

**The South Carolina Commission for Minority Affairs
2221 Devine Street – Suite 408
Columbia, SC 29205**

***Legislative Oversight Committee
South Carolina House of Representatives
Restructuring & Seven Year Plan***

**Thomas J. Smith
Executive Director**

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I. Executive Summary

Historical Perspective

The South Carolina Commission for Minority Affairs, a non-cabinet state agency, was signed into law by Governor Carroll A. Campbell, Jr. in 1993 to study the causes and effects of the socio-economic deprivation of minorities in the State and to implement programs necessary to address inequities confronting them. The Commission for Minority Affairs' scope of services was broadened on July 2, 2003 when Governor Mark Sanford signed into law a bill which authorized the Commission to work on behalf of Native Americans, Hispanics/Latinos, and all other ethnic minorities in the State.

The Commission serves as a research think-tank whose sole purpose relates to ethnic minorities, the socio-economic inequities confronting them, policies/laws affecting them, and programs and initiatives directed toward providing a greater level of prosperity for them, and ultimately for all South Carolinians. The Commission serves as a catalyst to facilitate economic prosperity and social equity for minorities in South Carolina. It serves as the point of contact for information regarding the State's minority populations, determines factors that contribute to poverty and deprivation, and creates and facilitates programs to alleviate poverty and deprivation.

Purpose

To provide the citizenry of the State with a single point of contact for information regarding the State's minority populations.

Mission

Its mission is to serve 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 Commission's vision is the eradication of systemic poverty and the proliferation of prosperity for all citizens of South Carolina.

Values

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

- Honesty
- Excellence
- Respect
- Accountability
- Fostering Positive Change

- Customer Satisfaction

Key Performance Measurement Results

- Improvement in information and/or technical assistance requests response time;
- Improvement in the quality of services provided to the agency's stakeholders and customers; and
- Improvement in the agency's service delivery process.

II. Organizational Profile

Key Stakeholders

- 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
- Colleges and Universities
- Minority Communities
- National, state and local organizations whose focus is the alleviation of poverty and deprivation

1. Agency's main deliverables (Key Deliverables Chart)
2. Agency's key customers and their requirements and expectations (Key Customers Chart)
3. Agency's Stakeholders (Key Stakeholders Chart)
4. Other state agencies (Key Partner Agency Chart)
5. Agency's Performance Improvement System(s)
 - The agency does not currently have a formal performance improvement system. However, the agency's accountability report is used as a measurement of performance and is used to determine what performance improvements are necessary.
6. The agency's organizational structure in flow chart format (see the enclosed organizational chart).
7. Body to whom the Agency Head reports (Overseeing Body Chart).
8. Major Program Areas Chart (enclosed).

9. Please identify any emerging issues the agency anticipates may have an impact on its operations in the upcoming five years.

- The introduction of legislation, by the SC General Assembly, requiring additional responsibilities be assigned to the Commission (i.e., a 24 hour hotline to report violations of human trafficking laws; the duties now assigned to the Governor's Office of Small and Minority Business Assistance);
- A review by the Office of the Inspector General which suggests that the Commission has experienced a "*mission drift*" overtime.

III. Laws (Statutes, Regulations, Provisions)

Code of Laws

Title 1. ADMINISTRATION OF THE GOVERNMENT

CHAPTER 31. State Commission for Minority Affairs

Legal Standards Chart (enclosed).

IV. Reports and Reviews

1. Agency Reporting Requirements Chart (enclosed).

2. Internal Audit Chart (enclosed).

V. Key Performance Measurement Processes

The mission of the South Carolina Commission for Minority Affairs is very unique. While other states assign specific tasks to various state agencies in an effort to address the need of their minority populations, South Carolina has chosen to have a state agency with the sole mission of addressing minority affairs. The Commission for Minority Affairs' research has revealed that a number of states have Commissions on Human Affairs, Heritage Commissions, Indian Affairs Commissions, Cultural Affairs Commissions, Commissions on the Social Status of Black Males, and Fatherhood Commissions. However, our research did not reveal another state agency that addresses the needs of all minority populations in the state as does the South Carolina Commission for Minority Affairs. Therefore, we have not developed formal performance levels relative to other organizations providing similar programs and services. However, the agency solicits input from its key partners, stakeholders, and customers in order to evaluate its performance levels.

A. Results of Agency's Key Performance Measurements

1. Mission Effectiveness

- Performance level for adequate funding levels – The Commission funding levels have increased significantly over the past two fiscal years with increased state appropriations,

and the securing of a federal grant and several contracts to provide services for other state agencies.

- Performance level for constituent support – Constituent support in the form of technical assistance has been at its greatest level during the past two fiscal years. The Commission's constituent services, among each of the State's minority populations, have increased significantly in response to constituents' requests and needs.

2. Mission Efficiency

Regarding the agency's key performance measurements listed above, the Commission has performed very well at a minimum resource cost. Cost effectiveness is of great concern to management. Therefore, cost containment is carefully monitored and measures necessary to maintain cost effectiveness are implemented as necessary.

3. Quality (Customer Satisfaction)

The agency's customers often rate the quality of the agency's actual performance levels as generally meeting or exceeding their requirements and expectations. Of course, it is the goal of the agency to continually improve customer satisfaction so that its customers routinely rate the quality of the agency's performance levels as exceeding their requirements and expectations.

4. Workforce Engagement

The Commission receives its state appropriation under one major program area, "Administration. Internally, the agency appropriates funds for its various initiatives, namely Native American Initiative, African American Initiative, Hispanic/Latino Initiative, Community Services Initiative, Minority Business Assistance Initiative, and Research Services. The agency's performance level for workforce engagement, satisfaction, retention and development is rated as above average. For instance, of the agency's nine full-time employees six of them have been with the agency at least eight years with two of them having been with the agency more than ten years. That retention of staff is an indication of the agency's performance level for workforce engagement and satisfaction. Agency personnel are encouraged to take advantage of professional development opportunities that enhance their skills. Allowing the staff to grow personally and personally often improves job satisfaction.

5. Operations/Work System Performance

The agency's actual performance levels for operational efficiency and work system performance are rated as satisfactory. However, agency personnel continue to work to improve the agency's operations/work system performance rating. The agency works to respond to its customers' requests for information and technical assistance promptly. Our goal is to acknowledge the requests within two business days and to provide the information and/or technical assistance, as soon as possible.

B. Most Critical Performance Measures

1. The most critical performance measurement process to achieving the overall mission of the agency is constituent support. The agency exists to foster the well-being of its constituents (members of the State's minority populations).

C. Databases/Document Management

- Advisory Committees Databases
- Faith and Community Based Organizations Database
- Conference Attendees Databases
- Conference Speakers and Panelists Databases
- CMA Stakeholders Database
- Hispanic Stakeholders Database
- Micro-business Contacts Database

D. Recommended Restructuring

We have no recommendations for restructuring the agency.

VI. Seven-Year Plan

A. General – The Commission does not have, at this time, a formal plan that provides initiatives and/or planned actions it will take during the next seven fiscal years that implement cost savings and increased efficiencies of services and responsibilities. Based upon a recent review of the agency by the Office of the Inspector General, it is expected that the Commission's approach to meeting its mission will be more systemic in the future than it has been previously. Therefore, the agency's plan for cost savings over the next seven years will be determined after the agency's new strategic plan has been completed and the approach to accomplishing its mission has been finalized.

Additional Questions

1. The agency's top three strategic objectives that will have the biggest impact on the agency's effectiveness in accomplishing its mission are: (1) increasing public and private part partnerships that lead to additional resources to effectively fight poverty and deprivation in the State of South Carolina; (2) convening executive, legislative, public and private partners across the State to discuss the development of a State Plan of Action to alleviate poverty and deprivation in the State of South Carolina; (3) determining which of the agency's priority areas the agency will focus upon during the given period, considering its limited funding and resources.

2. The fundamentals required to accomplish the objectives include networking with public and private agencies and their top management in order to form collaborative partnerships; working with governments on both the local and state levels and private entities that focus upon the

alleviation of poverty and deprivation, particularly among members of the State's minority communities, to develop a statewide plan of action, and the agency engaging in strategic planning to set programmatic priorities.

3. The agency's website link we wish to list in the report is <http://cma.sc.gov/about-us/> (About Us).

4. There is no additional information the agency would like to provide.

5. Time to complete the process: 60 hours. Time to complete this report. 30 hours.

6. Personnel Involved Chart (enclosed).

VII. Excel Charts (included)

RESTRUCTURING & SEVEN-YEAR PLAN

Insert Agency Name

Date of Submission: *June 19, 2015*

Please provide the following for this year's Restructuring and Seven-Year Plan Report.

	Name	Date of Hire	Email
Agency Director	Thomas J. Smith		tsmith@cfma.sc.gov
Previous Agency Director	Janie Davis		

	Name	Phone	Email
Primary Contact:	Thomas J. Smith	803-832-8160	tsmith@cfma.sc.gov
Secondary Contact:	Lauretha Whaley	803-832-8161	lwhaley@cfma.sc.gov

Is the agency vested with revenue bonding authority? (re: Section 2-2-60(E))	
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I have reviewed and approved the enclosed 2015 Restructuring and Seven-Year Plan Report, which are complete and accurate to the extent of my knowledge.

Current Agency Director
(Sign/Date):

(Type/Print Name):

Thomas J. Smith

If applicable, Board/Commission Chair
(Sign/Date):

(Type/Print Name):

Tia Brewer-Footman

Agency Name:
Agency Code:
Agency Section:

Similar Information Requested Chart

INSTRUCTIONS: Please provide details about other reports which investigate the information requested in the Restructuring Report. This information is sought in an effort to avoid duplication in the future. In the columns below, please list the question number in this report, name of the other report in which the same or similar information is requested, section of the other report in which the information is requested, name of the entity that requests the other report and frequency the other report is required. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Restructuring Report Question #	Name of Other Report	Section of Other Report	Entity Requesting Report	Freq. Other Report is Required

Agency Name:
Agency Section:
Agency Code:

Historical Perspective Chart

INSTRUCTIONS: Please provide information about any restructuring or major changes in the agency's purpose or mission **during the last ten years**. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Year	Description of Restructuring that Occurred	Description of Major Change in Agency's Purpose or Mission
SC Commission for Minority Affairs	2015	No restructuring has occurred.	No major changes in agency's purpose or mission.

Agency Name:
 Agency Code:
 Agency Section:

Purpose/Mission/Vision Chart

INSTRUCTIONS: Provide information about the date the agency, in its current form, was initially created and the present purpose, mission and vision of the agency, with the date each were established in paranethesis. The Legal Standards Cross Reference column should link the purpose, mission and vision to the statutes, regulations and provisos listed in the Legal Standards Chart, which they satisfy.

Agency Submitting Report	Date Agency created	Purpose	Mission	Vision	Legal Standards Cross References
SC Commission for Minority Affairs	1993	To provide the citizenry of the State with a single point of contact for information regarding the State's minority population.	To serve as a think-tank that provides leadership, focus and direction in addressing the many factors that contribute to deprivation and poverty in the State and which disproportionately impacts the its minority population.	The eradication of systemic poverty and the proliferation of prosperity for all citizens of South Carolina.	Purpose: Mission: Vision:

Agency Name:
Agency Code:
Agency Section:

Key Partner Agencies Chart

INSTRUCTIONS: List the names of the other state agencies which have the biggest impact on the agency's mission success (list a minimum of three); partnership arrangements established and performance measures routinely reviewed with the other entity. The Major Program Areas Cross References Column should link the Partner Agency to the major program area, in the Major Program Areas Chart, on which it has the biggest impact. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable and a minimum of three.

Agency Submitting Report	Agency w/ Impact on Mission Success	Partnership Arrangement Established	Performance Measures Routinely Reviewed Together	Major Program Areas Cross Reference
SC Commission for Minority Affairs	Office of Research and Statistics	Ascertaining statistical information from the Office of Research and Statistics.	n/a	

Agency Name:
Agency Code:
Agency Section:

Key Deliverables Chart

INSTRUCTIONS: Provide information about the agency's key deliverables (i.e. products or services); primary methods by which these are delivered; and, as applicable, actions that may reduce the general public and/or other agencies initial or repetitive need for the deliverable. List each deliverable on a separate line. If there are multiple ways in which the deliverable is provided, list the deliverable multiple times with each delivery method on a separate line. In the "Three Greatest" column, indicate and rank the three most significant deliverables the agency brings to the people of South Carolina with #1 being the most significant. For the deliverables which are not one of three most significant, do not put anything in this column. The Major Program Areas Cross References Column should links the deliverable to the major program area, in the Major Program Areas Chart, within which that product or service is provided. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Deliverable (i.e. product or service)	Three Most Significant (#1, #2, #3)	Primary Method of Delivery	What can be done to reduce the general public and/or other agencies initial need for this deliverable? (i.e. preventive measures before the citizen or agency needs to come to the agency)	What can be done to reduce the general public and/or other agencies need to return for this deliverable? (i.e. preventive measures to ensure they do not need to come back to the agency for this service or product after already receiving it once)	If deliverable is identified as one of the three most significant, what would allow the agency to focus on it more?	Major Program Areas Cross Reference
SC Commission for Minority Affairs	1	Statistical Abstracts		Printed copies and website	Statistical data is often required by the general public and research is a major initiative of the agency. Therefore, it is unlikely that the public's need for this deliverable will be reduced.	n/a	Additional staff.	
	2							
	3							
	4							
	5							
	6							

Agency Name:
Agency Section:
Agency Code:

Key Customers Chart

INSTRUCTIONS: Provide information about the key customer segments identified by the agency and each segment's key requirements/expectations. A customer is defined as an actual or potential user of the agency's deliverables. Please be as specific as possible in describing the separate customer segments (i.e. do not simply put "public.") The Deliverables Cross References column should link customer groups to the deliverable listed in the Key Deliverables Chart, which they utilize. **NOTE:** Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Customer Segments	Requirements/Expecations	Deliverables Cross References
SC Commission for Minority Affairs	1	Tax payers of South Carolina	Fiscal responsibility and accountability.	
	2	Private Sector Entities	Fiscal responsibility and accountability.	
	3	Non-Profit Entities	Collaboration and partnerships that enhance the	
	4		well-being of the State's minority populations.	
	5			
	6			

Agency Name:
Agency Section:
Agency Code:

Key Stakeholder Chart

INSTRUCTIONS: Provide information about the agency's key stakeholder groups and their key requirements and expectations. A stakeholder is defined as a person, group or organization that has interest or concern in an agency. Stakeholders can affect or be affected by the agency's actions, objectives and policies. Please be as specific as possible in describing the separate stakeholder groups (i.e. please do not simply put "the public.") The Deliverables Cross References column should link stakeholder groups to the deliverable, listed in the Key Deliverables Chart, for which they group has the most interest or concern. **NOTE:** Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Stakeholder Group	Requirements/Expecations	Deliverables Cross References
	1			
	2			
	3			
	4			
	5			
	6			

Agency Name:
Agency Section:
Agency Code:

Overseeing Body - General Chart

INSTRUCTIONS: Provide information about the body that oversees the agency and to whom the agency head reports including what the overseeing body is (i.e. board, commission, etc.); total number of individuals on the body; whether the individuals are elected or appointed; who elects or appoints the individuals; the length of term for each individual; whether there are any limitations on the total number of terms an individual can serve; whether there are any limitations on the number of consecutive terms an individual can serve; and any other requirements or nuances about the body which the agency believes is relevant to understanding how the agency performs and its results.

Agency Submitting Report	Type of Body (i.e. Board, Commission, etc.)	# of Times per Year Body Meets	Total # of Individuals on the Body	Are Individuals Elected or Appointed?	Who Elects or Appoints?	Length of Term	Limitations on Total Number of Terms	Limitations on Consecutive Number of Terms	Challenges imposed or that Agency staff and the Body have faced based on the structure of the overseeing body	Other Pertinent Information
SC Commission for Minority Affairs	Board of Commissioners	four	six	Appointed	Governor	four years	none	none	Lack of having a full board	

Agency Name:
Agency Code:
Agency Section:

Overseeing Body - Individual Members Chart

INSTRUCTIONS: Provide information about the individual members on the body that oversees the agency including their name, contact information, length of time on the body, profession and whether they are a Senator or House Member. The Major Program Areas Cross References Column should link the individual to the major program area, in the Major Program Areas Chart, in which the individual has a particular influence, if any, by way of serving on a subcommittee within the body, task force, etc. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Name of Individual on Body	Contact Information	Profession	Date First Started Serving on the Body	Last Date Served on the Body	Length of Time on the Body (in years)	Senator or House Member? (put Senate or House)	Major Program Areas Cross Reference
SC Commission for Minority Affairs	Ms. Tia Brewer-Footman	843-764-2622	Educator	2014	still serving	1 year	no	n/a
	Mr. Karen McGill	864-590-6451	Educator	2015	still serving	less than 1 year	no	n/a
	Ms. Fred Lincoln	843-881-1628	Entrepreneur	2008	still serving	7 years	no	n/a
	Dr. William B. James	864-504-4827	Educator	2015	still serving	less than 1 year	no	n/a
	Reverend Eddie C. Guess	803-786-6902	Pastor	2008	still serving	7 years	no	n/a
	Mr. Louie Chavis	803-356-4807	Reired	2007	still serving	8 years	no	n/a

a) List only the programs that comprise at least 80% of the total budget and include the % of total budget. The remainder of the programs should be "listed ONLY" in the box labeled "Remainder of Programs", with those program expenditures detailed in the box labeled "Remainder of Expenditures." If the agency has trouble understanding what is requested, refer to the 2012-13 Accountability Report, Section II, number 11.

b) The "Associated Objective(s)" column in the Program Template of the FY 2-13-14 Accountability report has been changed to "Key Performance Measures Cross References." The Key Performance Measures Cross References column should link major programs to charts/graphs in the Key Performance Measurement Processes Section (ex. Chart 5.2-1 or Graph 5.2-2). If the agency has trouble understanding what is requested, refer to the 2012-13 Accountability Report, Section II, number 11; and

c) An additional column, titled "Legal Standards Cross References," has been added at the end. The Legal Standards Cross Reference column should link major programs to the statutes, regulations and provisions listed in the Laws Section of this report, which they satisfy.

Included below is an example, with a partial list of past Major Program Areas from the Department of Transportation. The example does not include information in the columns under expenditures, key performance measures cross reference, legal standards cross references or remainder of expenditures, however the agency must complete these columns when submitting this chart in final form. Please delete the example information before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

-Key Performance Measures Cross References Column links major programs to the charts/graphs in the Key Performance Measurement Processes Section of the Restructuring Report
-Legal Standards Cross References Column links major programs to the statutes, regulations and provisos they satisfy which are listed in the Laws Section of the Restructuring Report

[illegible]

5050000	Land and Buildings
3000000	Toll Operations

[illegible]

Agency Name:
Agency Code:
Agency Section:

Legal Standards Chart

INSTRUCTIONS: List all state and federal statutes, regulations and provisos that apply to the agency ("Laws") and a summary of the statutory requirement and/or authority granted in the particular Law listed. Included below is an example, with a partial list of Laws which apply to the Department of Juvenile Justice and Department of Transportation. Please delete the example information before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Statute/Regulation/Provisos	State or Federal	Summary of Statutory Requirement and/or Authority Granted
Dept. of Juvenile Justice	1	63-1-20	State	Statutorily required to provide prevention, early intervention, rehabilitation and supervision for the state's juveniles who are on probation or parole, evaluation services for juvenile's temporarily committed by the family court and treatment, custodial and rehabilitative services to juvenile's committed by the Family Court to the custody of DJJ, and to do so holistically and in the least restrictive environment possible consistent with public safety
Dept. of Juvenile Justice	2	63-19-320	State	Establishes DJJ as a member of the Governor's Cabinet - Director appointed by the Governor and serves at the will and pleasure of the Governor
Dept. of Juvenile Justice	3	63-19-330(A)	State	Establishes authority of the Director to set policy and empowers the Director to employ persons necessary to perform all responsibilities of the department
Dept. of Juvenile Justice	4	63-19-1010	State	Establishes DJJ's authority to provide intake services and probation supervision
Dept. of Juvenile Justice	5	63-19-350	State	Establishes the community-based services to be provided by DJJ
Dept. of Juvenile Justice	6	63-19-360	State	Establishes the institutional services to be provided by DJJ
Dept. of Juvenile Justice	7	63-19-380	State	Establishes a special school district within DJJ
Dept. of Juvenile Justice	8	63-19-1840	State	Establishes DJJ's authority to provide parole supervision services.
Dept. of Juvenile Justice	9	16-3-1505	State	Establishes DJJ's role in providing services to crime victims
Department of Transportation	10	57-1-490	State	Establishes annual audits of DOT financials by certified public accountants; internal procurement operation by Materials Management Office of the State Budget and Control Board; LAC audit of the finance and administration division, mass transit division, and construction engineering and planning division by Jan. 15, 2010 and allows for follow ups; ensures copies of all audits sent to Commission, internal auditor, Governor, Senate Finance and Transportation; House Ways and means and Education and Public Works Committees.

Agency Name:

Agency Code:

Agency Section:

Legal Standards Chart

Department of Transportation	10	57-1-490	State	Establishes annual audits of DOT financials by certified public accountants; internal procurement operation by Materials Management Office of the State Budget and Control Board; LAC audit of the finance and administration division, mass transit division, and construction engineering and planning division by Jan. 15, 2010 and allows for follow ups; ensures copies of all audits sent to Commission, internal auditor, Governor, Senate Finance and Transportation; House Ways and means and Education and Public Works Committees.
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[illegible]

Note: All audits are not the result of suspicious activity or alleged improper actions. Often times regular audits are required by statute regulation or an agency's standard operating procedure simply as a method of ensuring operations are staying on track.

[illegible]

Agency Name:
 Agency Code:
 Agency Section:

Personnel Involved Chart

INSTRUCTIONS: List the name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in these reports, their title and their specific role in answering the question (i.e. searched the agency documents, asked for information because they are in charge of the department, etc.) Please delete the example information and instructions row before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Name	Phone	Email	Department/Division	Title	Question	Role in Answering Question
SC Commission for Minority Affairs	Thomas J. Smith	803-832-8160	tsmith@cfma.sc.gov	Administration	Executive Director	V.B.1.	Completed the report with assistance from the Administrative Manager.
	Lauretha Whaley	803-832-8161	lwhaley@cfma.sc.gov	Administration	Administrative Manager		Provided financial information.

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