

# ECONOMIC DEVELOPMENT, TRANSPORTATION, AND NATURAL RESOURCES SUBCOMMITTEE MEETING

Monday, November 20, 2017

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# AGENDA

## South Carolina House of Representatives



### Legislative Oversight Committee

#### *ECONOMIC DEVELOPMENT, TRANSPORTATION, AND NATURAL RESOURCES SUBCOMMITTEE*

*The Honorable Neal A. Collins*

*The Honorable Mandy Powers Norrell*

*The Honorable Robert L. Ridgeway III*

***Monday, November 20, 2017***

***10:00 a.m.***

***427 - Blatt Building***

***Pursuant to Committee Rule 6.8, S.C. ETV shall be allowed access for internet streaming whenever technologically feasible.***

### **AMENDED AGENDA**

- I. Approval of Minutes**
- II. Discussion of the study of the Commission for Minority Affairs**
- III. Adjournment**

# MEETING MINUTES

*Chairman Wm. Weston J. Newton*

*First Vice-Chair:  
Laurie Slade Funderburk*

## **Legislative Oversight Committee**

*Katherine E. "Katie" Arrington  
Gary E. Clary  
MaryGail K. Douglas  
Phyllis J. Henderson  
Joseph H. Jefferson Jr.  
Mandy Powers Norrell  
J. Todd Rutherford  
Tommy M. Stringer  
Bill Taylor*



**South Carolina House of Representatives**

*Jennifer L. Dobson  
Research Director*

*Cathy A. Greer  
Administration Coordinator*

**Post Office Box 11867**

**Columbia, South Carolina 29211**

**Telephone: (803) 212-6810 • Fax: (803) 212-6811**

**Room 228 Blatt Building**

*William K. (Bill) Bowers  
Neal Collins  
Raye Felder  
William M. "Bill" Hixon  
Robert L. Ridgeway III  
James E. Smith Jr.  
Edward R. Tallon Sr.  
Robert Q. Williams*

*Charles L. Appleby IV  
Legal Counsel*

*Carmen J. McCutcheon Simon  
Research Analyst/Auditor*

*Kendra H. Wilkerson  
Fiscal/Research Analyst*

**Economic Development, Transportation, and Natural Resources Subcommittee**

**Tuesday, October 24, 2017**

**10:00 am**

**Blatt Room 427**

### **Archived Video Available**

- I. Pursuant to House Legislative Oversight Committee Rule 6.8, South Carolina ETV was allowed access for streaming the meeting. You may access an archived video of this meeting by visiting the South Carolina General Assembly's website (<http://www.scstatehouse.gov>) and clicking on *Committee Postings and Reports*, then under *House Standing Committees* click on *Legislative Oversight*. Then, click on *Video Archives* for a listing of archived videos for the Committee.

### **Attendance**

- I. The Economic Development, Transportation, and Natural Resources Subcommittee meeting was called to order by Vice-Chair Laurie Slade Funderburk on Tuesday, October 24, 2017, in Room 427 of the Blatt Building. The following members of the Subcommittee were present for either all or a portion of the meeting: Representative Neal Collins, Representative Laurie Slade Funderburk, Representative Mandy Powers Norrell, and Representative Robert L. Ridgeway, III.

## Minutes

- I. House Rule 4.5 requires standing committees to prepare and make available to the public the minutes of committee meetings, but the minutes do not have to be verbatim accounts of meetings. It is the practice of the Legislative Oversight Committee to provide minutes for its subcommittee meetings.
- II. Representative Collins makes a motion to approve the meeting minutes from the prior Subcommittee meeting. A roll call vote is held, and the motion passes.

Rep. Collins' motion to approve the minutes from the October 17, 2017 meeting:	Yea	Nay	Not Voting
Rep. Collins	✓		
Rep. Norrell			Not Present
Rep. Ridgeway	✓		
Rep. Funderburk	✓		

## Discussion of the Human Affairs Commission

- I. Vice-Chair Funderburk provides an update on the Subcommittee's work related to the Human Affairs Commission. She explains that the purpose of this meeting is to allow the agency to go through its responses to the Subcommittee's follow up questions and to discuss study recommendations.
- II. Vice-Chair Funderburk reminds agency personnel who were sworn in during prior meetings that they remain under oath, and she swears in the following individuals:
  - a. Ms. Cheryl Ludlam, Vice-Chair Commissioner, Human Affairs Commission; and
  - b. Mr. Alex Pate, Staff Attorney, Human Affairs Commission.
- III. Commissioner Raymond Buxton II and Mr. Alex Pate present the agency's responses to the questions in the Subcommittee's [follow-up letter dated October 18, 2017](#), which is available online as part of the agency study materials.

Subcommittee members ask questions, which Commissioner Buxton and other agency representatives answer.
- IV. During the discussion of the agency's law recommendations, Subcommittee members make various motions, which are listed below:

Rep. Funderburk's motion to approve a recommendation that authorizes the agency to promulgate a regulation under the Administrative Procedures Act outlining relief that may be awarded by an agency panel for public accommodations discrimination.	Yea	Nay	Not Voting
Rep. Collins		✓	
Rep. Norrell			Not Present
Rep. Ridgeway	✓		
Rep. Funderburk	✓		

Rep. Funderburk's motion to approve a recommendation that Human Affairs Commission review its performance measure for its strategic plan including, but not limited to, designing and implementing performance measures for the agency's work with community relations councils.	Yea	Nay	Not Voting
Rep. Collins	✓		
Rep. Norrell			Not Present
Rep. Ridgeway	✓		
Rep. Funderburk	✓		

Rep. Funderburk's motion that the agency develop a written employee retention policy and that they update their website to include the agency's policies and procedures.	Yea	Nay	Not Voting
Rep. Collins	✓		
Rep. Norrell			Not Present
Rep. Ridgeway	✓		
Rep. Funderburk	✓		

Rep. Funderburk's motion that there be a follow-up with the agency by the end of 2018 about its development of an employee retention plan and any other questions that the Subcommittee might have for the agency.	Yea	Nay	Not Voting
Rep. Collins	✓		
Rep. Norrell	✓		
Rep. Ridgeway	✓		
Rep. Funderburk	✓		

### Discussion of the Commission on Minority Affairs

- I. Vice-Chair Funderburk explains this is the agency's first meeting with the Subcommittee. Vice-Chair explains the purpose of today's meeting is for the agency to provide an overview of the agency's purpose; mission; vision; laws enforced; organizational structure; major program areas; and relationships with other agencies.
- II. Vice-Chair Funderburk reminds everyone that they are under oath for any testimony before this Subcommittee or the full Committee. Vice-Chair Funderburk swears in the following agency representatives:
  - a. Mr. Thomas J. Smith, Executive Director;
  - b. Mr. Benjamin Washington, Jr., Program Coordinator for Research and Policy Services;
  - c. Ms. Lauretha Whaley, Administrative Manager;
  - d. Mr. Rogie D. Nelson, Program Coordinator for Small and Minority Business;
  - e. Mr. George H. Dennis, Program Coordinator of African American Affairs;
  - f. Ms. Lee S. McElveen, Program Coordinator for Hispanic Latino Affairs; and
  - g. Ms. Christina Hyppolite, Program Coordinator Non-Profits / Community Based Services.
- III. Director Smith presents information on the agency's purpose; mission; vision; laws enforced; organizational structure; major program areas; and relationships with other agencies.  
  
Members ask questions on the topics presented, which various agency representatives answer.
- IV. There being no further business, the meeting is adjourned.

# STUDY TIMELINE: COMMISSION FOR MINORITY AFFAIRS

## 2015

August 7, 2015 Agency submits its **Annual Restructuring and Seven-Year Plan Report**, which is available online.

## 2016

March 30, 2016 Agency submits its **Annual Restructuring Report**, which is available online.

September 2016 Agency submits its 2015-16 Accountability Report/2017 Annual **Restructuring Report**.

## 2017

May 10, 2017 **Full committee votes** to make the agency the next agency for the Economic Development, Natural Resources, and Transportation Subcommittee to study. Video of the meeting is available online.

May 11, 2017 **Agency receives notice** that it has been selected for study.

June 27 - July 28, 2017 Committee solicits input from the public about the agency in the form of an **online public survey**. The results of the public survey are available online.

September 2017 Agency submits its 2016-17 Accountability Report/2018 Annual **Restructuring Report**.

September 29, 2017 Agency submits its **Program Evaluation Report**, which is available online.

October 16, 2017 Committee holds **public input meeting (Meeting #1)** about this and other agencies.

October 24, 2017 Subcommittee meets with agency (**Meeting #2**) to discuss the agency's purpose; mission; vision; laws enforced; organizational structure; major program areas; and relationships with other agencies.

November 13, 2017 Agency responds to public input at full committee meeting (**Meeting #3**).

November 20, 2017 (TODAY) Subcommittee meets with agency (**Meeting #4**) to discuss follow-up questions; agency deliverables; resources available; relationships with other entities including advisory committees; goals; and strategic plan.

Ongoing Public may submit written comments on the Oversight Committee's webpage on the General Assembly's website ([www.scstatehouse.gov](http://www.scstatehouse.gov))

# FOLLOW-UP LETTER SENT TO AGENCY

~~Chair: Hon. Weston J. Neuman~~ Economic Development, Transportation, and Natural Resources

First Vice-Chair:  
Laurie Slade Funderburk

Katherine E. (Katie) Arrington  
Gary E. Clary  
MaryGail K. Douglas  
Phyllis J. Henderson  
Joseph H. Jefferson Jr.  
Mandy Powers Norrell  
J. Todd Rutherford  
Tommy M. Stringer  
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Jennifer L. Dobson  
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## Legislative Oversight Committee



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Robert Q. Williams

Charles L. Appleby IV  
Legal Counsel

Carmen J. McCutcheon Simon  
Research Analyst/Auditor

Kendra H. Wilkerson  
Fiscal/Research Analyst

November 3, 2017

### VIA EMAIL

Chairman Kenneth Battle  
Director Thomas J. Smith  
South Carolina Commission for Minority Affairs  
2221 Devine St., Ste. 408  
Columbia, SC 29205

RE: Follow up from Subcommittee's October 24, 2017, meeting with the agency

Dear Chairman Battle and Director Smith:

The Economic Development, Transportation, and Natural Resources Subcommittee appreciates the agency's partnership in the oversight process. After our meeting on October 24, the Subcommittee has some follow up questions for the agency.

Please provide a written response to the following item by Thursday, November 16, 2017:

### ***June 2015 Office of the Inspector General Performance Review***

1. Please provide the Subcommittee with a description of any actions taken in response to each recommendation made in the June 2015 Performance Review conducted by the Office of the Inspector General. If the agency does not agree with any of the recommendations from this review, please provide the Subcommittee with the reason(s).

Please be prepared to discuss the answers to the following questions with the Subcommittee at the meeting on November 20, 2017.

### ***Legal Framework***

2. Please provide any recommendations, specific or conceptual, the Commission has for statute or regulation changes (i.e., deletion, revision, or addition) that may facilitate its mission.



3. What involvement, if any, have agency representatives had with the Indian Child Welfare Act (ICWA)?

***Governing Board***

4. How and when are members of the public and the board notified of upcoming board meetings? How are agendas and meeting minutes published?

***Agency Interactions with Other Organizations***

5. When was the SC Micro-Enterprise Network created? When did it receive 501(c)(3) status? What are the agency's plans for its future?
6. What kind of grants does the SC Micro-Enterprise Network receive?
7. How much money has the Commission spent on sponsorship of the SC Micro-Enterprise Network's conference each year?
8. Are there standard agency-wide procedures for referring callers to the Human Affairs Commission when appropriate? Do you document these referrals or follow up with the Human Affairs Commission to ensure they are properly received?

***Agency Programs***

9. Which part of your statutory mission do the activities of the Small and Minority Business Initiative serve?
10. How are the efforts of the Commission's Community Based Services Initiative distinct from other resources that nonprofit organizations in the state have access to, such as the State Library Grants Research Collection and Together SC, formerly known as the SC Association of Nonprofit Organizations?

Thank you for your service to the citizens of South Carolina and for your continued cooperation with the legislative oversight process. The Subcommittee looks forward to continuing its discussion of the study of the Commission for Minority Affairs with you on Monday, November 20, 2017.

Sincerely,



Laurie Slade Funderburk  
Committee First Vice-Chair

cc: Economic Development, Transportation, and Natural Resources Subcommittee Members

## WRITTEN RESPONSE RECEIVED FROM AGENCY

### 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
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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

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### 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!!!

⊕ NEW QUESTION

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⊕ NEW PAGE

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## State Agency Data Feedback Survey

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State Agency Data Feedback Survey

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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.

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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)

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**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

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## State Agency Data Feedback Survey

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### 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.

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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.

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- ☐ Unsure

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- ☐ Hispanic-Latino
- ☐ Native Hawaiian or Other Pacific Islander
- ☐ Two Or More Races
- ☐ Other (please specify)

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**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
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- ☐ 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.
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- ☐ Yes
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# PRODUCTS, SERVICES, AND CUSTOMERS

The CMA lists a variety of services it provides in its 2016-2017 Accountability Report.<sup>1</sup> Table 1 includes a sample of these services.

Table 1. Sample of products and services the agency provides.

Program Name	Product or Service	Customer
<b>African American Affairs Initiative</b>	Working with local colleges (HBCU's) and African American male groups to mentor and tutor students in middle and junior high school in order to improve their reading and math skills. This will facilitate on-time graduation and drop-out prevention.	General Public: African American males and low performing students in majority minority school districts
<b>Community Based Services Initiative</b>	Assist with state certification, tax exempt status through the IRS, and internal capacity building for non-profit organizations.	Professional Organizations: Community Outreach and Development Foundation, Mack House Charities, Pee Dee African American Chamber of Commerce, Inspire Youth and Family Services, Access Unlimited, The Triumphant Academy, Raising Up the Low-Country, Carolina Teen Center, Westside Community Center, Divine 9 Foundation of the Columbia, SC, The Low Country Education Local Organizing Committee, Education Over Incarceration, RBA Corporation, Stroud Development Group, Peekaboo Pretty Foundation, The Hive, Palmetto Advantage Care, Beyond Differences, Circles Greenville County
	Assist with state certification of tax exempt status through the IRS, and internal capacity building for non-profit organizations.	Local Government
<b>Hispanic/Latino Affairs Initiative</b>	We provide information and referral services for technical assistance, capacity building, cultural diversity training and organizational development for the Hispanic community. In addition, we provide assistance in the development of language access plans, policies and procedures. Our Program Coordinator is a qualified interpreter and translator as well as a member of the American Translation Association.	General Public: SC is home to approximately 258,000 Hispanics (Pew Hispanic Research Center) While this number is grossly under represented, we can say that a more accurate picture of Latinos in our state is 3 to 4 times larger than the number indicated by US Census. Although we are listing this number, it does not imply that we have reached every individual under our program initiative. However, services and access to information is available to the Hispanic and general community if needed.
		Professional Organizations: FEMA, SDBA, SCEMD, SC State agencies, Mexican Consulate, Other Hispanic non-profit organizations.

Program Name	Product or Service	Customer
Research and Policy Initiatives	Statistical Data will be provided to members in the SC Legislature on an as needed basis.	Legislative Branch
	Professional Organizations will be provided data primarily with census and related statistical data.	Professional Organizations: SC Department of Revenue and Fiscal Affairs, SC Children's Trust, SC Conference of Black Mayors
	The General Public will be provided with data that is relevant to their community, city and county in the state.	General Public: Organizations that are interested in receiving statistics pertaining to each population that the Commission is charged with serving (African Americans, Hispanic/Latinos, Native American Indians, and Asian populations).
Small and Minority Business Affairs Initiative	We provide business management and technical assistance, and education and training to aspiring or existing entrepreneurs.	General Public: The Microenterprise program is primarily focused on all of the populations that the Commission is legislatively required to serve, i.e., African Americans, Hispanic Americans, Native Americans, and Asian Americans.
	The Microenterprise program seeks to assist the business development industry by supporting and being a catalyst for economic development in the largest segment of business ownership, which is microenterprises. We support organizations that provide resources to microenterprises.	Industry: Business development organizations, such as Small Business Administration, Community Development Corporations and Microlenders.
Native American Affairs Initiative	We provide information, referral, technical assistance, capacity building, cultural diversity training and organizational development with the Native American community and tribes. In addition, we oversee the process of State Recognition for the State of South Carolina. The Commission serves as a liaison between state, federal and local governments and tribal entities nationally. We also have an emerging Native American Professionals Program, we work with the SC Department of Social Services (SC DSS) on Indian Child Welfare Act and Food Share SC program.	General Public: Native American Indians are .5% of the State's population and is an undercounted number. There are nine state tribes, four Groups and two special interest organizations. We have one federally recognized tribe, the Catawba Indian Nation.
		Legislative Branch: SC General Assembly
		Executive Branch/State Agencies
		Professional Organizations: National Partnership for Action to End Health for Health Disparities- Health and Human Services, National Congress of American Indian, Catawba Indian Nation Indian, SC State Recognized Tribes, Groups and Special Interest Organizations and non-recognized entities. Southeastern Indian Affairs Offices ( GA, NC, AL, LA, VA), Lumbee Tribe, Machis Creek Tribe and others.

Program Name	Product or Service	Customer
Human Trafficking	Work with local and state government, community providers, etc. to provide awareness and information through campaigns and community events targeting youth and the minority population to prevent human trafficking and immigration infractions.	General Public: Trafficked victims, at-risk youth and the surrounding minority communities in South Carolina.

In the Program Evaluation Report, the Committee asks an agency **to provide a list of its deliverables** (i.e., products and services) as well as additional information related to laws, customers, costs, and potential negatives impacts.

The CMA provided a list of 11 deliverables, all of which it reported that it is **required by law** to provide **free of charge**. The agency also indicated that none of these deliverables would fit within the mission of another state agency.

It provided the following **recommendations to the General Assembly to help avoid the harm to the public if these deliverables are not provided**:

1. Provide additional FTEs to carry out these duties.
2. Require other agencies to partner and collaborate with the Commission regarding data and outreach initiatives to make current programs more effective.
3. Support legislative and policy changes to positively affect minority communities as suggested through reports and research conducted by the CMA

The other information it provided about these deliverables is shown in Table 2 below.<sup>2</sup>

Table 2: List of Deliverables

Applicable Laws	Customer satisfaction evaluated?	Does the agency know the...			Greatest potential harm to the public if deliverable is not provided
		cost/ unit?	annual # of potential customers?	annual # of customers served?	
1. Provide the minority community consisting of African Americans, Native American Indians, Hispanics/Latinos, Asians, and others with a single point of contact for statistical and technical assistance in the areas of research and planning for a greater economic future					
Code of Laws, §1-31-40	Yes	No	Yes	Yes	The agency will not be able to serve citizens, state agencies and other organizations through technical assistance and better access to cultural and community based research or statistical data for economic and community development.

Applicable Laws	Customer satisfaction evaluated?	Does the agency know the...			Greatest potential harm to the public if deliverable is not provided
		cost/ unit?	annual # of potential customers?	annual # of customers served?	
2. Work with minority officials on the state, county, and local levels of government in disseminating statistical data and its impact on their constituencies					
Code of Laws, §1-31-40	Yes	No	Yes	Yes	The agency will not be able to serve citizens, state agencies and other organizations through technical assistance and better access to cultural and community based research or statistical data for economic and community development.
3. Provide for publication of a statewide statistical abstract on minority affairs					
Code of Laws, §1-31-40	Yes	No	Yes	Yes	Without the production of the "State of Minorities Report," the agency will not be able to provide statistics on how minorities fare and compare to the majority population or information to the legislature with the hopes of influencing changes in policy and law(s).
4. Provide statistical analyses for members of the General Assembly on the state of minority communities as the State experiences economic growth and changes					
Code of Laws, §1-31-40	No	No	No	No	The agency will not be able to serve citizens, state agencies and other organizations through technical assistance and better access to cultural and community based research or statistical data for economic and community development.
5. Provide the minority community with assistance and information on Voting Rights Act submissions in the State, as well as other related areas of concern to the minority community					
Code of Laws, §1-31-40* <i>No longer required due to Federal changes.</i>	No	No	No	No	This is no longer applicable due to a change in the Federal Voting Rights Act.

Applicable Laws	Customer satisfaction evaluated?	Does the agency know the...			Greatest potential harm to the public if deliverable is not provided
		cost/ unit?	annual # of potential customers?	annual # of customers served?	
6. Determine, approve, and acknowledge by certification state recognition for Native American Indian entities; however, notwithstanding their state certification, the tribes have no power or authority to take any action which would establish, advance, or promote any form of gambling in this State					
Code of Laws, §1-31-40; §1-31-50; §20-1-20; §50-11-515 Code of Regs, §139-100; §139-105; §139-108; §139-109	Yes	No	Yes	Yes	Without the process of State Recognition, Native American entities will not have formal acknowledge from the State of South Carolina establishing a “government-to-government” relationship in addition to preventing access to programs and serves of at all levels of government and non-governmental agencies along with preventing compliance with Federal and State laws.
7. Establish advisory committees representative of minority groups, as the commission considers appropriate to advise the commission					
Code of Laws, §1-31-40; Code of Regs, §139-106; §139-200; §139-202	Yes	No	Yes	Yes	The agency will not be able to serve citizens, state agencies and other organizations through technical assistance and better access to cultural and community based research or statistical data for economic and community development.
8. Act as liaison with the business community to provide programs and opportunities to fulfill its duties under this chapter					
Code of Laws, §1-31-40	Yes	No	No	Yes	The agency will not be able to serve citizens, state agencies and other organizations through technical assistance and better access to cultural and community based research or statistical data for economic and community development.
9. Seek federal and other funding on behalf of the State of South Carolina for the express purpose of implementing various programs and services for African Americans, Native American Indians, Hispanics/Latinos, Asians, and other minority groups					
Code of Laws, §1-31-40	No	No	No	No	The agency will not be able to serve citizens, state agencies and other organizations through technical assistance and better access to cultural and community based research or statistical data for economic and community development.

Applicable Laws	Customer satisfaction evaluated?	Does the agency know the...			Greatest potential harm to the public if deliverable is not provided
		cost/ unit?	annual # of potential customers?	annual # of customers served?	
10. Promulgate regulations as may be necessary to carry out the provisions of this article including, but not limited to, regulations regarding State Recognition of Native American Indian entities in the State of South Carolina					
Code of Laws, §1-31-40; §1-31-50; §20-1-20; §50-11-515; Code of Regs, §139-100; §139-105; §139-108; §139-109; §139-106; §139-200; §139-202	No	No	No	No	Without the process of State Recognition, Native American entities will not have formal acknowledge from the State of South Carolina establishing a “government-to-government” relationship in addition to preventing access to programs and serves of at all levels of government and non-governmental agencies along with preventing compliance with Federal and State laws.
11. Establish and maintain a twenty-four hour toll free telephone number and electronic website in accordance with Section 8-30-10					
Code of Laws, §8-30-10; §8-30-20	No	No	No	No	The agency will not be able to serve citizens, state agencies and other organizations through technical assistance and better access to cultural and community based research or statistical data for prevention and prosecution of labor law violations including all forms of human trafficking.

# AGENCY RESOURCES

## Overview

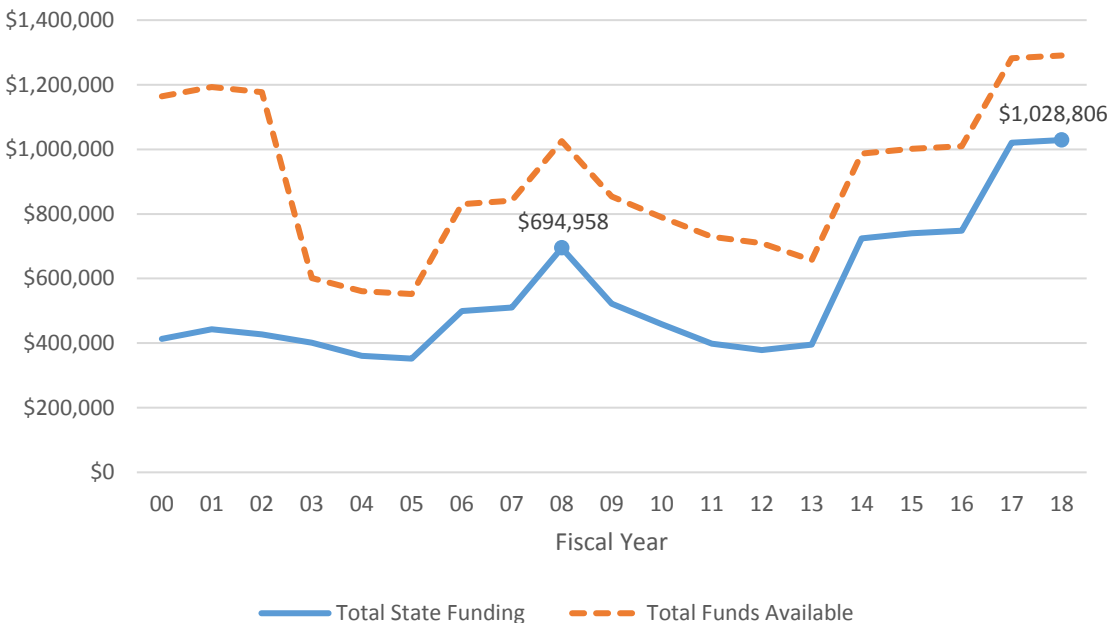
The agency provided this information about its resources in its Program Evaluation Report:<sup>3</sup>

Table 3: Overview of Resources

	FY 2016-17	FY 2017-18
FTEs Available at Start of Year	12	12
FTEs Filled at Start of Year	9	10
Total Appropriated & Authorized	\$1,273,326	\$1,374,745

Graph 1 shows the agency's funding history, based on data and analysis provided by the S.C. Revenue and Fiscal Affairs Office.

Graph 1: Agency Funding History



Graph Note: CMA receives up to \$131,000 annually from bingo tax revenue. It received the full amount in FY17 and FY18. This amount is not included in the "total state funding" shown on the graph.



## Revenue Sources

In the Program Evaluation Report, the Committee asks the agency to provide information about its revenue sources. The CMA reported that all of its revenues remain with the agency. Table 4 is a summary of the information the agency provided.<sup>4</sup>

Table 4: Revenue Sources

Revenue Sources	Recurring?	Type	FY 16-17				FY 17-18 (Budgeted)			
			Revenue		Carried from Previous Year	Spent on Strategic Plan	Revenue		Carried from Previous Year	Budgeted for Strategic Plan
			Amount	% of Total			Amount	% of Total		
General Fund	Recurring	State	\$1,020,729	86.7%	\$39,585	\$884,827	\$1,028,806	84.2%	\$102,073	\$1,130,879
Bingo	Recurring	State	\$131,000	11.1%	\$29,240	\$136,476	\$131,000	10.7%	\$23,764	\$154,764
Other Funds Authorization	Non-Recurring	Other Funds	\$825	0.1%	\$27,062	\$160	\$1,375	0.1%	\$27,727	\$29,100
USDA	Non-Recurring	Federal	\$24,885	2.1%	\$0	\$16,688	\$60,000	4.9%	\$0	\$60,000
TOTAL			\$1,177,439		\$95,887	\$1,038,152	\$1,221,181		\$153,564	\$1,374,743

# AGENCY STRATEGIC PLAN

CMA's goals, strategies, and objectives are provided in the agency's PER<sup>5</sup> and are reproduced in Table 5:

Table 5: Agency Strategic Plan

<b>Goal 1 - Be the single point of contact for statistical data and information for South Carolina regarding minority communities, poverty and socio-economic deprivation.</b>
<b>Strategy 1.1 - Disseminate relevant statistical data and information to legislators and stakeholders regarding poverty, socio-economic deprivation and minority populations.</b>
Objective 1.1.1 - Disseminate the "FY 17-18 South Carolina County Statistical Abstract" to 175 legislators and county officials by the end of FY 17-18
Objective 1.1.2 - Present the "FY 17-18 SC County Statistical Abstract" to a minimum of 25% of policy makers, public officials and interested parties at one (1) state-wide event to collect feedback and suggestions for policy and research by the end of FY 17-18.
Objective 1.1.3 - Produce the "FY 17-18 SC County Statistical Abstract Recommendations Report" to a minimum of 100 legislators, public officials and interested parties and make it publically available on the CMA website by the end of FY 17-18.
<b>Strategy 1.2 - Create policies and/or legislation to require 100% of state agencies collecting data to provide data sets and/or raw data to the SC Commission for Minority Affairs for research and analysis.</b>
Objective 1.2.1 - Work to establish a "single" yet unified Memorandum of Understanding or Agreement between the Department of Revenue and Fiscal Affairs and the Commission regarding the ability to collect data from other state agencies.
<b>Goal 2 - Address the needs of minority populations through collaboration and engagement with legislators, public officials and stakeholders to effect change.</b>
<b>Strategy 2.1 - Establish liaison relationships with policy makers, officials and stakeholders to assist with the creation of policy, legislation and community engagement.</b>
Objective 2.1.1 - Increase the data base containing elected officials, city and county officials, community contacts and stakeholders by at least 10% by June 2018.
Objective 2.1.2 - Conduct one (1) annual survey of a minimum of 200 individuals/organizations to measure visibility and increase awareness to obtain feedback by March 2018.
Objective 2.1.3 - Publish one (1) annual report of survey responses to the CMA Board and stakeholders by June 2018.
Objective 2.1.4 - Conduct a minimum of two (2) Advisory Committee meetings per program initiative (Native American, Hispanic/Latino, and African American) to address the needs of our communities and build community engagement by June 2018.
<b>Strategy 2.2 - Promulgate regulations to carry out provisions outlined in CMA's statute to streamline programs, duties and functions to address the needs of the populations served.</b>
Objective 2.2.1 - Review and revise Commission regulations as needed.
<b>Strategy 2.3 - Determine, approve and acknowledge by certification, state recognition for Native American Indian entities on behalf of the State of South Carolina.</b>
Objective 2.3.1 - Conduct two (2) State Recognition application cycles (September 1 and April 1) in which applications (petitions) are submitted in accordance with current law by June 2018.

Objective 2.3.2 - Conduct up to two (2) "State Recognition Application Workshops" pertaining to the state recognition process and application for entities interested in applying for state recognition by June 2017
Objective 2.3.3 - Fulfill 100% of requirements for state recognition process for petition cycles 4/1/16 and 9/1/2016 by June 2018.
<b>Goal 3 - Address the needs of minority populations through technical assistance, capacity building, outreach and program initiatives.</b>
<b>Strategy 3.1 - Revise agency and program initiatives to address needs of minority populations (African American, Asian American, Hispanic/Latino, and Native American Indian).</b>
Objective 3.1.1 - Conduct a minimum of one (1) agency-wide strategic planning meeting for new "CMA Agency Strategic Plan" by December 2017.
Objective 3.1.2 - Research and identify a minimum of one (1) unique need for each population served by the CMA by March 2018.
Objective 3.1.3 - Develop one (1) draft "CMA Agency Strategic Plan" internal document by December 2017.
Objective 3.1.4 - Within 30 days of plan completion, CMA will begin to align program initiatives with agency strategic plan.
<b>Strategy 3.2 -Conduct capacity building, outreach, minority specific and micro-business assistance initiatives and trainings</b>
Objective 3.2.1 - Review and amend as necessary, the "CMA Agency Training Index" that contains trainings provided internally and externally in the areas of capacity building, micro-business, outreach, minority-population specific.
Objective 3.2.2 - Implement a minimum of ten (10) partnerships and collaborations through MOUs, grant agreements, committees, task forces and Board service to provide micro-business, capacity building, outreach and program services by June 2018.
Objective 3.2.3 - Implementation of Native American Indian Program to strengthen family units by reducing recidivism and unemployment among Native American Indians inmates and providing referral services, counseling and cultural services to inmates and their families.
Objective 3.2.4 - Implementation of an agreement with SC DSS and Catawba Indian Nation to provide Indian Child Welfare ACT (ICWA) expert witnesses for South Carolina cases in which an expert witness is needed.
Objective 3.2.5 - Implement internship and/or mentoring program for Native American Affairs Initiative
Objective 3.2.6 - Institute collaborative initiatives enlisting the use of HBCU's to improve reading and math skills to help decrease African American Male drop-out rates by June 2018.
Objective 3.2.7 - Establish a grant and resource clearinghouse for Hispanic communities by June 2018.
Objective 3.2.1 - Implement internal CMA technical assistance, outreach, capacity building and information/referral forms by September 2016
<b>Strategy 3.3 - Increase collaboration and/or partnerships to address emergency preparedness needs of SC minority populations</b>
Objective 3.3.1 - Provide outreach, technical assistance and support to SC Emergency Management Division for minority communities by June 2018
Objective 3.3.2 - Establish partnerships and collaboration with Hispanic leaders and organizations to increase awareness of emergency preparedness by June 2018.

Objective 3.3.3 - Provide outreach, technical assistance and support through an MOU to DHEC Emergency Preparedness Division for the "Bridging the Gap: Tribal Emergency Preparedness" Project by June 2018.
Objective 3.3.4 - Provide outreach, technical assistance and support to state and federally recognized tribes to establish tribal emergency managers and preparedness plans by June 2018.
<b>Strategy 3.4 - Implementation of new Human Trafficking and Immigration initiatives at SC CMA</b>
Objective 3.4.1 - Enter into an MOU with the statewide Human Trafficking Task Force managed through the SC Attorney General's Office to include the Commission for Minority Affairs as a member of the task force by June 2018.
Objective 3.4.2 - Establish Polaris Project as the state's reporting hotline for sex trafficking calls and receiving reports that reflect sex trafficking trends in South Carolina by June 2018.
Objective 3.4.3 - Establish an immigration hotline for the reporting, recording and collection of data regarding allegations of violations of federal immigration laws, provisions of South Carolina law by non United States citizens or immigrants, allegations of violations of any federal immigration laws or provisions in South Carolina law against any non United States citizen or immigrant, and labor trafficking by June 2018.
Objective 3.4.4 - Hire program assistant to aid in the development of the Commission's program initiatives by December 2017.
Objective 3.4.5 - Establish state-wide public awareness campaigns to promote prevention of human trafficking and the immigration hotline by June 2018.
<b>Goal 4 - Reduce the contributing factors causing poverty in SC's minority populations.</b>
<b>Strategy 4.1 - Secure adequate funding to the SC Commission for Minority Affairs' budget to increase the budget to a minimum of \$2 per minority person to support work to address the needs of minority populations and administer all programs.</b>
Objective 4.1.1 - Provide data and supporting information in the form of one (1) "talking points and/or quick fact sheets" document to present to budget analysts and legislators as needed by September 2017.
<b>Strategy 4.2 - Research and assess currently funded poverty and minority programs within the state to identify and reduce gaps in services by June 2020.</b>
Objective 4.2.1 - Create one (1) strategic framework document and/or work plan for accomplishing a multi-year research project by December 2018.
Objective 4.2.2 - Seek state, private foundation, and grant related funding to add a minimum of one full-time researcher during each fiscal year (two by FY 2017-2018, one in FY 2018-2019, and one in FY 2019 - 2020) for a total of four researchers by the end of fiscal year 2020.
<b>Strategy 4.3 - Seek federal and other funding on behalf of the state for the purpose of implementing various programs and services for minority groups (African American, Asian American, Hispanic/Latino, and Native American Indian) including business, economic development, capacity building and outreach.</b>
Objective 4.3.1 - Implementation of new USDA Rural Business Development Grant (RBEG) by September 2017.
Objective 4.3.2 - Research and identify a minimum of five (5) federal funding sources coming into South Carolina state agencies through block grants and other sources to determine future partnerships and collaborations by March 2018
Objective 4.3.3 - Apply for a minimum of five (5) grants to support programs designed to alleviate factors contributing to poverty and deprivation by June 2018

Objective 4.3.4 - Research and identify a minimum of five (5) partnerships and collaborations with federal, state and non-profit organizations to receive funds to support CMA programs by June 2017
Objective 4.3.5 - Implementation of a new USDA Community Food Projects Grant for "Building Capacity for Tribal Food Sovereignty in SC by December 2017.
<b>Strategy 4.4 - Development of a state-wide strategy with recommendations for state agencies and partners to collaborate to reduce poverty in SC</b>
Objective 4.4.1 - Draft a Strategic Action Plan comprised of cumulative outcomes from stakeholder input, "Working Together Works" Poverty Summit findings, data analysis, and collaborative group processing by June 2018
Objective 4.4.2 - Develop the framework for statewide "Let's Talk" community meetings to ensure that the proposed work effectively positions the agency to reduce the contributing factors causing poverty in SC's minority populations by August 2017.
Objective 4.4.3 - Complete and present a final Strategic Action Plan comprised of cumulative outcomes from stakeholder input, "Working Together Works" Poverty Summit findings, "Let's Talk" community meetings, data analysis and collaborative group processing by June 2018.
<b>Goal 5 - Increase agency capacity through staff training opportunities.</b>
<b>Strategy 5.1 - Provide professional development opportunities for agency staff.</b>
Objective 5.1.1 - Each staff member attend a minimum one (1) professional development training opportunity that would enhance their professional development and performance by June 2017
Objective 5.1.2 - Identify, establish and maintain memberships and participation in up to three (3) state and national organizations relevant to staff program areas by June 2017 (ongoing).
<b>Strategy 5.2 - Provide cross training opportunities for agency staff.</b>
Objective 5.2.1 - Conduct a minimum of one (1) staff development meeting for staff to identify areas and duties for cross training on other program areas and duties within CMA by December 2016

## ENDNOTES

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- <sup>1</sup> S.C. House of Representatives, House Legislative Oversight Committee, “2016-17 Agency Accountability Report,” under “Committee Postings and Reports,” under “House Legislative Oversight Committee,” under “Commission for Minority Affairs,” and then under “Oversight Reports and Studies”  
<http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/MinorityAffairs/Reports%20&%20Audits%20-%20Reports%20and%20Reviews/Accountability%20Report%20-%202016-2017.pdf> (accessed November 15, 2017), pp. 19-26.
- <sup>2</sup> S.C. House of Representatives, House Legislative Oversight Committee, “Agency’s PER (Program Evaluation Report) (September 29, 2017),” under “Committee Postings and Reports,” under “House Legislative Oversight Committee,” under “Commission for Minority Affairs,” and then under “Oversight Reports and Studies”  
<http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/MinorityAffairs/PER%20-%20Complete%20PDF.PDF> (accessed November 3, 2017), pp. 13-18. Hereinafter, “[Agency PER](#).”
- <sup>3</sup> [Agency PER](#), p. 35.
- <sup>4</sup> [Agency PER](#), pp. 20-31.
- <sup>5</sup> [Agency PER](#), pp. 35-37.



- Website - <http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee.php>
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