving through the ranks, having had the opportunity to work in various positions throughout the organization, do not exist at the Commission. The best we can do, given our current situation, is expose employees who have the potential for management assignments to opportunities that may eventually lead to leadership roles.

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

We have in place a workforce environment policy that addresses dress, work area safety, and how to respond in the event of an emergency. This policy covers medical emergencies, fire, severe weather, bomb threats, extended power loss, and workplace violence. The policy has been communicated to all employees. 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.

Employees are encouraged to report any office items deemed unsafe for immediate replacement.

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 point 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, members of our staff are 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?

We use technology to quickly and effectively analyze needs assessment survey data, thereby allowing more time for the design of the assessment tool in order to ensure that we get the proper outcome information. This information, and knowledge of the minority populations, give us an advantage in working with the State's minority populations.

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

The needs assessments process, based upon what the minority communities determine to be their priorities, determines how we should use our manpower and where we should allocate our resources. Without this information, we would not meet our performance requirements. More importantly, we would not meet the needs of our constituent populations nor comply with the purpose for the agency's existence.

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

The agency's Program Coordinators chart the flow of work to identify and create processes in accordance the agency's action plans. Then, appropriate means for the evaluation of key product and service related work processes are put into place.

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 largely include data analyses. This function must be timely in order to support all areas of our work. Currently, we have only one staff person in this area and it is clear that more staff support is needed to move projects along, in a timely manner, that support our work with minority communities. More attention to workforce

needs is evident and will be addressed as additional 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. However, due to the fact that there is no position nor funding for this function, 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

7.1.1   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
FY 2010	$481,145.00	-$ 42,511.00	All Ethnic Minorities
FY 2011	$398,631.00		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 has been 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 – *Personal Pathways to Success*	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.

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 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.

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

G. Increased Demand for Information and Services

There was indeed an increased demand for information regarding minority communities, especially the Hispanic/Latino community because of the current debates in the State legislature and across the nation regarding illegal immigration. 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 the significant cuts in local funding we had significant increases in requests for 501 (c) 3 training and technical assistance. Numerous organizations successfully obtained their IRS designation as tax exempt corporations 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 $1,500.00 or more per client. However, local organizations can obtain assistance with the process though the Commission at no charge which helps to build their 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 creating 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 bases.

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 may not reflect the true work and successes of the Commission's staff and those who worked hard to create the current infrastructure.

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 balanced budget, has continued to provide the same quality and quantity of services and has not 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
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FY 2010	$481,145.00	-$ 42,511.00	All Ethnic Minorities
FY 2011	$398,631.00		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 10-11 Actual Expenditures		FY 11-12 Actual Expenditures		FY 12-13 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	$ 350,884	$ 267,244	$ 350,531	$ 265,218	$ 371,518	$ 281,518
Other Operating	$ 115,642	$ 46,337	$ 125,821	$ 33,850	$ 180,264	$ 32,450
Special Items						
Permanent Improvements						
Case Services						
Distributions to Subdivisions						
Fringe Benefits	$ 116,690	$ 85,050	$ 111,017	$ 79,610	$ 88,710	$ 64,710
Non-recurring						
Total	$ 583,216	$ 398,631	$ 587,369	$ 378,678	$ 640,492	$ 378,678

Other Expenditures

Sources of Funds	FY 10-11 Actual Expenditures	FY 11-12 Actual Expenditures
Supplemental Bills		
Capital Reserve Funds		
Bonds		

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 10 - 11 Budget Expenditures	FY 11 - 12 Budget Expenditures	Key Cross References for Financial Results*
I. Administration	All program activities related to African Americans, Hispanic/Latinos, Native Americans, and other ethnic groups. Also, all administration operations of the agency.	**State:** 466,526.00 **Federal:** **Other:** **Total:** 466,526.00 **% of Total Budget:** 80%	**State:** 476,352.00 **Federal:** **Other:** **Total:** 476,352.00 **% of Total Budget:** 81%	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:**	
		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.

Fringe Benefits

Remainder of Expenditures:	**State:** 116,690.00 **Federal:** **Other:** **Total:** 116,690.00 **% of Total Budget:** 20%	**State:** 111,017.00 **Federal:** **Other:** **Total:** 111,017.00 **% of Total Budget:** 19%

* 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.