

SC Commission for Minority Affairs
Response to the
Inspector General Report
Findings and Recommendations
June 2015

Finding #1: The CMA was ineffective in addressing its statutory mission and stated strategic objectives set forth in its Annual Accountability Reports.

Recommendations #1a: The CMA should conduct a thorough strategic plan, develop strategies consistent with resources available, and establish pragmatic metrics for success aligned with stated objectives that are consistent with its statutory guidance having an emphasis on statistical reporting and research.

The Annual Accountability Reports submitted to the Department of Administration, subsequent to the OIG report, are being used as the agency's strategic plan to accomplish its mission, goals and objectives. The agency's approach and strategies to accomplish its legislative mandate are currently being examined to insure statutory compliance, including research and statistical reporting.

Recommendation #1b: The CMA should establish a vision of being the state-based leadership to address socio-economic deprivation in the minority communities and resist the temptation of solely providing general services and reacting to ad hoc requests.

The Commission convened a "Working Together Works" Summit on April 20, 2017 to begin a process to develop a statewide plan to address socio-economic deprivation in the minority communities. Stakeholders, partners and leaders from across the state came together to discuss specific issues of poverty and deprivation and their impact upon the state's minority populations. As a result of the Summit, we convened eight (8) "Let's Talk" Community Forums across the state to enlist feedback and input from members of the communities we serve. This information will be utilized to develop a statewide strategy to address issues of poverty and deprivation among the state's minority populations. Additionally, each program area has in place goals and objects which are reflective of collaborative planning and work of the Advisory Committees and community partners. This comprehensive statewide plan will encompass the goals and objectives listed in the agency's AAR.

Finding #2: The CMA did not demonstrate sufficient statistical reporting and research capabilities, which are pivotal to fulfill its statewide leadership role.

Recommendation #2a: The CMA needs to develop statistical reporting and research capabilities through training or recruitment.

All statistical reporting and research falls under the duties of the Research Program Manager for the Commission for Minority Affairs. The Research Program Manager has developed a range of statistical programs through the proprietary software package called SAS (the Statistical Analysis System). SAS was acquired by the Commission during the 2013-2014 Fiscal Year. Prior to the 2013-2014 Fiscal Year, the Research Program Manager developed and maintained a Memorandum of Understanding with the University of South Carolina, primarily through with the Arnold School of Public Health. Through this MOU, SAS was shared through a University License to the Agency. This enabled the Research Program Manager to carry out all statistical reporting functions related to research in all applicable focus areas of the Commission. [For two fiscal years, during the state furlough periods under Governor Mark Sanford, the agency did not have a site license, nor did the University grant MOU's for other agencies' research purposes]. Throughout the time period statistical programs have been written to process survey data from various sources. This includes community and health based needs assessments, data from the Census Bureau, American Community Survey, a Community Needs Assessment for the SC Head Start Collaboration Office housed at the Department of Social Services, the SC Department of Education, the SC Department of Health and Environmental Control, as well as extensive data from the United States Department of Agriculture. To date, the Research Program has written and maintained a total of 150 SAS programs, many of which are available upon request. Regarding increasing the agency's statistical capabilities through recruitment, the agency requested four (4) additional researchers in its FY 2017-18 budget which was not funded. Our FY 2018-19 budget request includes three (3) additional researchers. However, even if our request for additional researchers is not approved during this budget process, we will hire another researcher to assist the agency's Research Program Manager.

an additional

Recommendation #2b: The CMA needs to conduct a needs assessment of recurring statistical reports to facilitate community based groups, as well as the General Assembly, efforts in policy initiatives and funding/grant strategies.

The CMA has, during the 2015-2016 Fiscal Year, developed two survey tools, both which aid in the production of statistical reports. The Research Program Manger disseminated the following surveys and administered them respectively to state agency heads and public officials in the SC Legislature. Listed below are the names of both surveys, the total individuals in the sample, and the total respondents:

Name Of Survey	Total Sample Size	Total Respondents
State Agency Data Feedback Survey	101	70

State Public Officials and Policy Makers Feedback Survey **(State Legislature and Local, Municipal Government Leaders)	450**	0
--	-------	---

The State Public Official and Policy Makers' Survey was e-mailed and distributed through courier to every member of the SC Legislature, as well as to individuals at all levels of Government in the State. The Survey tool asked each respondent to complete the Survey regarding the production and reading of the 2016 Statistical Profile by Counties document (150-page document on each county in the State). Ironically, no one at the state or local government level responded). This document was also placed on the CMA website for review as well. Both surveys are included as a part of our response to the recommendation.

Recommendation #2c: The CMA should consider researching and refreshing with current data, the ten statistics offered in the 1994 originating legislation describing minority communities' socio-economic deprivation (i.e., unemployment rate three times higher; 4 of 10 grow up in poverty; and infant mortality rate twice as high), which could be a focal point in realigning CMA's mission today.

As of part of the 2015 – 2016 Agency Accountability Report, the Commission, through the work of the Research Program Manager, compiled and produced the Statistical Profile by Counties document. This 150 plus page document provided detailed statistics for all 46 South Carolina Counties and the State by race and ethnicity for (1) the Total Population, (2) White, (3) African-American, (4) Native American Indian, (5) Asian and (6) Hispanic-Latino population. The document included statistics for each of these populations by nine (9) topical areas (all of which tie into the eight focus areas of the Commission):

- Population
- Poverty Status
- Birth (Rates), Death (Rates) and Infant Mortality (Rates)
- Educational Attainment
- Youth Drug Use
- Youth Incarceration
- Adult Incarceration (SC Departments of Correction and Probation, Pardon and Parole)
- Unemployment
- Business Development (Total, Annual Payroll, and Business Employment)

Production of this document was completed in February 2016 and was made and is still available on the CMA website. The Research Program Manager is in the process of producing the 2017 Statistical Profile by Counties document. This updated document is scheduled to be completed by February of 2018.

Finding #3: The CMA lacked management skill to address deficiencies in strategic planning, operational infrastructure, and, in general, organizational accountability.

Recommendation #3: The CMA needs to develop strategic and operational management skills through training or recruitment.

The agency's Administrative and Management staff have attended Annual Accountability Report training sessions hosted by the Department of Administration; Quarterly Human Resource Advisory Committee Meetings hosted by the Office of Human Resources; relevant SCEIS training, including yearend fiscal training, hosted by Comptroller General's Office; and Annual Benefits Administrators Conferences hosted by PEBA to address deficiencies in operational management. However, we acknowledge that additional managerial training is desirable and the opportunities for such training will be explored.

Finding #4: The CMA Board must strengthen its oversight capabilities in order to provide adequate fiduciary oversight to the CMA.

Recommendation #4a: The CMA Executive Director should engage the Governor's Office to fill vacancies and coordinate a plan with the Board to proactively recruit an interested candidate pool for future vacancies.

The agency's Executive Director has actively engaged the Governor's Office in an effort to fill vacancies on the Board of Commissioners as recommended. The agency now has only one vacancy on its ten-member Board of Commissioners and has been in touch with Mr. Tommy Windsor, Director of Boards and Commissions, about filling the vacant position. Although, the terms of several members of the Board have expired, the agency's statute provides that they continue to serve until their successors are appointed and qualify.

Recommendation #4b: The CMA Board should be actively engaged in the preparation and approval of CMA's upcoming FY 2014-2015 AAR due on or about 9/15/2015.

Mr. Ken Battle, Chairman of the Board of Commissioners, Mrs. Karen McGill, a member of the Board of Commissioners, and several members of the staff attended training conducted by the SC Department of Administration prior to completing its FY 2014-2015 AAR. Subsequent to that training, members of the Board of Commissioners had the opportunity to have input into the completion of the report.

Recommendation #4c: The CMA Executive Director should develop a briefing scorecard, to be approved by the CMA Board, pertaining to measurable results of established strategic objectives in the AAR, along with other performance data deemed pertinent to meet the CMA Board's fiduciary duty, and provide it to the Board on a periodic basis as assurance the CMA is operating effectively.

The Executive Director has not developed a formal scorecard approved by the Board of Commissioners which measures results of established strategic objectives in the AAR. The Executive Director has, however, begun to work with members of the staff to develop instruments to measure the outcomes of the agency's strategic objectives. The Executive Director will make every effort to comply with this recommendation so that the Board of

Commissioners may fulfill its fiduciary duty and be assured that the agency is operating effectively.

Finding #5: Expectations by the CMA Advisory Committees are not being fully met by the CMA staff.

Recommendation #5: The CMA needs to engage its Advisory Committees as to its expectations in purpose and expected outcomes.

Advisory committee members are now given specific guidelines regarding serving on an Advisory Committee. They sign a form which lists their roles and responsibilities as members of an Advisory Committee. Additionally, they pledge to support the work of the Commission and to advocate on behalf of the Commission. Members of our Advisory Committees are provided the dates of meetings in advance in an effort to ensure maximum attendance and participation. The meetings' agendas and minutes document what was discussed and detail action items needing follow up. Outcomes are documented as tasks are completed and tied to the agency's AAR. Although, the agency's statute only requires our Advisory Committees to meet twice a year, we generally convene meetings of the Advisory Committees quarterly.

Finding #6: The CMA's relationship with the Native American Advisory Committee was dysfunctional.

Recommendation #6a: The CMA Executive Director should personally engage with all stakeholders in the Native American Advisory Committee, document unresolved issues, and make necessary process modification, timely rulings, or firm leadership to de-escalate the personal tension between parties and resolve the operational dysfunction.

The Executive Director has made a concerted effort to engage members of the Native American Advisory Committee in order to resolve issues, a number of which predated his tenure as Executive Director, and has sought to de-escalate issues. The Executive Director has maintained an accessible approach with community leaders and those serving on the Advisory Committee. Prior to the OIG report and findings, the Commission often dealt with a lack of respect for and refusal to follow the normal "chain of command." Some Advisory Committee members and community leaders would bypass staff and the Executive Director and go directly to the Board with concerns. This led to miscommunication and unresolved issues. Since that time we have worked diligently to establish a process in which advisory committee members and community leaders communicate with the Program Coordinator first then, if necessary, the Executive Director would become involved. If a resolution is not reached at that level, the matter should be referred to the Board of Commissioners. Following this procedure has and will improve communication between members of the Advisory Committee and the Executive Director. Despite all efforts, there are persons who do not respect the process and seek to do things their way. However, most members of the Advisory Committee respect and comply with the process.

Recommendation #6b: The CMA should consider rotating the Native American Advisory Committee Program Coordinator, at least temporarily, to promote a fresh perspective on a dysfunctional operation.

- Each program coordinator has established relationships within the community and the groups they serve. They have specialized skill sets and knowledge to best perform their duties and represent the communities they serve. Rotating coordinators would not be in the best interest of the Advisory Committees and would create a lack of continuity in regards to the complex and systemic issues being presented and projects of each committee and program area. As the Native American Affairs program continues to grow and expand away from a focus of State Recognition, the coordinator needs to understand social norms and customs of the various native tribes and communities and in order to most effectively work within in these communities. The same holds true for other program areas in which each community and area served has unique needs and requirements to best accomplish the work of the Commission. Therefore, it is unfeasible to rotate Program Coordinators.

Report submitted by:

Thomas J. Smith, Executive Director
SC Commission for Minority Affairs

Ready to get feedback? Invite others to comment on this survey draft. [Invite now »](#)

Public Officials and Policy Makers Feedback Survey



SUMMARY → **DESIGN SURVEY** → COLLECT RESPONSES → ANALYZE RESULTS SCORE MY SURVEY PREVIEW & TEST NEXT →

QUESTION BANK

Page Logic ▼ More Actions ▼

Search for questions

Recommended Questions >

Previously Used Questions >

All Categories >

Community >

Customer Feedback >

Customer Satisfaction >

Demographics >

BUILDER ▼

THEMES ▼

LOGIC ▼

OPTIONS ▼

PRINT



Public Officials and Policy Makers Feedback Survey

State Public Officials and Policy Makers Feedback Survey

The South Carolina Commission for Minority Affairs was created in 1993 by the South Carolina General Assembly. A major component of the agency's mission is to provide the citizens of South Carolina with a single point of contact for information regarding the state's minority population. This would include the African American, Native American Indian, Asian, and Hispanic-Latino population. In addition, the Commission works to alleviate the causes of socioeconomic poverty and deprivation which not only impacts the minority population, but also impacts the citizens of this state as well.

As part of its statutory requirement of serving as a single point of contact, the CMA is seeking information from you as public officials and state policy makers regarding the Statistical Profile By Counties Report. Please take a few minutes to complete this brief survey.

1. Please indicate who(m) you are or represent. (Please select one.)

- Individual citizen of the state of South Carolina
- Local (Municipal) Government Official
- County Government Official
- State Agency Official
- Non-Profit Organization
- State Legislator
- Private Sector Business
- Other (please specify)

2. Have you ever heard of the SC Commission for Minority Affairs?

- Yes
- No
- Unsure



3. Prior to receiving this survey, please indicate your knowledge of the CMA's primary mission.

- I am aware of the CMA's primary mission.
- I do not know what the CMA's primary mission is.

4. Please indicate if you have had a chance to review the Statistical Profile By Counties publication.

- Yes, I have had a chance to review the publication New version available!
- No, I have not had a chance to review the publica Saving changes...

5. How helpful did you find the information in the Statistical Profile By Counties publication?

- Not Helpful At All
- A Little Bit Helpful
- Neutral
- Helpful
- Very Helpful
- Not Applicable - I have not had a chance to review the publication.

6. Please indicate whether or not you would recommend this publication to a policy maker, friend, or colleague.

- I would recommend the Statistical Profile By Counties publication to a friend or colleague.
- I would not recommend the Statistical Profile By Counties publication to a friend or colleague.

7. Please indicate whether or not you would recommend this publication as a resource to the everyday citizen of the state.

- I would recommend the Statistical Profile By Counties publication to a citizen of the state.
- I would not recommend the Statistical Profile By Counties publication to a citizen of the state.

8. Please indicate if you think this publication should be produced on a regular basis.

- Yes
- No
- Unsure

In addition to this report, your input is needed to determine what other types of research should the Commission focus on in the future, as well as the type(s) of data that is actually produced on a regular basis. Please take a few minutes to complete these additional questions or statements.

9. Please select the top two focus areas in which you feel that research is needed for the population that you serve.

- Fragile Families and Family Structure
- Education Deprlvation
- Chronic Unemployment
- Chronic Underemployment - Livable Wage Jobs
- Income and Wealth Creation
- Minority Business Development
- Business Development
- Community Economic Development
- Health Access and Health Care
- Crime and Criminal Justice Issues
- Other

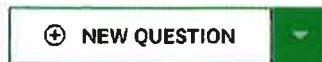
New version available!

Saving changes...

10. As a policy maker or state legislator, given the research areas you selected above, how often should the Commission for Minority Affairs conduct this research?

- If possible, the Commission should conduct this research on an annual basis.
- The Commission should conduct research every other year with updates to the legislature
- The Commission should conduct this research only by request
- The Commission should provide report updates to the legislators on some other periodic basis.
- Other (please specify)

Thank You For Completing This Survey!!!



or [Copy and paste questions](#)





 NEW PAGE

New version available!

Saving changes...

ENGLISH 

[About SurveyMonkey](#) • [Careers](#) • [Developers](#) • [Privacy Policy](#) • [Email Opt-In](#) • [Help](#)
Copyright © 1999-2017 SurveyMonkey



+

Ready to get feedback? Invite others to comment on this survey draft. [Invite now »](#)

State Agency Data Feedback Survey



SUMMARY → **DESIGN SURVEY** → COLLECT RESPONSES → ANALYZE RESULTS SCORE MY SURVEY PREVIEW & TEST **NEXT →**

QUESTION BANK 2 ^

Page Logic ▼ More Actions ▼

Search for questions

Recommended Questions >

Previously Used Questions >

All Categories >

Community >

Customer Feedback >

Customer Satisfaction >

Demographics >



EDIT REMOVE

State Agency Data Feedback Survey

⊕ PAGE TITLE

The South Carolina Commission for Minority Affairs was created in 1993 by the South Carolina General Assembly. A major component of the agency's mission is to provide the citizens of South Carolina with a single point of contact for information regarding the state's minority population. This would include the African American, Native American Indian, Asian, and Hispanic-Latino populations. In addition, the Commission works to alleviate the causes of socioeconomic poverty and deprivation which not only impacts the minority population, but also impacts the citizens of this state as well.

BUILDER 2 ▼

THEMES 2 ▼

LOGIC 2 ▼

OPTIONS 2 ▼

PRINT

As part of its statutory requirement of serving as a single point of contact, the CMA is seeking information from state agencies regarding the collection, dissemination and reporting of data. In particular, input is needed to determine what data is actually produced on a regular basis, as well as what are some challenges. Please take a few minutes to complete this brief survey on behalf of your agency.

*** 1. Please indicate the name of your agency.**

2. Does your agency have a department or unit responsible for the collection and dissemination of statistical data?

- Yes
- No
- Unsure

3. If you answered yes to the previous question, please type in the name of the department or unit below.

4. Please indicate each population for which your agency does produce statistical data (Check all that apply).

- White
- Black or African-American
- Native American Indian
- Asian
- Hispanic-Latino
- Native Hawaiian or Other Pacific Islander
- Two Or More Races
- Other (please specify)

New version available!

Saving changes...

5. Please indicate each population for which your agency does not produce statistical data (Check all that apply).

- White
- Black or African-American
- Native American Indian
- Asian
- Hispanic-Latino
- Native Hawaiian or Other Pacific Islander
- Two Or More Races
- Other (please specify)

6. For the previous question, please indicate the best reason that population data may not be provided. (Please select the one best answer).

- When there are fewer than ten (10) cases or data items.
- When there are fewer than five (5) cases or data items.
- When a minimum required population threshold is not met according to federal law.
- Other (please specify)

7. Please indicate the frequency in which detailed statistical data by population is normally provided. (Please select the one best answer).

- On Demand (At any time)
- Monthly
- Quarterly
- Every Six Months
- Annually (Once Yearly)



Other (please specify)

8. Please indicate if your department or unit is required to produce any data for its partner federal agency as a reporting requirement.

- Yes
- No
- Not Applicable

New version available!

Saving changes...

[+ NEW QUESTION](#)

or [Copy and paste questions](#)

Powered by

See how easy it is to [create a survey](#).

[+ NEW PAGE](#)

ENGLISH

[About SurveyMonkey](#) • [Careers](#) • [Developers](#) • [Privacy Policy](#) • [Email Opt-In](#) • [Help](#)
Copyright © 1999-2017 SurveyMonkey



+

Ready to get feedback? Invite others to comment on this survey draft. [Invite now »](#)

State Agency Data Feedback Survey



SUMMARY → **DESIGN SURVEY** → COLLECT RESPONSES → ANALYZE RESULTS SCORE MY SURVEY PREVIEW & TEST **NEXT →**

QUESTION BANK ⌵ ⌶

Page Logic ▾ More Actions ▾

Search for questions

Recommended Questions >



EDIT REMOVE

Previously Used Questions >

All Categories >

State Agency Data Feedback Survey

Community >

⊕ PAGE TITLE

Customer Feedback >

Customer Satisfaction >

Demographics >

The South Carolina Commission for Minority Affairs was created in 1993 by the South Carolina General Assembly. A major component of the agency's mission is to provide the citizens of South Carolina with a single point of contact for information regarding the state's minority population. This would include the African American, Native American Indian, Asian, and Hispanic-Latino populations. In addition, the Commission works to alleviate the causes of socioeconomic poverty and deprivation which not only impacts the minority population, but also impacts the citizens of this state as well.

BUILDER ⌵

THEMES ⌵

LOGIC ⌵

OPTIONS ⌵

As part of its statutory requirement of serving as a single point of contact, the CMA is seeking information from state agencies regarding the collection, dissemination and reporting of data. In particular, input is needed to determine what data is actually produced on a regular basis, as well as what are some challenges. Please take a few minutes to complete this brief survey on behalf of your agency.

PRINT

*** 1. Please indicate the name of your agency.**

2. Does your agency have a department or unit responsible for the collection and dissemination of statistical data?

- Yes
- No
- Unsure

3. If you answered yes to the previous question, please type in the name of the department or unit below.

4. Please indicate each population for which your agency does produce statistical data (Check all that apply).

- White
- Black or African-American
- Native American Indian
- Asian
- Hispanic-Latino
- Native Hawaiian or Other Pacific Islander
- Two Or More Races
- Other (please specify)

New version available!

Saving changes...

5. Please indicate each population for which your agency does not produce statistical data (Check all that apply).

- White
- Black or African-American
- Native American Indian
- Asian
- Hispanic-Latino
- Native Hawaiian or Other Pacific Islander
- Two Or More Races
- Other (please specify)

6. For the previous question, please indicate the best reason that population data may not be provided. (Please select the one best answer).

- When there are fewer than ten (10) cases or data items.
- When there are fewer than five (5) cases or data items.
- When a minimum required population threshold is not met according to federal law.
- Other (please specify)

7. Please indicate the frequency in which detailed statistical data by population is normally provided. (Please select the one best answer).

- On Demand (At any time)
- Monthly
- Quarterly
- Every Six Months
- Annually (Once Yearly)



Other (please specify)

8. Please indicate if your department or unit is required to produce any data for its partner federal agency as a reporting requirement.

- Yes
- No
- Not Applicable

New version available!

Saving changes...

[+ NEW QUESTION](#)

or [Copy and paste questions](#)

Powered by



See how easy it is to [create a survey](#).

[+ NEW PAGE](#)

ENGLISH

[About SurveyMonkey](#) • [Careers](#) • [Developers](#) • [Privacy Policy](#) • [Email Opt-in](#) • [Help](#)
Copyright © 1999-2017 SurveyMonkey



+