

South Carolina Commission for Minority Affairs



Street Address
2221 Devine St Suite 408
Columbia, SC 29205

Telephone
(803) 333-9621

Fax
(803) 333-9627

Internet Address
www.cma.sc.gov

Subcommittee Budget Presentation

FISCAL YEAR 19-20

January 15, 2019



South Carolina
Commission
for
Minority
Affairs

1	Key Officials
2	CMA Vision Statement and Mission Statement
3	Agency Overview
4	Current CMA Organizational Chart Proposed CMA Organizational Chart
5	Financial Overview
6	Carry-Over Budget Report
7	FY 19-20 Prioritized Budget Request
8	Other
9	
10	

SC Commission for Minority Affairs
2221 Devine Street, Suite 408
Columbia, SC 29205

Key Positions

Delores Dacosta
Executive Director
Phone: 803-832-8160
Email: ddacosta@cfma.sc.gov

Rogie Nelson
Program Coordinator
Minority Business Program Initiative
Phone: 803-832-8166

Lori Brock
Administrative Coordinator
Phone: 803-832-8167
Email: lbrock@cfma.sc.gov

Kaneshia Greene
Program Coordinator
Immigration and Human Trafficking Initiative
Phone: 803-832-8169
email: kgreene@cfma.sc.gov

Coddy Carter
Statistician III
Research Manager
Phone: 803-832-8246
Email: ccarter@cfma.sc.gov

Atieno Adongo
Administrative Assistant
Program Assistant
Phone: 803-995-8553
Email: aadongo@cfma.sc.gov

George Dennis
Program Coordinator
African American Affairs Initiative
Phone: 803-832-8168
Email: gdennis@cfma.sc.gov

Mauricio Orozco
IT Technician
Phone: 803-995-8516
Email: morozco@cfma.sc.gov

Marcy Hayden
Program Coordinator
Native American Affairs Initiative
Phone: 803-832-8165
Email: mhayden@cfma.sc.gov

Lee McElveen
Program Coordinator
Hispanic/Latino Affairs Initiative
Phone: 803-832-8163
Email: lmcelveen@cfma.sc.gov

Board of Commissioners

Kenneth Battle
Board Chair
North Charleston, SC
kbattle@outlook.com

Tammie-Hall Wilson
At-Large
thallwilson@gmail.com

Floyd W. Harris, Jr.
Governor's Designee
Bill.Harris@catawbaindian.net

Louie Chavis
At-Large
klcrothers@mindspring.com

Kent Washington
Second District
washington.kent@gmail.com

Lamont Flowers
Third District
sclamontflowers@gmail.com

Karen McGill
Fourth District
kcmcgill@gmail.com

William B. James, Jr.
Fifth District
Jameswb27@gmail.com

Eddie Guess
Sixth District
gngministries@hotmail.com

Michelle Law-Gordon
Seventh District
mlaw@sc.rr.com

Vision Statement

All ethnic minority citizens of the State of South Carolina will be treated equitably and achieve economic prosperity through socio-cultural awareness, collaboration, policy change and research.

Mission Statement

To be a catalyst that identifies and examines emerging issues and trends by providing constructive solutions and approaches to support the policy and socio-economic development of ethnic minority communities through:

- Community engagement and awareness;
- State recognition of Native Americans;
- Collecting, diagnosing and analyzing collaborative data;
- Acting as a liaison bridging the gap between communities, government agencies and other organizations and; Influencing public policy and state services

SC COMMISSION FOR MINORITY AFFAIRS AGENCY OVERVIEW

The South Carolina Commission for Minority Affairs (CMA) is a non-cabinet state agency, established in 1993, to study the socio-economic issues and other inequities impacting African American communities. The Governor appoints one member from each congressional district, two persons at-large and his/her representative to serve four year terms as members of the board. The current board members are as follows:

Kenneth Battle	June 30, 2013	Board Chairman
Tia Brewer-Footman	June 30, 2013	Governor's Designee
Kent Washington	June 30, 2015	Second District
Lamont Flowers	June 30, 2013	Third District
Karen McGill	June 30, 2015	Fourth District
William B. James, Jr.	June 30, 2017	Fifth District
Michelle Law-Gordon	June 30, 2016	Seventh District
Tammie Hall-Wilson	June 30, 2017	At-Large
Louie Chavis	July 1, 2005	At-Large

In 2003, the scope of the organization was broadened to include Native Americans, Hispanics/Latinos, and other ethnic minorities around the state.

As a catalyst for socio-economic change, CMA initiates efforts to identify and examine factors leading to inequities in ethnic minority communities. We develop problem solving strategies that include community engagement, collaboration and the use of multifaceted approaches culturally sensitive to the population it serves. Through partnerships with ethnic minority communities, government agencies and other stakeholders, CMA has the opportunity to bridge the gaps caused by socio-economic inequities. CMA has adopted the most up to date research methodologies to accurately collect, diagnose and analyze data, relevant to addressing these inequities. Our goal is to ensure that our data analysis supports relevant outcome measures critical in deciding how to change or redirect program initiatives, public policies and other regulatory matters of importance to ethnic minority communities.

Our research department recently collected data from several counties around the state to develop maps targeting ethnic minority communities. These maps are used as tools to help CMA and other stakeholders, identify communities negatively impacted by high school dropout rates, low household income, unemployment and poverty as shown in Appendix A. The results of this research will be useful in evaluating government programs, public policies and other initiatives leading to positive socio-economic change in ethnic minority communities. In addition to CMA's ongoing research activities, the following objectives have been successfully achieved in its FY 2016-2017 Agency Accountability Report:

- USDA Community Food Projects. "Building Capacity for Tribal Food Sovereignty" (\$35,000);
- USDA Rural Business Development Project (\$77,000);

- Established Immigrant Law Assistance line;
- Collaborated with various partners and communities to address issues related to ethnic minorities and poverty;
- Collaborated with state and local government and ethnic minority communities on emergency preparedness; and
- Disseminated relevant statistical data and information to legislators and stakeholders regarding poverty, socio-economic deprivation and minority populations.

CMA is committed to changing the socio-economic status in ethnic minority communities by creating the same opportunities and privileges afforded to others in society. The CMA model is unique because it promotes external and internal collaborative efforts in support of each ethnic minority group. In addition, it facilitates the sharing of knowledge among staff to achieve the agency's goals.

Like every other organization, CMA has experienced its share of challenges because of losing focus of its intended purpose. No matter how well an organization runs, there is always room for improvement. As one writer puts it, "the biggest room in the world is the room for improvement." CMA is in the process of improving how it does business. The agency will begin by realigning with the governing statute. Efforts are being made to develop and implement corrective measures to ensure agency compliance. The first step in the process is to create a strategic plan with measurable outcomes to show internal and external progress. Second, provide professional staff development that includes the use of applicable tools and methods that identifies needs, strengthens and weaknesses. Third, develop competency standards that outline the skills and knowledge necessary to carry out specific tasks. It is imperative that the personal skills, attitudes, technical skills, knowledge and attributes of an individual can effectively and efficiently carry out the daily tasks of their work function. Fourth, and finally, provide professional training for commissioners that includes a clear understanding of the governing statute.

This accountability report has touched the surface on some of the corrective measures. As this agency continues to improve, it will become true to its vision in that: "All ethnic minority citizens of the State of South Carolina will be treated equitably and achieve economic prosperity through socio-cultural awareness, collaboration, policy change and research."

Appendix A

Dr. Cody Carter
CMA, Statistician

Developing Diagnostic Criteria

As noted in the customer section of the report, the Research and Policy Initiatives division is responsible for diagnosis of socio-economic deprivation using statistical methods. The statistical foundation for the diagnostic criterion is a position measure called a z-score. Position measures allow a reader to see where scores fall in regarding to normative standards for a sample. Norm-referenced tests such as the Scholastic Assessment Test (SAT) utilize position measure in assessing how students perform in comparison to other students. The position of the metrics in the present appendix is determined by how they compare to sampled state averages with the sample consisting of South Carolina's 46 counties.

Calculating z-scores is a statistically robust way of determining position for a metric of interest. Within the present appendix, individual metrics percentage of individuals aged 25 and over without high school diplomas, unemployment rate, percentage of persons below poverty, and minority-to-majority median income household ratios.

Z-scores are calculated by using the following equation:

$$z = \frac{x - \bar{x}}{s}$$

where: z = obtained z-score,

x = individual value for a county,

\bar{x} = sample mean, and

s = sample standard deviation.

Z-scores typically range from -4 to 4. This might present an issue in interpretation. To address this issue and develop the diagnostic method, z-scores were transformed into stanine or “standard nine” scores ranging from 1 to 9.

Stanine scores are calculated through the following equation:

$$STANINE = [z \cdot 2] + 5$$

where: z = obtained z-score.

Finally, a diagnostic criterion is determined by observed stanine scores. The diagnostic criterion is an ordinal categorization that facilitates identifications of figures that are either below average, average, or above average in position to the sample mean. Stanine scores equal to and less than 3.52 ($STANINE \leq 3.52$) are considered below average; these scores correspond approximately to the 1st through 23rd percentiles in a normal distribution. Stanine scores equal to or greater than 6.48 ($STANINE \geq 6.48$) are considered above average; these scores correspond approximately to the 77th through 99th percentiles. Stanine scores between 3.52 and 6.48 are considered average; the middle 52% of scores should fall within the average category.

Table 1 shows the critical spatial map coding that will be used in diagnostic maps for percentage without high school diplomas, percent below poverty, and unemployment rate. These are considered negative socio-economic variables. This means that as these figures increase, socioeconomic status decreases. Moreover, above average figures indicate concern or problem areas in regard to the variables of interest.

Table 1
Mapping Categories and Color Coding for Negative Socioeconomic Variables







Category	Color Code
Above Average	
Average	
Below Average	

Table 2 shows the critical spatial map coding for minority-to-majority median household income ratios. Income is a positive socioeconomic variable; higher income indicates higher socioeconomic. Thus, below average income ratios will indicate problems in regard to this variable, while higher minority-to-majority income ratios will indicate affluence. What should be noted between both tables is that socioeconomic concern is indicated by red color coding. This is done to ensure that blue coloring indicates affluence and red coloring indicates a problem or deprivation area.

Table 2

Mapping Categories and Color Coding for Positive Socioeconomic Variables

Category	Color Code
Below Average	
Average	
Above Average	

Note: Positive socioeconomic variables may include per capita income, median household income, median family income, and percentage of college attendance.

Socioeconomic Deprivation Variables

Percentage without High School Diplomas

Figure 1 below shows that 19 counties can be considered areas of concern in regard to low educational attainment. There are three clusters of distinct deprivation. The first cluster includes Abbeville, Cherokee, Chester, Laurens, Newberry, Saluda, and Union counties. The second cluster includes Allendale, Bamberg, Barnwell, Hampton, and Jasper counties. The final cluster includes Chesterfield, Clarendon, Dillon, Lee, Marion, Marlboro, and Williamsburg counties. Below Figure 1, the Table 3 shows the top five counties in percentage of residents without high school diplomas.

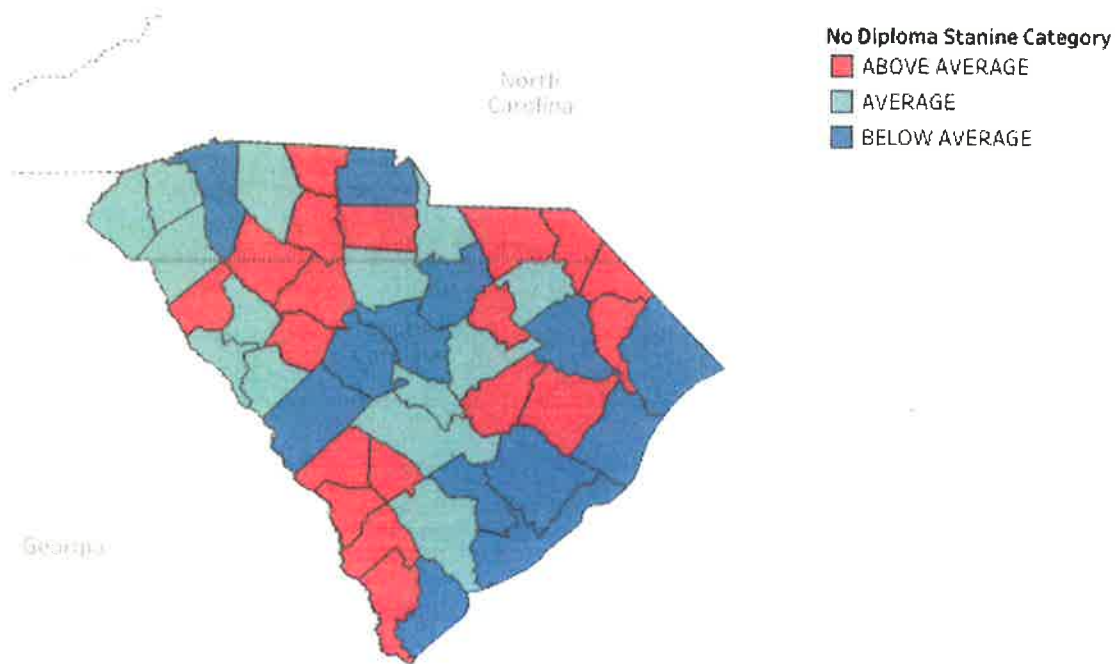


Figure 1. *Critical Spatial Mapping of Percentage without High School Diplomas.*

Table 3

Top Five Counties in Percentage of Residents without High School Diplomas

County	Value
Dillon	27.3%
Marlboro	25.5%
Allendale	25.4%
Chesterfield	23.4%
Bamberg	22.5%

Note: On average, 17.63% of residents did not have high school diplomas and the median was 17.65%.

Unemployment Rate

Figure 2 indicates that 10 counties were of concern in regard to unemployment rates. There were two contiguous spatial clusters and a regional cluster. The first cluster includes Chester and Fairfield counties. The second cluster includes Allendale, Bamberg, Barnwell, and Orangeburg counties. The final cluster, located in the Pee Dee region, includes Lee, Marion, Marlboro, and Williamsburg counties. Table 4 indicate the five counties with the highest unemployment rates.

Unemployment Rate Diagnosis Map

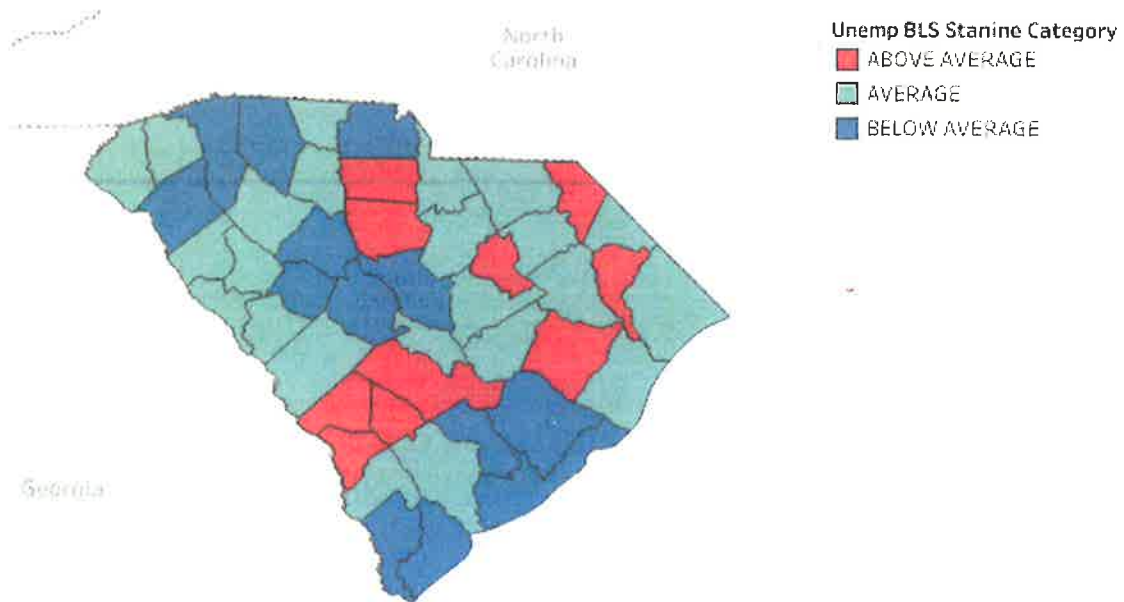


Figure 2. Critical Spatial Mapping of Unemployment Rate.

Table 4

Top Five Counties in Unemployment Rate

County	Value
Bamberg	9%
Orangeburg	8.8%
Marion	8.7%
Allendale	8.5%
Marlboro	8.4%

Note: Average unemployment rate was 5.84% and median unemployment rate was 5.5%.

Minority-to-Majority Median Household Income Ratio

Figure 3 indicates that there are 10 counties that had significant gaps in median household income between minorities and the White majority. One regional cluster is observed in the Midlands that included Chester, Kershaw, and Lancaster counties. Three sets of contiguous counties have significant minority-to-majority income gaps. These include Edgefield/McCormick, Bamberg/Barnwell, and Georgetown/Marion. Clarendon County is neither located in a regional

cluster nor a contiguous set. Table 5 shows that counties with the lowest minority-to-majority income ratios, indicating the highest income gaps.

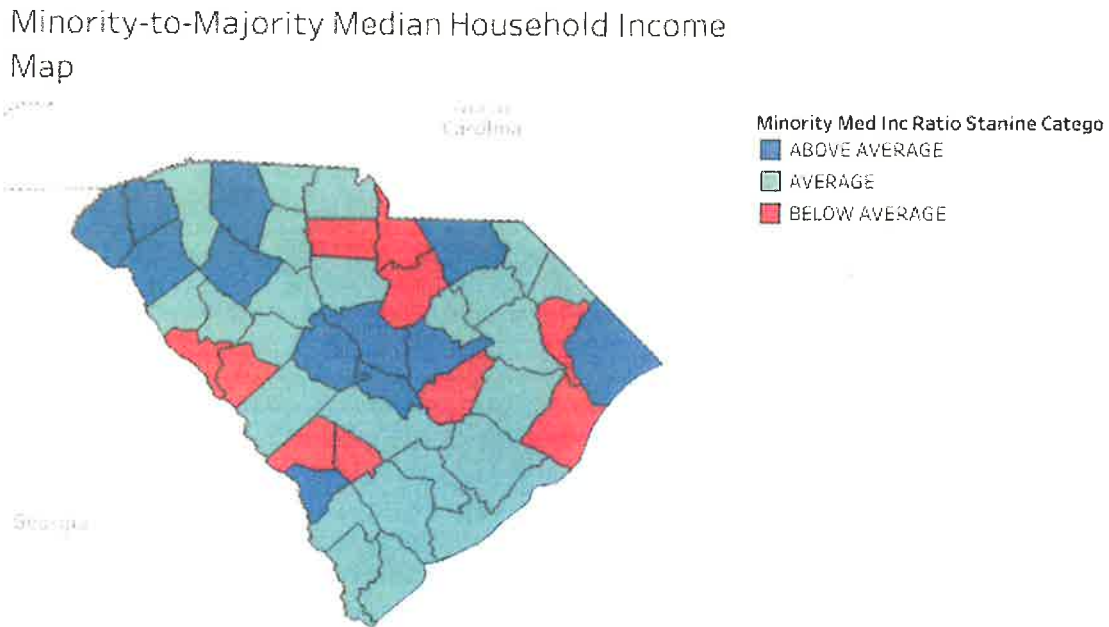


Figure 3. *Critical Spatial Mapping of Minority-to-Majority Median Household Income Ratio.*

Table 5

Minority Dollar for Every White Household Dollar

County	Value
Georgetown	\$0.45
Barnwell	\$0.45
Bamberg	\$0.48
Edgefield	\$0.49
Kershaw	\$0.54

Note: On average minority household make \$0.62 for every \$1.00 made by a White household. The median was \$0.60.

Percent below Poverty

Figure 4 indicates that there are 12 counties that could be diagnosed as having significantly high poverty. One regional cluster is located in the Pee Dee that includes Chesterfield, Clarendon, Dillon, Lee, Marion, Marlboro, and Williamsburg counties. A contiguous cluster includes Allendale, Bamberg, and Barnwell counties. Fairfield and Greenwood counties were neither part

of regional nor contiguous poverty clusters. Table 6 shows the top five counties in percent of residents below poverty.

Poverty Diagnosis Map

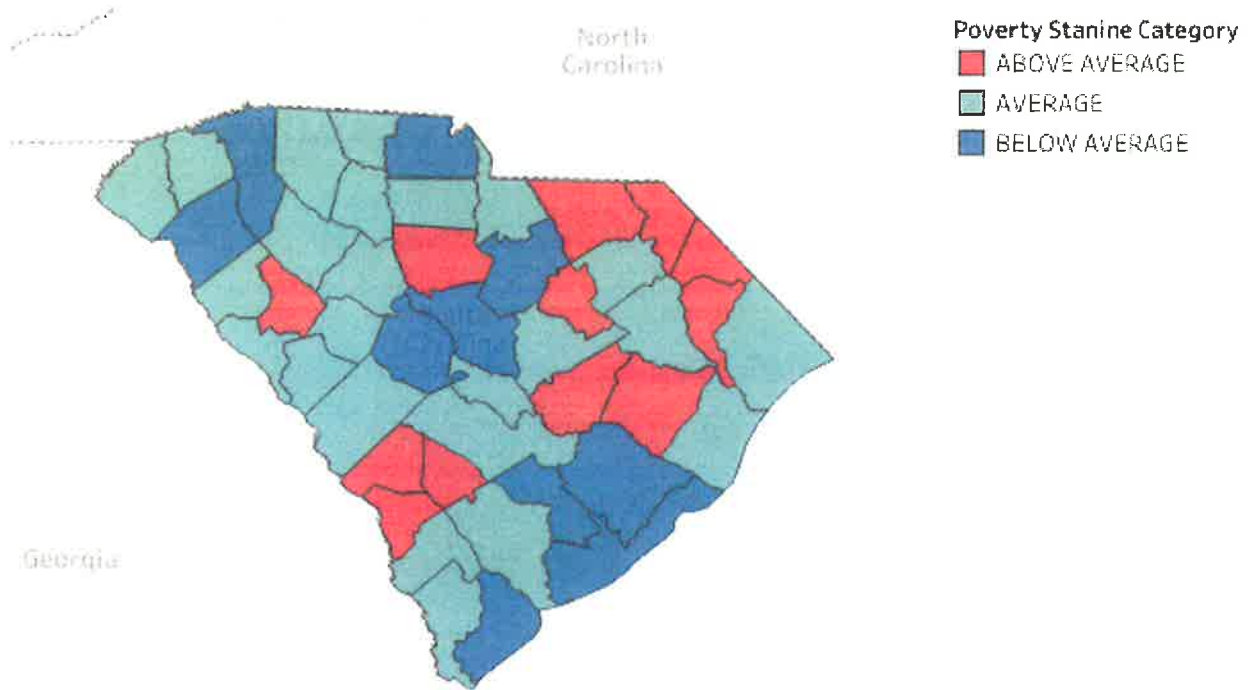


Figure 4. Critical Spatial Mapping of Percent below Poverty.

Table 6

Top Five Counties in Percent below Poverty

County	Value
Dillon	30.6%
Allendale	29.7%
Williamsburg	29.3%
Lee	28.2%
Bamberg	27.1%

Note: Average percent below poverty was 20.46% and median percent below poverty was 19.6%.

References

- US Census Bureau. *2012-2016 American Community Survey (5-Year Estimates)*. B19013A:
Median Household Income in the Past 12 Months (In 2016 Inflation-Adjusted Dollars)
(White Alone Householder).
- US Census Bureau. *2012-2016 American Community Survey (5-Year Estimates)*. B19013B:
Median Household Income in the Past 12 Months (In 2016 Inflation-Adjusted Dollars)
(Black or African-American Alone Householder).
- US Census Bureau. *2012-2016 American Community Survey (5-Year Estimates)*. B19013C:
Median Household Income in the Past 12 Months (In 2016 Inflation-Adjusted Dollars)
(American Indian and Alaska Native Alone Householder).
- US Census Bureau. *2012-2016 American Community Survey (5-Year Estimates)*. B19013D:
Median Household Income in the Past 12 Months (In 2016 Inflation-Adjusted Dollars)
(Asian Alone Householder).
- US Census Bureau. *2012-2016 American Community Survey (5-Year Estimates)*. B19013F:
Median Household Income in the Past 12 Months (In 2016 Inflation-Adjusted Dollars)
(Some Other Race Alone Householder).
- US Census Bureau. *2012-2016 American Community Survey (5-Year Estimates)*. B19013G:
Median Household Income in the Past 12 Months (In 2016 Inflation-Adjusted Dollars)
(White Alone Householder).
- US Census Bureau. *2012-2016 American Community Survey (5-Year Estimates)*. B19013I:
Median Household Income in the Past 12 Months (In 2016 Inflation-Adjusted Dollars)
(Two or More Races Householder).

US Census Bureau. *2012-2016 American Community Survey (5-Year Estimates)*. S1501:
Educational Attainment.

US Department of Labor. Bureau of Labor Statistics. *Labor Force by County, 2016*.

AGENCY NAME:	South Carolina Commission for Minority Affairs	
AGENCY CODE:	L46	SECTION: 071

**Fiscal Year 2017-18
Accountability Report**

SUBMISSION FORM

**AGENCY
MISSION**

To be a catalyst that identifies and examines emerging issues and trends by providing constructive solutions and approaches to support the policy and socio-economic development of ethnic minority communities through:

- Community engagement and awareness;
- State recognition of Native Americans;
- Collecting, diagnosing and analyzing collaborative data;
- Acting as a liaison bridging the gap between communities, government agencies and other organizations and;
- Influencing public policy and state services

AGENCY VISION

All ethnic minority citizens of the State of South Carolina will be treated equitably and achieve economic prosperity through socio-cultural awareness, collaboration, policy change and research.

Please select yes or no if the agency has any major or minor (internal or external) recommendations that would allow the agency to operate more effectively and efficiently.


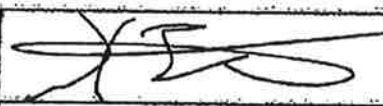
	Yes	No
RESTRUCTURING RECOMMENDATIONS:	<input checked="" type="checkbox"/>	<input type="checkbox"/>

AGENCY NAME:	South Carolina Commission for Minority Affairs	
AGENCY CODE:	L46	SECTION: 071

Please identify your agency's preferred contacts for this year's accountability report.

	Name	Phone	Email
PRIMARY CONTACT:	Dr. Delores Dacosta, DSL	803-831-8160	ddacosta@cfma.sc.gov
SECONDARY CONTACT:	Ms. Lauretha Whaley	803-832-8161	lwhaley@cfma.sc.gov

I have reviewed and approved the enclosed FY 2017-18 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN AND DATE):	
(TYPE/PRINT NAME):	Dr. Delores Dacosta, DSL, Executive Director, SC Commission for Minority Affairs
BOARD/COMSN CHAIR (SIGN AND DATE):	
(TYPE/PRINT NAME):	Kenneth Battle, Board Chair, SC Commission for Minority Affairs

AGENCY NAME:		
AGENCY CODE:		SECTION:

AGENCY'S DISCUSSION AND ANALYSIS

The South Carolina Commission for Minority Affairs (CMA) is a non-cabinet state agency, established in 1993, to study the socio-economic issues and other inequities impacting African American communities. The Governor appoints one member from each congressional district, two persons at-large and his/her representative to serve four year terms as members of the board. The current board members are as follows:

Kenneth Battle	June 30, 2013	Board Chairman
Tia Brewer-Footman	June 30, 2013	Governor's Designee
Kent Washington	June 30, 2015	Second District
Lamont Flowers	June 30, 2013	Third District
Karen McGill	June 30, 2015	Fourth District
William B. James, Jr.	June 30, 2017	Fifth District
Michelle Law-Gordon	June 30, 2016	Seventh District
Tammie Hall-Wilson	June 30, 2017	At-Large
Louie Chavis	July 1, 2005	At-Large

In 2003, the scope of the organization was broadened to include Native Americans, Hispanics/Latinos, and other ethnic minorities around the state.

As a catalyst for socio-economic change, CMA initiates efforts to identify and examine factors leading to inequities in ethnic minority communities. It develops problem solving strategies that include community engagement, collaboration and the use of multifaceted approaches culturally sensitive to the population it serves. Through partnerships with ethnic minority communities, government agencies and other stakeholders, CMA has the opportunity to bridge the gaps caused by socio-economic imbalances. CMA has adopted the most up to date research methodologies to accurately collect, diagnose and analyze data relevant to addressing these inequities. Our goal is to ensure that our data analysis supports relevant outcome measures critical in deciding how to change or redirect program initiatives, public policies and other regulatory matters of importance to ethnic minority communities.

Our research department recently collected data from several counties around the state to develop maps targeting ethnic minority communities. These maps are used as tools to help CMA and other stakeholders identify communities negatively impacted by high school dropout rates, low household income, unemployment and poverty as shown in Appendix A. The results of this research will be useful in evaluating government programs, public policies and other activities leading to positive socio-economic change in ethnic minority communities. In addition to CMA's ongoing research activities, the following objectives have been successfully achieved in its FY 2016-2017 Agency Accountability Report:

- USDA Community Food Projects. "Building Capacity for Tribal Food Sovereignty" (\$35,000),
- USDA Rural Business Development Project (\$77,000),
- Established Immigrant Law Assistance line,
- Collaborated with various partners and communities to address issues related to ethnic minorities and poverty,

AGENCY NAME:	
AGENCY CODE:	SECTION:

- Collaborated with state and local government and ethnic minority communities on emergency preparedness, and
- Disseminated relevant statistical data and information to legislators and stakeholders regarding poverty, socio-economic deprivation and minority populations.

CMA is committed to changing the socio-economic status in ethnic minority communities by creating the same opportunities and privileges afforded to others in society. The CMA model is unique because it promotes external and internal collaborative efforts in support of each ethnic minority group. In addition, it facilitates the sharing of knowledge among staff to achieve the agency's goals.

Like every other organization, CMA has experienced its share of challenges because of losing focus of its intended purpose. No matter how well an organization runs, there is always room for improvement. As one writer puts it, "the biggest room in the world is the room for improvement." CMA is in the process of improving how it does business. The agency will begin to realign with the governing statute. Efforts are being made to develop and implement corrective measures to ensure agency compliance. The first step in the process is to create a strategic plan with measurable outcomes to show internal and external progress. Second, provide professional staff development that includes the use of applicable tools and methods that identifies needs and strengthens weaknesses. Third, develop competency standards that outline the skills and knowledge necessary to carry out specific tasks. It is imperative that the personal skills, attitudes, technical skills, knowledge and attributes of an individual can effectively and efficiently carryout the daily tasks of their work function. Fourth, and finally, provide professional training for commissioners that includes a clear understanding of the governing statute.

This accountability report has touched the surface on some of the corrective measures. As this agency continues to improve, it will become true to its vision in that, "All ethnic minority citizens of the State of South Carolina will be treated equitably and achieve economic prosperity through socio-cultural awareness, collaboration, policy change and research."

Appendix A

Dr. Cody Carter
CMA, Statistician

Developing Diagnostic Criteria

As noted in the customer section of the report, the Research and Policy Initiatives division is responsible for diagnosis of socio-economic deprivation using statistical methods. The statistical foundation for the diagnostic criterion is a position measure called a z-score. Position measures allow a reader to see where scores fall in regarding to normative standards for a sample. Norm-referenced tests such as the Scholastic Assessment Test (SAT) utilize position measure in assessing how students perform in comparison to other students. The position of the metrics in the present appendix is determined by how they compare to sampled state averages with the sample consisting of South Carolina's 46 counties.

Calculating z-scores is a statistically robust way of determining position for a metric of interest. Within the present appendix, individual metrics percentage of individuals aged 25 and over without high school diplomas, unemployment rate, percentage of persons below poverty, and minority-to-majority median income household ratios.

Z-scores are calculated by using the following equation:

$$z = \frac{x - \bar{x}}{s}$$

where: z = obtained z-score,

x = individual value for a county,

\bar{x} = sample mean, and

s = sample standard deviation.

Z-scores typically range from -4 to 4. This might present an issue in interpretation. To address this issue and develop the diagnostic method, z-scores were transformed into stanine or “standard nine” scores ranging from 1 to 9.

Stanine scores are calculated through the following equation:

$$STANINE = [z \cdot 2] + 5$$

where: z = obtained z-score.

Finally, a diagnostic criterion is determined by observed stanine scores. The diagnostic criterion is an ordinal categorization that facilitates identifications of figures that are either below average, average, or above average in position to the sample mean. Stanine scores equal to and less than 3.52 ($STANINE \leq 3.52$) are considered below average; these scores correspond approximately to the 1st through 23rd percentiles in a normal distribution. Stanine scores equal to or greater than 6.48 ($STANINE \geq 6.48$) are considered above average; these scores correspond approximately to the 77th through 99th percentiles. Stanine scores between 3.52 and 6.48 are considered average; the middle 52% of scores should fall within the average category.

Table 1 shows the critical spatial map coding that will be used in diagnostic maps for percentage without high school diplomas, percent below poverty, and unemployment rate. These are considered negative socio-economic variables. This means that as these figures increase, socioeconomic status decreases. Moreover, above average figures indicate concern or problem areas in regard to the variables of interest.

Table 1
Mapping Categories and Color Coding for Negative Socioeconomic Variables







Category	Color Code
Above Average	
Average	
Below Average	

Table 2 shows the critical spatial map coding for minority-to-majority median household income ratios. Income is a positive socioeconomic variable; higher income indicates higher socioeconomic. Thus, below average income ratios will indicate problems in regard to this variable, while higher minority-to-majority income ratios will indicate affluence. What should be noted between both tables is that socioeconomic concern is indicated by red color coding. This is done to ensure that blue coloring indicates affluence and red coloring indicates a problem or deprivation area.

Table 2
Mapping Categories and Color Coding for Positive Socioeconomic Variables

Category	Color Code
Below Average	
Average	
Above Average	

Note: Positive socioeconomic variables may include per capita income, median household income, median family income, and percentage of college attendance.

Socioeconomic Deprivation Variables

Percentage without High School Diplomas

Figure 1 below shows that 19 counties can be considered areas of concern in regard to low educational attainment. There are three clusters of distinct deprivation. The first cluster includes Abbeville, Cherokee, Chester, Laurens, Newberry, Saluda, and Union counties. The second cluster includes Allendale, Bamberg, Barnwell, Hampton, and Jasper counties. The final cluster includes Chesterfield, Clarendon, Dillon, Lee, Marion, Marlboro, and Williamsburg counties. Below Figure 1, the Table 3 shows the top five counties in percentage of residents without high school diplomas.

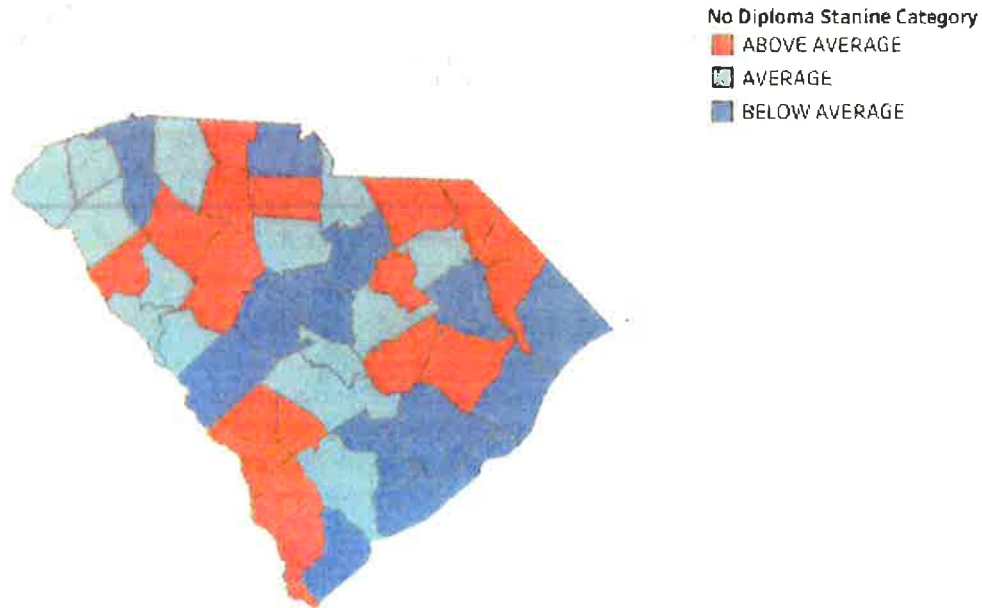


Figure 1. *Critical Spatial Mapping of Percentage without High School Diplomas.*

Table 3

Top Five Counties in Percentage of Residents without High School Diplomas

County	Value
Dillon	27.3%
Marlboro	25.5%
Allendale	25.4%
Chesterfield	23.4%
Bamberg	22.5%

Note: On average, 17.63% of residents did not have high school diplomas and the median was 17.65%.

Unemployment Rate

Figure 2 indicates that 10 counties were of concern in regard to unemployment rates. There were two contiguous spatial clusters and a regional cluster. The first cluster includes Chester and Fairfield counties. The second cluster includes Allendale, Bamberg, Barnwell, and Orangeburg counties. The final cluster, located in the Pee Dee region, includes Lee, Marion, Marlboro, and Williamsburg counties. Table 4 indicate the five counties with the highest unemployment rates.

Unemployment Rate Diagnosis Map

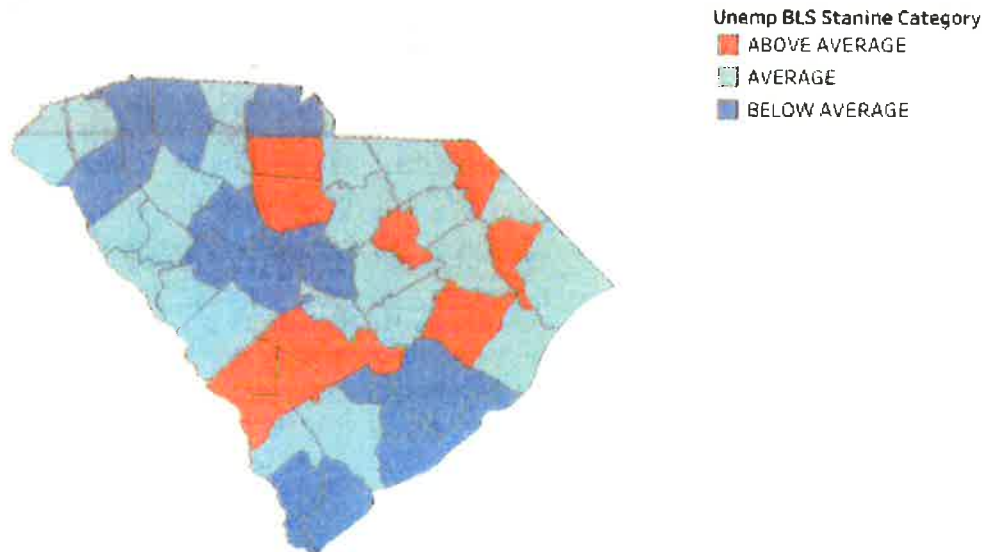


Figure 2. Critical Spatial Mapping of Unemployment Rate.

Table 4

Top Five Counties in Unemployment Rate

County	Value
Bamberg	9%
Orangeburg	8.8%
Marion	8.7%
Allendale	8.5%
Marlboro	8.4%

Note: Average unemployment rate was 5.84% and median unemployment rate was 5.5%.

Minority-to-Majority Median Household Income Ratio

Figure 3 indicates that there are 10 counties that had significant gaps in median household income between minorities and the White majority. One regional cluster is observed in the Midlands that included Chester, Kershaw, and Lancaster counties. Three sets of contiguous counties have significant minority-to-majority income gaps. These include Edgefield/McCormick, Bamberg/Barnwell, and Georgetown/Marion. Clarendon County is

neither located in a regional cluster nor a contiguous set. Table 5 shows that counties with the lowest minority-to-majority income ratios, indicating the highest income gaps.

Minority-to-Majority Median Household Income
Map

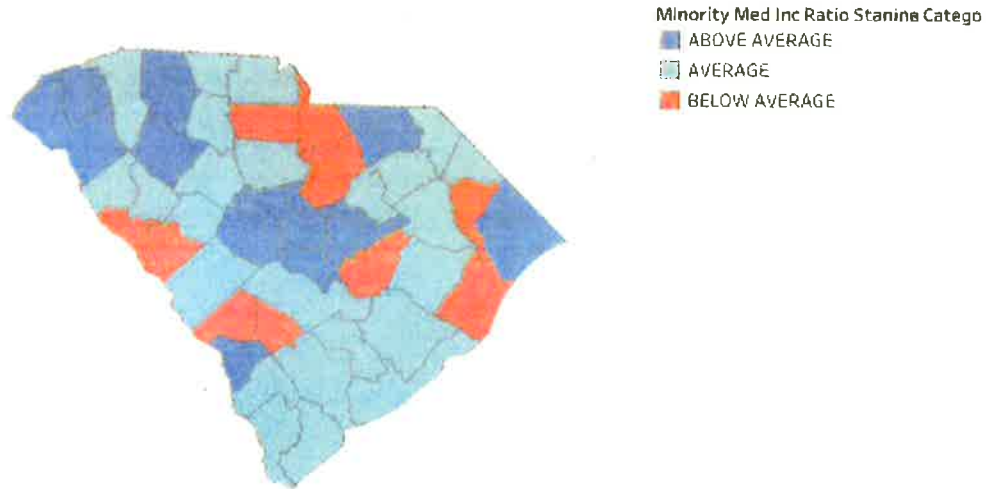


Figure 3. Critical Spatial Mapping of Minority-to-Majority Median Household Income Ratio.

Table 5
Minority Dollar for Every White Household Dollar

County	Value
Georgetown	\$0.45
Barnwell	\$0.45
Bamberg	\$0.48
Edgefield	\$0.49
Kershaw	\$0.54

Note: On average minority household make \$0.62 for every \$1.00 made by a White household. The median was \$0.60.

Percent below Poverty

Figure 4 indicates that there are 12 counties that could be diagnosed as having significantly high poverty. One regional cluster is located in the Pee Dee that includes Chesterfield, Clarendon, Dillon, Lee, Marion, Marlboro, and Williamsburg counties. A contiguous cluster includes Allendale, Bamberg, and Barnwell counties. Fairfield and Greenwood counties were neither part

of regional nor contiguous poverty clusters. Table 6 shows the top five counties in percent of residents below poverty.

Poverty Diagnosis Map

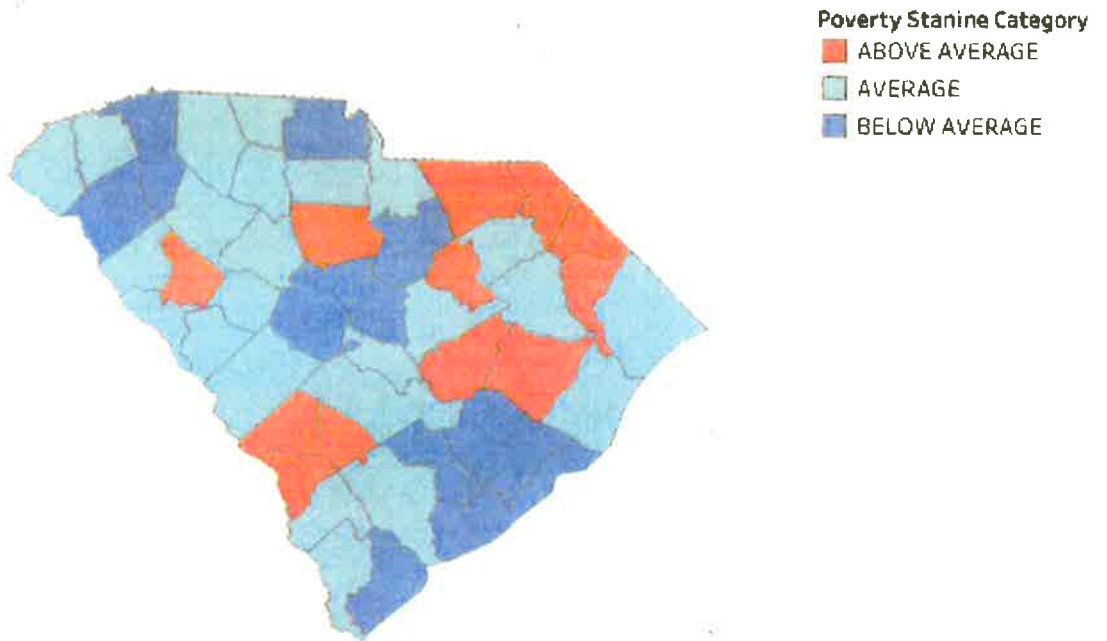


Figure 4. *Critical Spatial Mapping of Percent below Poverty.*

Table 6

Top Five Counties in Percent below Poverty

County	Value
Dillon	30.6%
Allendale	29.7%
Williamsburg	29.3%
Lee	28.2%
Bamberg	27.1%

Note: Average percent below poverty was 20.46% and median percent below poverty was 19.6%.

References

- US Census Bureau. *2012-2016 American Community Survey (5-Year Estimates)*. B19013A:
Median Household Income in the Past 12 Months (In 2016 Inflation-Adjusted Dollars)
(White Alone Householder).
- US Census Bureau. *2012-2016 American Community Survey (5-Year Estimates)*. B19013B:
Median Household Income in the Past 12 Months (In 2016 Inflation-Adjusted Dollars)
(Black or African-American Alone Householder).
- US Census Bureau. *2012-2016 American Community Survey (5-Year Estimates)*. B19013C:
Median Household Income in the Past 12 Months (In 2016 Inflation-Adjusted Dollars)
(American Indian and Alaska Native Alone Householder).
- US Census Bureau. *2012-2016 American Community Survey (5-Year Estimates)*. B19013D:
Median Household Income in the Past 12 Months (In 2016 Inflation-Adjusted Dollars)
(Asian Alone Householder).
- US Census Bureau. *2012-2016 American Community Survey (5-Year Estimates)*. B19013F:
Median Household Income in the Past 12 Months (In 2016 Inflation-Adjusted Dollars)
(Some Other Race Alone Householder).
- US Census Bureau. *2012-2016 American Community Survey (5-Year Estimates)*. B19013G:
Median Household Income in the Past 12 Months (In 2016 Inflation-Adjusted Dollars)
(White Alone Householder).
- US Census Bureau. *2012-2016 American Community Survey (5-Year Estimates)*. B19013I:
Median Household Income in the Past 12 Months (In 2016 Inflation-Adjusted Dollars)
(Two or More Races Householder).

US Census Bureau. *2012-2016 American Community Survey (5-Year Estimates)*. S1501:
Educational Attainment.

US Department of Labor. Bureau of Labor Statistics. *Labor Force by County, 2016*.



**Fiscal Year 2019-20
Agency Budget Plan**

FORM A - BUDGET PLAN SUMMARY

**OPERATING
REQUESTS
(FORM B1)**

For FY 2019-20, my agency is (mark "X"):

<input checked="" type="checkbox"/>	Requesting General Fund Appropriations.
<input type="checkbox"/>	Requesting Federal/Other Authorization.
<input type="checkbox"/>	Not requesting any changes.

**NON-RECURRING
REQUESTS
(FORM B2)**

For FY 2019-20, my agency is (mark "X"):

<input type="checkbox"/>	Requesting Non-Recurring Appropriations.
<input type="checkbox"/>	Requesting Non-Recurring Federal/Other Authorization.
<input checked="" type="checkbox"/>	Not requesting any changes.

**CAPITAL
REQUESTS
(FORM C)**

For FY 2019-20, my agency is (mark "X"):

<input type="checkbox"/>	Requesting funding for Capital Projects.
<input checked="" type="checkbox"/>	Not requesting any changes.

**PROVISOS
(FORM D)**

For FY 2019-20, my agency is (mark "X"):

<input type="checkbox"/>	Requesting a new proviso and/or substantive changes to existing provisos.
<input type="checkbox"/>	Only requesting technical proviso changes (such as date references).
<input checked="" type="checkbox"/>	Not requesting any proviso changes.

Please identify your agency's preferred contacts for this year's budget process.

	<i>Name</i>	<i>Phone</i>	<i>Email</i>
PRIMARY CONTACT:	Delores DaCosta	803-832-8160	ddacosta@cfma.sc.gov
SECONDARY CONTACT:	Lauretha Whaley	803-832-8161	lwhaley@cfma.sc.gov

I have reviewed and approved the enclosed FY 2019-20 Agency Budget Plan, which is complete and accurate to the extent of my knowledge.

	<i>Agency Director</i>	<i>Board or Commission Chair</i>
SIGN/DATE:		
TYPE/PRINT NAME:	Delores DaCosta	Kenneth Battle

This form must be signed by the agency head - not a delegate.

Fiscal Year 2019-20 Budget Request Executive Summary

Priority	Request Type	Request Title	BUDGET REQUESTS			FUNDING			FTES		
			State	Federal	Earmarked	Restricted	Total	State	Federal	Earmarked	Restricted
1	B1 - Recurring	Public Information Director	76,878				76,878	1.00			1.00
2	B1 - Recurring	Administrative Support Expansion	37,800				37,800	1.00			1.00
3	B1 - Recurring	Salary Increases - Classified Positions	27,121				27,121				0.00
4											0.00
5											0.00
6											0.00
7											0.00
8											0.00
9											0.00
10											0.00
11											0.00
12											0.00
13											0.00
14											0.00
15											0.00
16											0.00
17											0.00
18											0.00
19											0.00
20											0.00
21											0.00
22											0.00
23											0.00
24											0.00
25											0.00
26											0.00
27											0.00
28											0.00
29											0.00
30											0.00
TOTAL BUDGET REQUESTS			141,799	0	0	0	141,799	2.00	0.00	0.00	2.00

AGENCY NAME:	SC Commission for Minority Affairs		
AGENCY CODE:	L460	SECTION:	071

FORM B1 – RECURRING OPERATING REQUEST

AGENCY PRIORITY
Provide the Agency Priority Ranking from the Executive Summary.

TITLE
Provide a brief, descriptive title for this request.

AMOUNT
What is the net change in requested appropriations for FY 2019-20? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS
Please provide the total number of new positions needed for this request.

FACTORS ASSOCIATED WITH THE REQUEST

Mark "X" for all that apply:

- Change in cost of providing current services to existing program audience
- Change in case load/enrollment under existing program guidelines
- Non-mandated change in eligibility/enrollment for existing program
- Non-mandated program change in service levels or areas
- Proposed establishment of a new program or initiative
- Loss of federal or other external financial support for existing program
- Exhaustion of fund balances previously used to support program
- IT Technology/Security related
- Consulted DTO during development
- Related to a Non-Recurring request – If so, Priority #

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES

Mark "X" for primary applicable Statewide Enterprise Strategic Objective:

- Education, Training, and Human Development
- Healthy and Safe Families
- Maintaining Safety, Integrity, and Security
- Public Infrastructure and Economic Development
- Government and Citizens

AGENCY NAME:	SC Commission for Minority Affairs		
AGENCY CODE:	L460	SECTION:	071

ACCOUNTABILITY OF FUNDS

This funding request will be used to support all of the strategic planning objectives in the Commission's Agency Accountability Report. This request will advance the agency's role of information dissemination, community engagement and awareness. Each of these objectives is critical to the agency's ability to meet its statutory requirements. The effectiveness of the use of these funds would be determined by the increase in the public's awareness of the agency's mission and support to the ethnic minorities that we serve.

What specific strategy, as outlined in the FY 2018-19 Strategic Planning and Performance Measurement template of agency's accountability report, does this funding request support? How would this request advance that strategy? How would the use of these funds be evaluated?

RECIPIENTS OF FUNDS

This funding request would be used to create a Public Information Director position. This position's main focus will be to increase the public's awareness of our agency mission, activities, goals and objectives through the development of promotional and informational programs designed to highlight the agency. Community engagement is an essential component in our strategic planning. The staff person will clearly communicate our agency objectives to the public, government officials and other stakeholders on the impact that our agency has on the ethnic minorities that we serve.

What individuals or entities would receive these funds (contractors, vendors, grantees, individual beneficiaries, etc.)? How would these funds be allocated – using an existing formula, through a competitive process, based upon predetermined eligibility criteria?

JUSTIFICATION OF REQUEST

The Commission for Minority Affairs statute mandates that the agency serves as a single point of contact for the collection and dissemination of statistical data for the African-American, Native American Indian, Hispanic-Latino and Asian populations. It is important that those groups and others in the State recognize the work of the Commission for Minority Affairs and its impact on those communities. Awareness is critical for our Agency and we currently do not have any FTE's devoted to public information, media, or marketing activities. It has become evident that the Commission needs to clearly communicate to our community our mission, objectives, and goals. There are not matching funds available. These funds will significantly increase our visibility in the State of South Carolina. The amount of the request was calculated as follows:

Public Information Director I	\$56,947.00
Related Fringe	\$19,931.00
Total	\$76,878.00

AGENCY NAME:	SC Commission for Minority Affairs		
AGENCY CODE:	L460	SECTION:	071

Please thoroughly explain the request to include the justification for funds, potential offsets, matching funds, and method of calculation. Please include any explanation of impact if funds are not received. If new positions have been requested, explain why existing vacancies are not sufficient.

AGENCY NAME:	South Carolina Commission for Minority Affairs		
AGENCY CODE:	L460	SECTION:	071

FORM B1 – RECURRING OPERATING REQUEST

AGENCY PRIORITY

Provide the Agency Priority Ranking from the Executive Summary.

TITLE

I. Administration. Administrative Support Expansion

Provide a brief, descriptive title for this request.

AMOUNT

General: \$37,800.00
Federal:
Other:
Total:

What is the net change in requested appropriations for FY 2019-20? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS

Please provide the total number of new positions needed for this request.

**FACTORS
ASSOCIATED WITH
THE REQUEST**

Mark "X" for all that apply:

- Change in cost of providing current services to existing program audience
- Change in case load/enrollment under existing program guidelines
- Non-mandated change in eligibility/enrollment for existing program
- Non-mandated program change in service levels or areas
- Proposed establishment of a new program or initiative
- Loss of federal or other external financial support for existing program
- Exhaustion of fund balances previously used to support program
- IT Technology/Security related
- Consulted DTO during development
- Related to a Non-Recurring request – If so, Priority #

**STATEWIDE
ENTERPRISE
STRATEGIC
OBJECTIVES**

Mark "X" for primary applicable Statewide Enterprise Strategic Objective:

- Education, Training, and Human Development
- Healthy and Safe Families
- Maintaining Safety, Integrity, and Security
- Public Infrastructure and Economic Development
- Government and Citizens

AGENCY NAME:	South Carolina Commission for Minority Affairs		
AGENCY CODE:	L460	SECTION:	071

ACCOUNTABILITY OF FUNDS

This funding request will be used to support all of the strategic planning objectives in the Commission's Agency Accountability Report. The effectiveness of the use of these funds would be determined by the increased efficiency in the administrative functions of the agency.

What specific strategy, as outlined in the FY 2018-19 Strategic Planning and Performance Measurement template of agency's accountability report, does this funding request support? How would this request advance that strategy? How would the use of these funds be evaluated?

RECIPIENTS OF FUNDS

This funding request would be used to create an Administrative Specialist II position that will increase the efficiency of our administrative support functions. As our agency continues to grow there is an increased need for additional administrative support to assist our expanding program areas. This will allow program staff more time to spend on critical program needs.

What individuals or entities would receive these funds (contractors, vendors, grantees, individual beneficiaries, etc.)? How would these funds be allocated – using an existing formula, through a competitive process, based upon predetermined eligibility criteria?

JUSTIFICATION OF REQUEST

The Commission for Minority Affairs statute mandates that the agency serves as a single point of contact for the collection and dissemination of statistical data for the African-American, Native American Indian, Hispanic-Latino and Asian populations. In addition, the statute mandates that research be provided to minority officials, the business community, state and local municipal government(s), the general public, as well as members of the General Assembly on an as needed basis. We currently have only one administrative coordinator who serves as administrative support to the staff and agency director. Our staff has increased considerably over the years without increased administrative support. This request will improve the efficiency of the administrative functions in the office. There are no matching funds available. The amount of the request was calculated as follows:

Administrative Specialist II	\$28,000.00
Related Fringe	<u>\$ 9,800.00</u>
Total	\$37,800.00

Please thoroughly explain the request to include the justification for funds, potential offsets, matching funds, and method of calculation. Please include any explanation of impact if funds are not received. If new positions have been requested, explain why existing vacancies are not sufficient.

AGENCY NAME:	South Carolina Commission for Minority Affairs		
AGENCY CODE:	L460	SECTION:	071

FORM B1 – RECURRING OPERATING REQUEST

AGENCY PRIORITY

Provide the Agency Priority Ranking from the Executive Summary.

TITLE

I. Administration. Classified Positions. Salary Increases

Provide a brief, descriptive title for this request.

AMOUNT

General: \$27,121.00
Federal:
Other:
Total:

What is the net change in requested appropriations for FY 2019-20? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS

Please provide the total number of new positions needed for this request.

**FACTORS
ASSOCIATED WITH
THE REQUEST**

Mark "X" for all that apply:

- Change in cost of providing current services to existing program audience
- Change in case load/enrollment under existing program guidelines
- Non-mandated change in eligibility/enrollment for existing program
- Non-mandated program change in service levels or areas
- Proposed establishment of a new program or initiative
- Loss of federal or other external financial support for existing program
- Exhaustion of fund balances previously used to support program
- IT Technology/Security related
- Consulted DTO during development
- Related to a Non-Recurring request – If so, Priority #

**STATEWIDE
ENTERPRISE
STRATEGIC
OBJECTIVES**

Mark "X" for primary applicable Statewide Enterprise Strategic Objective:

- Education, Training, and Human Development
- Healthy and Safe Families
- Maintaining Safety, Integrity, and Security
- Public Infrastructure and Economic Development
- Government and Citizens

AGENCY NAME:	South Carolina Commission for Minority Affairs		
AGENCY CODE:	L460	SECTION:	071

ACCOUNTABILITY OF FUNDS

This funding request will be used to support all of the strategic planning objectives in the Commission's Agency Accountability Report. The effectiveness of the use of these funds would be determined by the improvement in staff morale.

What specific strategy, as outlined in the FY 2018-19 Strategic Planning and Performance Measurement template of agency's accountability report, does this funding request support? How would this request advance that strategy? How would the use of these funds be evaluated?

RECIPIENTS OF FUNDS

Agency staff who will be provided a 5% increase in salary.

What individuals or entities would receive these funds (contractors, vendors, grantees, individual beneficiaries, etc.)? How would these funds be allocated – using an existing formula, through a competitive process, based upon predetermined eligibility criteria?

JUSTIFICATION OF REQUEST

Most agency staff have not received a significant salary adjustment since January 2014. We would like to request a 5% increase in those salaries. This will boost staff morale and help our employees keep up with the cost of living increases statewide. There are no matching funds available. The amount of this request has been calculated as follows:

5% of staff salaries for 8 employees paid from General Fund	\$20,090.00
Related Fringe	<u>\$ 7,031.00</u>
Total	\$27,121.00

Please thoroughly explain the request to include the justification for funds, potential offsets, matching funds, and method of calculation. Please include any explanation of impact if funds are not received. If new positions have been requested, explain why existing vacancies are not sufficient.

AGENCY NAME:	SC Commission for Minority Affairs		
SECTION:	L460	SECTION:	071
SECTION:		SECTION:	

**FORM E – AGENCY COST SAVINGS AND GENERAL FUND REDUCTION
CONTINGENCY PLAN**

TITLE Agency Cost Savings and General Fund Reduction Contingency Plan

AMOUNT \$40,377
What is the General Fund 3% reduction amount (minimum based on the FY 2017-18 recurring appropriations)? This amount should correspond to the reduction spreadsheet prepared by EBO.

ASSOCIATED FTE REDUCTIONS None
How many FTEs would be reduced in association with this General Fund reduction?

PROGRAM/ACTIVITY IMPACT

I. Administration. Human Trafficking Hotline Initiative.

The Agency received funding for this new program initiative in FY 2016 – 2017. A Program Coordinator was hired June 2017 and an Administrative Assistant May 2018 to coordinate the activities of this new program. We would take the 3% reduction from some of the operational costs funded through this program area to include training and technical assistance activities, printed materials, and translation services.

AGENCY NAME:	SC Commission for Minority Affairs		
	L460	SECTION:	071

What programs or activities are supported by the General Funds identified?

SUMMARY

The Human Trafficking Hotline is intended to reduce the incidences of violations of federal immigration laws or related provisions of South Carolina law by any non-United States citizen or immigrant, and allegations of violations of any federal immigration laws or related provisions in South Carolina law against any non-United States citizen or immigrant by the reporting, investigation, and the prosecution of the same.

Our statewide 24-hour toll free telephone number for the receiving, recording, collecting, and reporting of allegations of violations of federal immigration laws or related provisions of South Carolina law by any non-United States citizen or immigrant, and allegations of violations of any federal immigration laws or related provisions in South Carolina law against any non-United States Citizen or immigrant is currently in the implementation phase. This reduction in services would impact our ability to provide awareness, outreach and technical assistance throughout the State regarding human trafficking and immigration issues.

Please provide a detailed summary of service delivery impact caused by a reduction in General Fund Appropriations and provide the method of calculation for anticipated reductions. Agencies should prioritize reduction in expenditures that have the least significant impact on service delivery.

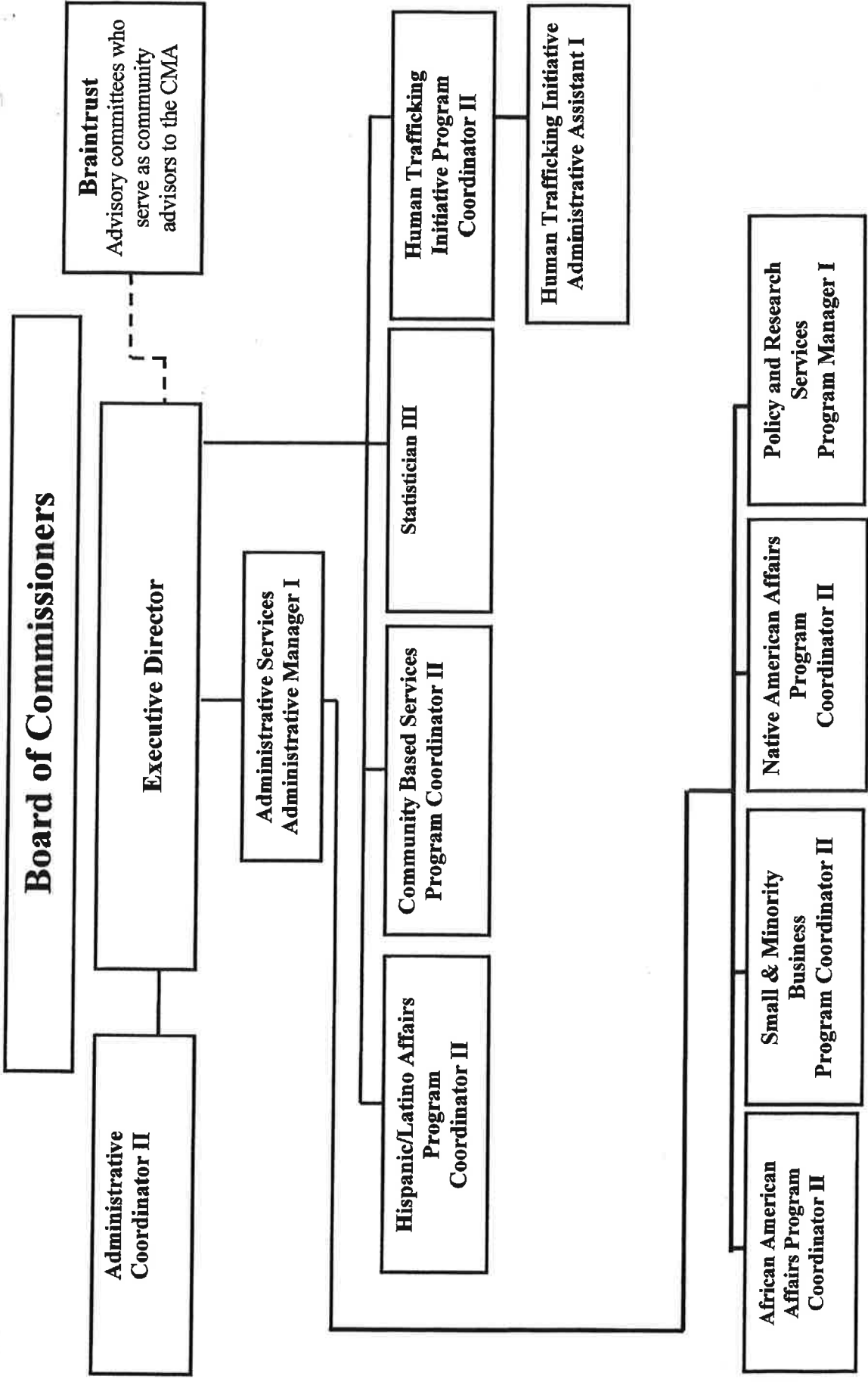
AGENCY COST SAVINGS PLANS

N/A

AGENCY NAME:	SC Commission for Minority Affairs		
	L460	SECTION:	071

What measures does the agency plan to implement to reduce its costs and operating expenses by more than \$50,000? Provide a summary of the measures taken and the estimated amount of savings. How does the agency plan to repurpose the savings?

None



COMMISSION ON MINORITY AFFAIRS - Fiscal Year 2017-2018											
Accountability Report											
Agency Name	Section	Division	Program	Activity	Strategic Planning and Performance Measurement Template	Start/End	Form/Reporting	Date/Source and Availability	Completion Method	Technical Use of Measure	
Agency Code	Section Code	Division Code	Program Code	Activity Code	Strategic Planning and Performance Measurement Template	Start/End	Form/Reporting	Date/Source and Availability	Completion Method	Technical Use of Measure	
Government and Citizens	1	1	1	1	1	1	1	1	1	1	
	1.1				Disseminate relevant statistical data and information to legislators and stakeholders regarding poverty, socio-economic deprivation and minority populations	2	3	0			
	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	1	1	0	Internal Records and Research	Annual Report	Resource and Data Tool for government entities and the general public
	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	1	1	0	Internal Records and Research	Annual Report	Resource and Data Tool for government entities and the general public
	1.1.3				Produce and present the "FY 17-18 SC County Statistical Abstract Recommendations Report" to a minimum of 100 legislators, public officials and interested parties and make it publicly available on the CMA website by the end of FY 17-18	0	1	0	Internal Records and Research	Annual Report	Resource and Data Tool for government entities and the general public
	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	0	0	0			
	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	0	0	0	Internal Records and Research	Annual Report	Resource and Data Tool for government entities and the general public
Government and Citizens	2				Address the needs of minority populations through collaboration and engagement with legislators, public officials and stakeholders to effect change	462	707	550			
	2.1				Establish liaison relationships with policy makers, officials and stakeholders to assist with the creation of policy, legislation and community engagement	456	500	530	Internal Records and Research	Annual Report	Technical Assistance and Outreach
	2.1.1				Increase the stakeholder database containing elected officials, city and county officials, community contacts and stakeholders by at least 10% by June 2018	0	200	0	Internal Records and Research	Annual Report	Technical Assistance and Outreach
	2.1.2				Conduct one (1) annual survey of a minimum of 200 individuals and organizations to measure visibility and increase awareness to obtain feedback by March 2018	0	1	0	Internal Records and Research	Annual Report	Technical Assistance and Outreach
	2.1.3				Publish one (1) annual report of survey responses to the CMA Board and stakeholders by June 2018	0	6	9	Internal Records and Research	Annual Report	Technical Assistance and Outreach
	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	0	0	0	Internal Records and Research	Annual Report	Outreach Initiative
	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	0	0	0			
	2.2.1				Review and revise Commission regulations as needed	0	0	0	Internal Records and Research	Annual Report	
	2.3				Determine, approve and acknowledge by certification, State Recognition of Native American Indian entities on behalf of the State of SC	6	5	5	Internal Records and Research	Annual Report	

COMMISSION ON MINORITY AFFAIRS Fiscal Year 2017-2018										
Accountability Report										
Agency Name	Section	Division	Strategic Plan	Performance Measure	Target	Actual	Time Applicable	Date Source and Availability	Calculation Method	Manifold Use of Measure
1486	71	71	71	71	71	71	71	71	71	71
Strategic Planning and Performance Measurement Template	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018
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	2	2		July 1, 2017 to June 30, 2018	Internal Records and Research	Annual Report	Statutory Requirement
2.3.2			Conduct up to one (1) "State Recognition Application Workshop" pertaining to the State Recognition process and application for entities interested in applying for State Recognition by June 2018	2	1		July 1, 2017 to June 30, 2018	Internal Records and Research	Annual Report	Technical Assistance and Outreach
2.3.3			Fulfill 100% of requirements for State Recognition process for petition cycles 4/1/2017 and 9/1/2017 by June 2018	2	2		July 1, 2017 to June 30, 2018	Internal Records and Research	Annual Report	Statutory Requirement
3			Public Infrastructure and Economic Development							
3.1			Review and revise agency and program initiatives to address needs of minority populations (African-American, Asian American, Native American Indians, Hispanic/Latino) as needed	1	3					
3.1.1			Conduct a minimum of one (1) agency-wide strategic planning meeting and establish a new "CMA Agency Strategic Plan" by December 2017	0	1	0	July 1, 2017 to June 30, 2018	Internal Records and Research	Annual Report	Internal Capacity Building
3.1.2			Research and identify a minimum of one (1) urgent need for each population served by the CMA by March 2018	1	1		July 1, 2017 to June 30, 2018	Internal Records and Research	Annual Report	Technical Assistance and Outreach
3.1.3			Develop one (1) draft "CMA Agency Strategic Plan" internal document by December 2017	0	1	0	July 1, 2017 to June 30, 2018	Internal Records and Research	Annual Report	Internal Capacity Building
3.1.4			Within 30 days of plan completion, CMA will begin to align program initiatives with agency strategic plan	0	0	0	July 1, 2017 to June 30, 2018	Internal Records and Research	Annual Report	Internal Capacity Building
3.2			Conduct capacity building, outreach, minority specific and micro-business assistance initiatives and training							
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 and human trafficking	1	1		July 1, 2017 to June 30, 2018	Internal Records and Research	Annual Report	Internal Capacity Building
3.2.2			Implement a minimum of ten (10) partnerships and collaborations through Memorandum of Understanding, grant agreements, committees, task forces and Board service to provide micro-business, capacity building, outreach and program services by June 2018	5	10		July 1, 2017 to June 30, 2018	Internal Records and Research	Annual Report	Outreach Initiative
3.2.3			Implementation of Native American Indian program to strengthen family units by reducing residential and unemployment among Native American Indian inmates and providing referral services, counseling and cultural services to inmates and their families	0	1		July 1, 2017 to June 30, 2018	Internal Records and Research	Annual Report	Outreach Initiative
3.2.4			Implementation of a project 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	1	1		July 1, 2017 to June 30, 2018	Internal Records and Research	Annual Report	Outreach Initiative
3.2.5			Implement internship and/or mentoring program for Native American Affairs program	1	1		July 1, 2017 to June 30, 2018	Internal Records and Research	Annual Report	Internal Capacity Building
3.2.6			Institute collaborative initiatives utilizing the use of HBCU's to improve reading and math skills to help decrease African American Male drop-out rates by June 2018	0	0	0	July 1, 2017 to June 30, 2018	Internal Records and Research	Annual Report	Outreach Initiative

COMMISSION ON MINORITY AFFAIRS Fiscal Year 2017-2018										
Accountability Report										
Agency Name	Section	71	2017-18				2018-19			
Agency Code	Section	71	Base	Target	Actual	Time Applicable	Data Source and Availability	Reporting Method	Measurement Use at Meeting	
Strategic Planning and Performance Measurement Template										
Statewide Enterprise Strategic Objective	Key Strategic Measure	Objective	Base	Target	Actual	Time Applicable	Data Source and Availability	Reporting Method	Measurement Use at Meeting	
	3.2.7	Establish a grant and resource clearinghouse for Hispanic communities by June 2018	1	1	1	July 1, 2017 to June 30, 2018	Internal Records and Research	Annual Report	Outreach Initiative	
	3.3	Increase collaboration and partnerships to address emergency preparedness needs of SC minority populations	3	24	24					
	3.3.1	Provide outreach, technical assistance and support to SC Emergency Management Division for minority communities by June 2018	3	3	3	July 1, 2017 to June 30, 2018	Internal Records and Research	Annual Report	Technical Assistance and Outreach	
	3.3.2	Establish partnerships and collaboration with Hispanic leaders and organizations to increase awareness of emergency preparedness by June 2018	0	10	10	July 1, 2017 to June 30, 2018	Internal Records and Research	Annual Report	Technical Assistance and Outreach	
	3.3.3	Provide outreach, technical assistance and support through an M O U to Department of Health and Environmental Control-Emergency Preparedness Division for the "Bridging the Gap Tribal Emergency Preparedness" Project by June 2018	0	1	1	July 1, 2017 to June 30, 2018	Internal Records and Research	Annual Report	Technical Assistance and Outreach	
	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	0	10	10	July 1, 2017 to June 30, 2018	Internal Records and Research	Annual Report	Technical Assistance and Outreach	
	3.4	Implementation of new Human Trafficking and Immigration initiatives at SC CMA	0	5	3					
	3.4.1	Enter into an M O U with the state-wide Human Trafficking Task Force managed through the South Carolina Attorney General's Office to include the Commission for Minority Affairs as a member of the task force by June 2018	0	1	0	July 1, 2017 to June 30, 2018	Internal Records and Research	Annual Report	Statutory Requirement	
	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	0	1	1	July 1, 2017 to June 30, 2018	Internal Records and Research	Annual Report	Statutory Requirement	
	3.3.3	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	0	1	1	July 1, 2017 to June 30, 2018	Internal Records and Research	Annual Report	Statutory Requirement	
	3.4.4	Have program assistant to aid in the development of the Commission's program initiatives by December 2017	0	1	1	July 1, 2017 to June 30, 2018	Internal Records and Research	Annual Report	Statutory Requirement	
	3.4.5	Establish state-wide public awareness campaigns to promote prevention of human trafficking and the immigration hotline by June 2018	0	1	0	July 1, 2017 to June 30, 2018	Internal Records and Research	Annual Report	Statutory Requirement	
Government and Citizens	4	Reduce the contributing factors causing poverty in SC's minority populations.								
	4.1	Secure adequate funding through the SC CMA's 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	1	1	1					
	4.1.1	Provide data and supporting information in the form of "walking points and/or quick fact sheets" to present to budget analysts and legislators as needed by September 2017	1	1	1	July 1, 2017 to June 30, 2018	Internal Records and Research	Annual Report	Internal Capacity Building	

Agency Name		COMMISSION ON MINORITY AFFAIRS		Fiscal Year 2017-2018		Accountability Report		Measurement Template		Method	
Agency Code	Section	71	Strategic Planning and Performance Measurement Template	307-14	Base	Target	Actual	Time Applicable	Data Source and Availability	Calendar Month	Measurement Use of Strategy
Statewide Strategic Objective	Code	Section	Description	Base	Target	Actual					
	4.2		Research and assess currently funded poverty and minority programs existing within state agencies to identify and reduce gaps and duplication in services by June 2020	2	2	2					
	4.2.1		Create one (1) strategic framework document and/or work plan for accomplishing a multi-year research project by December 2018	1	1	1		July 1, 2017 to June 30, 2018	Internal Records and Research	Annual Report	Internal Capacity Building
	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	1	1	1		July 1, 2017 to June 30, 2018	Internal Records and Research	Annual Report	Internal Capacity Building
	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, Native American Indians, Hispanic/Latino) including business, economic development, human trafficking, capacity building and outreach	4	5	5					
	4.3.1		Implementation of new US Department of Agriculture (USDA) Rural Business Development Grant (RBDG) by September 2017	1	1	1		July 1, 2017 to June 30, 2018	Internal Records and Research	Annual Report	Capacity Building and Outreach
	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 June 2018	1	1	1		July 1, 2017 to June 30, 2018	Internal Records and Research	Annual Report	Internal Capacity Building
	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	1	1	1		July 1, 2017 to June 30, 2018	Internal Records and Research	Annual Report	Internal Capacity Building
	4.3.4		Research and identify a minimum of five (5) partnerships and collaborations with federal, state and non-profit organizations to receive hands to support CMAA programs by June 2018	1	1	1		July 1, 2017 to June 30, 2018	Internal Records and Research	Annual Report	Internal Capacity Building
	4.3.5		Implementation of a new US Department of Agriculture (USDA)-Community Food Projects Grant for "Building Capacity for Tribal Food Sovereignty in SC by December 2017	0	1	1		July 1, 2017 to June 30, 2018	Internal Records and Research	Annual Report	Technical Assistance and Outreach
	4.4		Development of a state-wide strategy with recommendations for state agencies and partners to collaborate to reduce poverty in SC	1	10	10					
	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	0	1	1		July 1, 2017 to June 30, 2018	Internal Records and Research	Annual Report	Internal Capacity Building
	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	0	8	8		July 1, 2017 to June 30, 2018	Internal Records and Research	Annual Report	Technical Assistance and Outreach
	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	1	1	1		July 1, 2017 to June 30, 2018	Internal Records and Research	Annual Report	Technical Assistance and Outreach
Education, Training and Human Development	C	S	Increase agency capacity through staff development.								

Agency Name	COMMISSION ON MINORITY AFFAIRS	Fiscal Year 2017-2018	Accountability Report	Strategic Planning and Performance Measurement Template 2017-18	Base	Target	Actual	Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
Agency Code	L-464	Section	71								
Statewide Enterprise Strategic Objective	51	51	52	Provide professional development opportunities for agency staff.	8	8	10	July 1, 2017 to June 30, 2018	Internal Records and Research	Annual Report	Internal Capacity Building
				Provide cross training opportunities for agency staff.	3	8	10	July 1, 2017 to June 30, 2018	Internal Records and Research	Annual Report	Internal Capacity Building

Agency Name		Fiscal Year 2018-2019		Accountability Report		Strategic Planning and Performance Measurement Template		Meaningful Use of Measure										
Agency Code	Section	Base	Target	Actual	Final Applicable	Date Source and Availability	Reporting Method	Reporting Method	Reporting Method									
COMMISSION ON MINORITY AFFAIRS	G 1	Statewide Enterprise Strategic Objectives	C 1	2.1	2.1.1	Develop a process to disseminate relevant statistical data and information	0	1	Internal Records and Research	Annual Report	Internal Capacity Building							
												2.1.2	Establish a process for collaborating with federal, state and local agencies and other organizations	0	1	Internal Records and Research	Annual Report	Internal Capacity Building
												2.1.3	Establish an Memorandum of Understanding (MOU) bank for research by June 2019	0	1	Internal Records and Research	Annual Report	Internal Capacity Building
												2.2	Addressing the needs of ethnic minority populations by acting as a liaison between the gov. between communities, government agencies and other organizations to effect change.	0	10	Internal Records and Research	Annual Report	Internal Capacity Building
												2.3	Create a centralized database of stakeholders by June 2019	1	1	Internal Records and Research	Annual Report	Outreach Initiative
												2.3.1	Create a stakeholder engagement plan by June 2019	0	1	Internal Records and Research	Annual Report	Outreach Initiative
												2.3.2	Conduct a minimum of two (2) Agency Committee meetings per program initiative. (Native American, Hispanic/Latino, and African American) by FY 2018-2019	9	8	Internal Records and Research	Annual Report	Technical Assistance and Outreach
												2.3.3	Prioritize legislative initiatives to carry out provisions outlined in CMAA's statute	1	1	Internal Records and Research	Annual Report	Internal Capacity Building
												2.3.4	Review and revise Commission regulations as needed	1	1	Internal Records and Research	Annual Report	Internal Capacity Building
												2.3.5	Amplify electronic approval and acknowledgment by certification, State Recognition of Native American Indian entities on behalf of the State of South Carolina	5	5	Internal Records and Research	Annual Report	Internal Capacity Building
COMMISSION ON MINORITY AFFAIRS	G 3	Public Infrastructure and Economic Development	C 3	3.1	3.1.1	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 2019	2	2	Internal Records and Research	Annual Report	Outreach Initiative							
												3.1.2	Conduct up to one (1) "State Recognition Application Workshop" by June 2019	1	1	Internal Records and Research	Annual Report	Outreach Initiative
												3.1.3	Fulfill 100% of requirements for State Recognition process for petition cycles 9/1/2017 and 4/1/2018 by June 2019	2	2	Internal Records and Research	Annual Report	Outreach Initiative
												3.1.4	Address the needs of ethnic minority populations through technical assistance capacity building, outreach and program initiatives.	0	4	Internal Records and Research	Annual Report	Outreach Initiative
												3.1.5	Conduct annual reviews to determine the needs of our ethnic minority populations	0	4	Internal Records and Research	Annual Report	Outreach Initiative
												3.2	Research and identify a minimum of one (1) urgent need for each population served by the CMAA by June 2019	0	4	Internal Records and Research	Annual Report	Technical Assistance and Outreach
												3.2.1	Conduct capacity building, outreach, minority specific and entrepreneurship assistance initiatives and training	1	1	Internal Records and Research	Annual Report	Technical Assistance and Outreach
												3.2.2	Annually maintain a "CMAA Agency Training Index."	1	1	Internal Records and Research	Annual Report	Internal Capacity Building
												3.2.3	Implement a minimum of ten (10) partnerships through collaboration by June 2019	10	10	Internal Records and Research	Annual Report	Outreach Initiative
												3.2.4	Implement agency wide mentorship program by June 2019	0	1	Internal Records and Research	Annual Report	Internal Capacity Building
COMMISSION ON MINORITY AFFAIRS	G 3	Public Infrastructure and Economic Development	C 3	3.3	3.3.1	Establish an agency wide grant and technical clearinghouse by June 2019	0	1	Internal Records and Research	Annual Report	Internal Capacity Building							
												3.3.2	Continue ongoing collaboration and partnerships to address emergency preparedness needs of South Carolina's minority populations	4	4	Internal Records and Research	Annual Report	Internal Capacity Building
												3.3.3	Provide outreach, technical assistance and support to SC Emergency Management Division for minority communities by June 2019	3	3	Internal Records and Research	Annual Report	Technical Assistance and Outreach
												3.3.4	Provide outreach, technical assistance and support through an Memorandum of Understanding (MOU) to Department of Health and Environmental Control-Emergency Preparedness Division by June 2019	1	1	Internal Records and Research	Annual Report	Technical Assistance and Outreach

Agency Name		Fiscal Year 2018-2019		Accountability Report		Strategic Planning and Performance Measurement Template		Data Source and Availability		Credible Method		Measurable Use of Measure				
Agency Code	Section	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19			
Agency Code	Section	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19			
Agency Code	Section	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19			
Agency Code	Section	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19	2018-19			
COMMISSION ON MINORITY AFFAIRS	Statewide Enterprise Strategic Objective	4	4.1	4.1.1	Research and assess currently funded poverty and minority programs resulting with issues agencies to identify and reduce gaps and duplication in services by June 2019	0	1	Internal Records and Research	Annual Report	Statutory Requirement	Internal Capacity Building					
				4.1.2	Track legislation that impacts our ethnic minority populations by June 2019	0	1	Internal Records and Research	Annual Report	Statutory Requirement						
				4.2	Seek continued funding on behalf of the state for the purpose of implementing various programs and services	3	3	Internal Records and Research	Annual Report	Outreach Initiative						
				4.2.1	Implementation of new US Department of Agriculture (USDA) Rural Business Development Grant (RBDG) by September 2018	1	1	Internal Records and Research	Annual Report	Outreach Initiative						
				4.2.2	Continue to research and identify a minimum of five (5) partners and collaborators to receive funds to support CMAA programs by June 2019	1	1	Internal Records and Research	Annual Report	Outreach Initiative						
				4.2.3	Implementation of new US Department of Agriculture (USDA) Community Food Program Grant for "Building Capacity for Tribal Food Sovereignty in SC by December 2018"	1	1	Internal Records and Research	Annual Report	Outreach Initiative						
				5	5.1	5.1.1	5.1.1	Provide professional development opportunities for agency staff and board	12	30		Internal Records and Research	Annual Report	Internal Capacity Building		
							5.1.2	Provide internal and external training and development by June 2019	6	15		Internal Records and Research	Annual Report	Internal Capacity Building		
							5.2	5.2.1	5.2.1	Develop an agency strategic plan		0	1	Internal Records and Research	Annual Report	Internal Capacity Building
									5.2.2	Conduct strategic planning meetings by November 2018		0	1	Internal Records and Research	Annual Report	Internal Capacity Building
									5.2.3	Develop draft of Agency Strategic Plan by November 2018		0	1	Internal Records and Research	Annual Report	Internal Capacity Building
									5.2.3	Within 30 days of plan completion, CMAA will begin to align program initiatives with agency strategic plan		0	1	Internal Records and Research	Annual Report	Internal Capacity Building

Agency Name		COMMISSION ON MINORITY AFFAIRS		Fiscal Year 2017-2018						
Agency Code		Section		071		Accountability Report				
Program Title		Purpose		TOTAL		TOTAL		TOTAL		
				Federal		Federal		Federal		
		Other		Other		Other		Other		
		General		General		General		General		
		Other		Other		Other		Other		
		TOTAL		TOTAL		TOTAL		TOTAL		
		Associated Measure(s)								
I. Administration	Provides leadership, support, and direction for the agency. Includes all program activities related to Small & Minority Business, Community Based Services, Research, Human Trafficking & Immigration, African Americans, Native Americans, Hispanic/Latinos, and other groups in South Carolina.	\$ 859,123	\$ 122,357	\$ 15,936	\$ 997,436.52	\$ 1,228,965	\$ 124,843	\$ 30,000	\$ 1,383,808	All agency measures are associated with this program
II. Employer Contributions	To fund employee benefits	\$ 181,685	\$ 32,370	\$ -	\$ 214,055.31	\$ 207,000	\$ 37,255	\$ -	\$ 244,255	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

COMMISSION ON ADVISORY CAPABILITIES

Final Year 2011-2013
Advisory Report

1-2011

Item	Authority	Topic	Issue	Findings	Recommendations	Comments
1	Code of Laws, Title 1, Chapter 31, Section 143-10	State	Statute	Statute	Statute	Statute
2	Code of Laws, Title 1, Chapter 31, Section 143-27	State	Statute	Statute	Statute	Statute
3	Code of Laws, Title 1, Chapter 31, Section 143-106	State	Statute	Statute	Statute	Statute
4	Code of Laws, Title 1, Chapter 31, Section 143-149	State	Statute	Statute	Statute	Statute
5	Code of Laws, Title 1, Chapter 31, Section 143-154	State	Statute	Statute	Statute	Statute
6	Code of Regulations, Chapter 139, Article 1, Section 139-100	State	Regulation	Regulation	Regulation	Regulation
7	Code of Regulations, Chapter 139, Article 1, Section 139-105	State	Regulation	Regulation	Regulation	Regulation
8	Code of Regulations, Chapter 139, Article 1, Section 139-106	State	Regulation	Regulation	Regulation	Regulation
9	Code of Regulations, Chapter 139, Article 1, Section 139-108	State	Regulation	Regulation	Regulation	Regulation
10	Code of Regulations, Chapter 139, Article 1, Section 139-109	State	Regulation	Regulation	Regulation	Regulation
11	Code of Laws, Title 20, Chapter 1, Article 1, Section 20-1-20	State	Statute	Statute	Statute	Statute
12	Code of Laws, Title 20, Chapter 1, Article 1, Section 20-1-13	State	Statute	Statute	Statute	Statute
13	Code of Laws, Title 4, Chapter 30, Section 4-30-19	State	Statute	Statute	Statute	Statute
14	Code of Laws, Title 8, Chapter 30, Section 8-30-20	State	Statute	Statute	Statute	Statute
15	Code of Laws, Title 12, Chapter 21, Article 1, Section 12-21-200	State	Statute	Statute	Statute	Statute
16	Code of Regulations, Chapter 139, Article 2, Section 139-200	State	Regulation	Regulation	Regulation	Regulation
17	Code of Regulations, Chapter 139, Article 2, Section 139-201	State	Regulation	Regulation	Regulation	Regulation

Item	Authority	Topic	Issue	Findings	Recommendations	Comments
1	Code of Laws, Title 1, Chapter 31, Section 143-10	State	Statute	Statute	Statute	Statute
2	Code of Laws, Title 1, Chapter 31, Section 143-27	State	Statute	Statute	Statute	Statute
3	Code of Laws, Title 1, Chapter 31, Section 143-106	State	Statute	Statute	Statute	Statute
4	Code of Laws, Title 1, Chapter 31, Section 143-149	State	Statute	Statute	Statute	Statute
5	Code of Laws, Title 1, Chapter 31, Section 143-154	State	Statute	Statute	Statute	Statute
6	Code of Regulations, Chapter 139, Article 1, Section 139-100	State	Regulation	Regulation	Regulation	Regulation
7	Code of Regulations, Chapter 139, Article 1, Section 139-105	State	Regulation	Regulation	Regulation	Regulation
8	Code of Regulations, Chapter 139, Article 1, Section 139-106	State	Regulation	Regulation	Regulation	Regulation
9	Code of Regulations, Chapter 139, Article 1, Section 139-108	State	Regulation	Regulation	Regulation	Regulation
10	Code of Regulations, Chapter 139, Article 1, Section 139-109	State	Regulation	Regulation	Regulation	Regulation
11	Code of Laws, Title 20, Chapter 1, Article 1, Section 20-1-20	State	Statute	Statute	Statute	Statute
12	Code of Laws, Title 20, Chapter 1, Article 1, Section 20-1-13	State	Statute	Statute	Statute	Statute
13	Code of Laws, Title 4, Chapter 30, Section 4-30-19	State	Statute	Statute	Statute	Statute
14	Code of Laws, Title 8, Chapter 30, Section 8-30-20	State	Statute	Statute	Statute	Statute
15	Code of Laws, Title 12, Chapter 21, Article 1, Section 12-21-200	State	Statute	Statute	Statute	Statute
16	Code of Regulations, Chapter 139, Article 2, Section 139-200	State	Regulation	Regulation	Regulation	Regulation
17	Code of Regulations, Chapter 139, Article 2, Section 139-201	State	Regulation	Regulation	Regulation	Regulation

Comments for each item regarding findings and recommendations.

Additional notes and observations.

Human Trafficking Initiative	Human Trafficking and Immigration Program Initiative is responsible for addressing and raising awareness on issues regarding human trafficking and immigration laws and provides support for reporting via the hotline concerning the issues addressed.	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 offenses.	General Public	Trafficked victims, at-risk youth and the surrounding minority communities in South Carolina
Human Trafficking and Immigration Program Initiative			Professional Organizations	Trafficked victims, at-risk youth and the surrounding minority communities in South Carolina. Polaris Project, SOCADVUSA, Sexual Trauma Services of the Midlands (STSM), Lifeline for Life, SASS Outreach, The Five Community, Not A Boy Party Unit, Richland County Human Trafficking Task Force and Child Trust of South Carolina
Human Trafficking and Immigration Program Initiative			Executive Branch/State Agencies	

Human Trafficking and Immigration Program Initiative is responsible for addressing and raising awareness on issues regarding human trafficking and immigration laws and provides support for reporting via the hotline concerning the issues addressed.

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 offenses.

General Public

Trafficked victims, at-risk youth and the surrounding minority communities in South Carolina

Professional Organizations

Trafficked victims, at-risk youth and the surrounding minority communities in South Carolina. Polaris Project, SOCADVUSA, Sexual Trauma Services of the Midlands (STSM), Lifeline for Life, SASS Outreach, The Five Community, Not A Boy Party Unit, Richland County Human Trafficking Task Force and Child Trust of South Carolina

Executive Branch/State Agencies

COMMISSION ON MINORITY AFFAIRS

Fiscal Year 2017-2018

Accountability Report

Agency Name:

Agency Code:

Section:

071

Partner Template

Name of Partner Entity	Type of Partner Entity	Description of Partnership	Associated Goal(s)
SC African American Heritage Commission	State Government	The CMA collaborates on issues of African American history curriculum being taught in SC schools and issues of African American historical sites being preserved.	3.2.2, 3.1.2, 4.2.1
Allen University	Higher Education Institute	Allen University provided two interns for the Spring 2017 Academic Calendar.	3.2.2, 5.1
Allen University	Higher Education Institute	Commenced collaborative plans to involve students as tutors for African American male students within Richland County.	3.2.5
Association for Economic Opportunity	Professional Organization	The Association for Economic Opportunity (AEO) is a national membership organization and voice of microbusiness development in the United States. They provide our State with guidance and support for an ecosystem dedicated to the advancement and support of our state's microenterprise development program(s) and other organizations in South Carolina that support micro business development.	4.3.4
BB&T	Private Business Organization	BB&T provides financial support for workshops and conferences supporting microenterprise development.	4.3.4, 3.2.2
Benedict College Small Business Development Center	Higher Education Institution	Co-sponsors our education and training program for business owners/entrepreneurs.	4.3.4, 3.2.2
BMW Corporation	Private Business Organization	Provides financial support for workshop and conferences that support microenterprises.	4.3.4, 3.2.2
Catawba Indian Nation	Federal Government	The Catawba Indian Nation is South Carolina's only Federally Recognized tribe. The Catawba Indian Nation serves on the Commission's Native American Advisory Committee and works with the Commission on various issues including youth, economic development, business, Indian Child Welfare Act, culture and grants.	2.1.4, 3.1.2, 3.2.2, 3.2.4, 4.3.4, 4.3.5, 4.4.1, 4.4.2, 4.4.3, 4.4.5
Charleston Metro Chamber of Commerce	Professional Organization	Co-sponsors of education and training classes for starting and maintaining a microbusiness offered to Charleston County and surrounding area's residents.	4.3.4, 3.2.2
Children's Trust of SC-State Data Team	Non-Governmental Organization	The Research Unit of the SC Commission for Minority Affairs partners with the Children's Trust of SC by serving as a research partner with the State Data Team. The purpose of the State Data Team is to develop a statistical framework for examining opportunities for children and families in South Carolina.	3.1.2, 4.1.1, 4.2.1
Circulo Hispanoamericano de Charleston	Professional Association	Circulo Hispanoamericano de Charleston is a nonprofit organization, established to nourish and promote Hispanic cultural heritage. The Commission is a member of the organization and we assist each other by bringing important messages to the community.	3.2.2, 3.3.1, 3.3.2

<p>City of Columbia Lend Develop Create (LDC) Program</p>	<p>Local Government</p>	<p>The Charleston Lend Develop Create (LDC) program is able to provide a variety of loan programs that can assist with most needs a small business could have. In addition, they are structured to address the needs of underserved segments of the community and the LDC participates in many entrepreneurship activities with community resources, such as SCORE, the Small Business Development Center, the Women's Business Center and the SC Commission for Minority Affairs. The CMA provides technical assistance for those entities.</p>	<p>3.2.2, 4.3.4</p>
<p>City Of Columbia Office of Business Opportunities</p>	<p>Local Government</p>	<p>The Office of Business Opportunities has three divisions that are designed to help meet the needs of small, minority and women owned businesses in the City of Columbia: (1) Commercial Lending; (2) Technical Assistance, Education and Advocacy; and (3) Contractor and Supplier Diversity. Through these divisions, the city offers commercial loans, facade loans/grants, workshops and training, specifically for small businesses. The Commission has partnered with the city's Business Opportunities Office on various projects that promote micro and small business development. They have supported our business conferences in recent years by providing financial support as well as staff support.</p>	<p>3.2.2, 4.3.4</p>
<p>Community Relations Council</p>	<p>Non-Governmental Organization</p>	<p>We partner with the Columbia Community Relations Council to address pressing issues in the community as a whole, especially minority communities.</p>	<p>3.2.2, 3.2.7</p>
<p>Congressman Tim Rice's Office</p>	<p>Federal Government</p>	<p>The SC Commission for Minority Affairs-Native American Affairs Initiative is working to provide technical assistance as needed on various federal issues related to Native American Indians.</p>	<p>3.2.2, 2.2.1</p>
<p>Diabetes Initiative of South Carolina and Diabetes Advisory Council at DHEC</p>	<p>State Government</p>	<p>The Diabetes Advisory Council (DAC) was established through a partnership of the South Carolina Division of Diabetes Prevention and Control (SC DPCP), REACH US: SEA-CEED Program (Racial and Ethnic Approaches to Community Health) and the Diabetes Initiative of South Carolina (DSC). Members of the staff of the SC CMA (Marcy L. Hayden, Lee McElveen and Thomas J. Smith) have served on the DAC for years assisting in the creation of the DSC and the new statewide strategic plan. CMA staff has identified potential contracted services and partnerships in the future.</p>	<p>3.1.2, 3.2.2, 4.3.4</p>
<p>End Child Hunger SC (Under the auspices of the University of SC)</p>	<p>Higher Education Institute</p>	<p>The SC Commission for Minority Affairs-Native American Affairs Initiative is assisting with spreading the word about the Summer Food programs. End Child Hunger SC is a partner serving on the Native American Advisory Committee's Health, Wellness and Housing workgroup and is a partners for the Community Food Projects Grant for "Building Capacity for Tribal Food Sovereignty."</p>	<p>3.2.2, 4.3.5, 4.4.1, 4.3.4</p>

Federal Bureau of Investigation (FBI)	Federal Government	CMA Community Based Programs Coordinator and its Human Trafficking Initiative Program Coordinator participated in the 15 th Annual FBI Citizens Academy, which is an initiative designed to promote understanding, communication and cooperation between the FBI and South Carolina communities.	3.2.2, 5.1
Federal Emergency Management Agency (FEMA)	Federal Government	During the disasters over the last few years, the SC Commission for Minority Affairs-Native American Affairs Initiative has assisted with providing technical assistance to tribal communities, SC Emergency Management Division and FEMA to provide assistance to those affected. Two community tribal meetings were organized with FEMA for the Santee Indian Tribe to assist this community which had been greatly affected by flooding.	3.2.2, 3.3.1, 3.3.3, 3.3.4
Food Share (Under the auspices of the University of SC)	Higher Education Institute	The SC Commission for Minority Affairs-Native American Affairs Initiative is assisting with spreading the word about Summer Food and other programs. We assisted with piloting a Food Share program with the Pee Dee Indian Tribe. Food Share is a partner serving on the Native American Advisory Committee's Health, Wellness and Housing workgroup and is a partner for the Community Food Projects Grant for "Building Capacity for Tribal Food Sovereignty."	3.2.2, 4.3.5
Furman University	Higher Education Institute	The SC Commission for Minority Affairs-Native American Affairs Initiative was represented at the Diversity Leadership Initiative through Furman University. A capstone project with EdVenture Museum and Richland School District Two provided a free summer camp for students to improve their jobs skills. As a partner, the Commission hosted two summer interns and we presented at the camp. This will be an annual event.	3.2.2, 5.1.1
Greater Sumter Chamber of Commerce	Professional Organization	Co-sponsor of education and training classes for starting and maintaining a microbusiness offered to Sumter County and surrounding area's residents.	3.2.2
Hispanic Business Association (HBA)	Professional Association	The Hispanic Business Association exists to advocate, promote and support Hispanic entrepreneurs and business owners. We do this by supplying the education and resources necessary for creating prosperity and healthy communities through business ownership. The Commission assists the HBA with capacity building and with resources that will help grow their organization. The HBA has partnered with the community statewide participating in community forums.	3.2.2, 2.1.4

<p>Hispanic-American Women's Association (Professional Association)</p>	<p>Professional Association</p>	<p>The Hispanic-American Women's Association was formed with the purpose of uniting the Spanish speaking community of the Upstate of South Carolina, to organize activities that allow the Latin community to enjoy their language, culture and folklore, and to raise money to provide educational opportunities for students of Hispanic origin through scholarships. The Commission supports their work and they have helped us with our community forums and have helped us reach out to the community.</p>	<p>3.2.2, 3.3.1, 3.3.2</p>
<p>La Isla Magazine</p>	<p>Private Business Organization</p>	<p>La Isla Magazine is dedicated to serving the diverse Latino community in South Carolina and Northeast Georgia. The content of the magazine seeks to educate, integrate and empower the audience served by providing pertinent and current information about topics that readers care about. The CMA and La Isla Magazine collaborate often in an effort to disseminate information about and for the Hispanic/Latino community.</p>	<p>3.2.2, 2.1.4, 3.1.2</p>
<p>Latino Communications (LCCDC)</p>	<p>Professional Association</p>	<p>LATINO COMMUNICATIONS (LCCDC) is a community based, non-profit designated 501(c)(3) organization. They help to bridge the gap and remove barriers created by language, culture and economic differences. Their vision is to help low-to-moderate income families achieve financial stability and independence through financial literacy, education, job training and home-ownership workshops. They also seek to strengthen families and the greater community through arts and culture, family-friendly events, at-risk youth intervention programs and faith-based outreach activities. Service areas are: Kershaw, Lexington, Newberry, Richland and Saluda counties. The Commission serves on the LCCDC Board and works closely with them on a variety of programs that helps move our communities forward. The Commission has also assisted with several grant proposals by providing information and data.</p>	<p>3.2.2</p>

<p>Let's Talk Ad Hoc Committee Members and Hosts</p>	<p>State Government</p>	<p>The Commission and partners who organized the "Let's Talk Ad Hoc Committee" are addressing the issues of poverty state-wide through research, strategic planning and community partnerships. Members of the Ad Hoc Committee participated in the 2017 Working Together Works Ad Hoc Planning Committee meeting for the planning of the 2017 "Working Together Works" Poverty Summit; Forging New Pathways Out of Poverty. Members of this Committee are as follows: Goodwill Industries of Upstate/Midlands SC; SC Department of Education Office of Health & Nutrition, Operations and Support; USC Center for Research in Nutrition; Catawba Indian Nation; SC Head Start Collaboration Office; Children's Trust of SC; City of Columbia-Office of Business Opportunities; SC Department of Commerce; Midlands Technical College; Allen University; The Galilee Agency, Inc.; Hispanic Business Association (HBA); Community Relations Council; Richland County Sheriffs Department; SC Department of Education; SC Department of Transportation; IT-ology; SC Human Affairs Commission.</p>	<p>3.2.2, 4.4.1, 4.4.2, 4.4.3</p>
<p>Lighthouse for Life</p>	<p>Private Business Organization</p>	<p>Lighthouse for Life is an organization that provides services and restoration to victims of sex trafficking. The agency provided a speaker to share information regarding human trafficking with college students for the Human Trafficking Initiative's College Prevention Series.</p>	<p>3.4.5, 3.2.2</p>
<p>NAAACP</p>	<p>Non-Governmental Organization</p>	<p>The CMA became a non-voting member to support worthwhile programs that promote the causes of African Americans in the State of South Carolina.</p>	<p>3.2.2</p>
<p>National Partnership for Action (NPA) to Eliminate Health Disparities-Regional Health Equity Council's (RHEC) All RHEC American Indian and Alaskan Native Caucus and Southeastern Health Equity Council-Region 4 (SHEC)</p>	<p>Federal Government</p>	<p>Southeastern Health Equity Council's (SHEC) purpose is to build collaboration and partnerships to achieve health equity in the Southeast region of the U.S. SCCMA's Native American Coordinator services as a founding member of the All RHEC AI/AN Caucus and former Chair of the Cultural Competence Committee. SC CMA received funding for two interns in 2014 and is applying for a 2016 intern. Additionally, CMA staff and interns wrote a Cultural Competence White Paper (published nationally 2017) and a National Cultural Competency Resource Guide (webinar launched April 2016). Funding opportunities through grants and partnerships are possible.</p>	<p>3.1.2, 3.2.2, 4.3.4</p>
<p>Office of the SC Secretary of State</p>	<p>State Government</p>	<p>Partnered with us in an effort to ensure compliance of state guidelines for Faith and Community Based organizations.</p>	<p>3.2.2, 3.2.1</p>

PASOS	Non-Governmental Organization	Founded in 2005, PASOs helps the Latino community and service providers work together for strong and healthy families. PASOs provides culturally responsive education on family health, early childhood, and positive parenting skills. They also provide individual guidance for participants in need of resources, and partners with health care and social service organizations to help them provide more effective services. The Commission is currently partnering with PASOs to reach out to our communities to provide them with information pertaining to emergency preparedness.	3.2.2, 3.3.1, 3.3.2
PeekABoo PrettyGirl Foundation, Inc.	Private Business Organization	The Peekaboo Prettygirl Foundation, Inc. is an organization that uses physical health, fashion and beauty to promote self-value in young women. This organization provided a speaker to share information regarding self-worth to college students for the Human Trafficking Initiative's College Prevention Series.	3.4.5, 3.2.2
Polaris Project	Non-Governmental Organization	The Polaris Project is the National hotline for reporting human trafficking crimes. The Polaris Project and the Commission for Minority Affairs will create an MOU to share collected data regarding trends in sex and labor trafficking.	3.4.2,3.4.3, 3.4.5, 3.2.2
Public Health Institute For Food and Nutritional Studies (Under the auspices of the University of SC)	Higher Education Institute	The SC Commission for Minority Affairs-Native American Affairs Initiative is assisting in spreading the word about Summer food programs. USC is a co-investigator for the Community Food Projects Grant for "Building Capacity for Tribal Food Sovereignty," and is a partner serving on the Native American Advisory Committee's Health, Wellness and Housing workgroup.	3.2.2, 4.3.5,4.3.4
Richland County Human Trafficking Task Force	Local Government	Our Human Trafficking Program Coordinator is a member of the Anti-Human Trafficking Task Force for Richland County. She chairs the Prevention Committee for the task force.	3.4.2,3.4.3, 3.4.5, 3.2.2
Richland County Sheriff Department	Local Government	Leads a collaborative to develop several approaches to community policing in African American Communities.	3.1.2, 4.2.1
Santee-Lynches Regional Council of Governments	Local Government	Co-sponsors of education and training classes offered to Sumter County and surrounding areas residents.	3.2.1, 3.2.2
SASS	Non-Governmental Organization	SASS Defense is an organization that provides self-defense training for children and adults with wide varieties of backgrounds. The CMA provided a speaker to share information regarding safe dating and self-defense to college students for the Human Trafficking Initiative's College Prevention Series.	3.4.5, 3.2.2
Sexual Trauma Services of the Midlands (STSM)	Non-Governmental Organization	The CMA provided a speaker to share information regarding sexual assault for college students as a part of the Human Trafficking Initiative's College Prevention series.	3.4.5, 3.2.2

<p>South Carolina Department of Corrections (DOC)</p>	<p>State Government</p>	<p>The SC Commission for Minority Affairs-Native American Affairs Initiative has established a partnership with the Department of Corrections-Chaplain Services to provide cultural counseling for Native American (self-identified) inmates. The R.E.D-SC program was established in 2016 and is currently seeking volunteers to be trained to assist with the project.</p>	<p>3.2.2, 3.2.3</p>
<p>South Carolina Applesseed Legal Justice Center</p>	<p>Non-Governmental Organization</p>	<p>South Carolina Applesseed Legal Justice Center is a forceful and respected advocate for low-income South Carolinians on issues such as housing, education, hunger, public benefits, domestic violence, immigration, health care and consumer issues. A representative from Applesseed Legal Justice serves on our Hispanic Advisory Committee and keeps us informed by providing updates on legislative issues pertaining to the immigrant community and low income families.</p>	<p>2.1.4, 3.2.2</p>
<p>South Carolina Association for Community Economic Development</p>	<p>Professional Organization</p>	<p>The South Carolina Association for Community Economic Development (SCACED) is a coalition of individuals and organizations that support the development of healthy and economically sustainable communities throughout South Carolina. They provide support, assistance and referrals to our microenterprise program.</p>	<p>4.3.4</p>
<p>South Carolina Association for Community Economic Development</p>	<p>Professional Association</p>	<p>A community development corporation (CDC) is a nonprofit corporation which has a primary mission of developing and improving low-income communities and neighborhoods through economic and related development; has activities and decisions initiated, managed, and controlled by the constituents of those local communities; has a primary function of developing projects and activities designed to enhance the economic opportunities of the people in the community served, including efforts to enable them to become owners and managers of small businesses and producers of affordable housing and jobs in the community served; is not a nonprofit organization with the sole purpose of providing housing to neighborhoods or technical assistance to other nonprofit organizations. Minority Affairs and the SCACED support each other's efforts by working together to bringing business education and training to low-to-moderate families and communities.</p>	<p>4.3.4, 5.1.1</p>
<p>South Carolina Association of Community Action Partnerships</p>	<p>Non-Governmental Organization</p>	<p>The Research Unit of the SC Commission for Minority Affairs partners with the SC Association of Community Action Partnerships by serving as a research partner with the SC Association of Community Action Partnerships. The purpose of this partnership includes collaborating with the Community Action Agencies on issues related to poverty and deprivation.</p>	<p>1.2.1, 3.1.2, 3.3.2, 4.3.4</p>

South Carolina Coalition Against Domestic Violence and Sexual Assault (SCADVSA)	Non-Governmental Organization	CMA provided a speaker to share information regarding domestic violence to college students as a part of the Human Trafficking Initiative's College Prevention series.	3.4.1, 3.4.2, 3.4.5, 3.2.2
South Carolina Conference Of Black Mayors	Local Government	The Research Unit of the SC Commission For Minority Affairs partners with the SC Conference of Black Mayors in order to assist them with relevant research that can help their units of local government. To date, the Conference of Mayors does not have an entity that provides them with statistical data. The purpose of the partnership is to assist them as needed.	3.1.2, 4.3.3
South Carolina Department of Commerce	State Government	Provides support for workshops and conferences, and provides referrals to our microenterprise development program.	3.2.1, 3.2.2
South Carolina Department of Health and Environmental Control (DHEC)	State Government	The SC Commission for Minority Affairs-Native American Affairs Initiative is partnering with the Department of Health and Environmental Control-Emergency Preparedness Section to establish Tribal Emergency Managers while assisting tribes with developing emergency plans and conducting special health needs assessments. This partnership has been ongoing since 2015 and will continue through 2018 with an MOU. The MOU is currently on file.	3.2.2, 3.3.1, 3.3.3, 3.3.4
South Carolina Department of Revenue and Fiscal Affairs	State Government	The Research Unit of the SC Commission For Minority Affairs will partner with the SC Revenue and Fiscal Affairs in regards to identifying and collecting statistical data that is not available through the census.	1.1.1, 1.1.3, 2.1.2, 2.1.3, 3.1.2, 4.1.1
South Carolina Department of Social Services (DSS)	State Government	Partners with the Human Trafficking Initiative to distribute information about Human Trafficking and upcoming events. The Commission for Minority Affairs will work with the Department of Social Services on creating a prevention series event for foster care youth.	3.4.2, 3.4.3, 3.4.5, 3.2.2
South Carolina Department of Social Services (DSS)	State Government	The SC Commission for Minority Affairs-Native American Affairs Initiative has established a partnership with Department of Social Services to assist with compliance for the Indian Child Welfare Act in SC. A formal MOU was established with the Catawba Indian Nation in 2016 and as part of that MOU the Commission will be working with DSS to recruit state recognized tribal families for foster care and adoption. Additionally, we serve as an expert witness for Indian Child Welfare Act classes with Richland county. An MOU is in the draft stages with DSS.	3.2.2, 3.2.4, 4.3.4
South Carolina Dept. of Transportation Office of Business Development	State Government	Provides support for workshops and conference, and provides referrals to our microenterprise development program.	4.3.4, 3.2.2

South Carolina Emergency Management Division	State Government	<p>The SCEMD leads the state emergency management program to minimize the loss of life and property from all hazardous events. Our Hispanic Program Coordinator, along with other Hispanic partners, translates and/or creates and distributes the products issued by the SCEMD, such as the Hurricane Guide, information about what to do in case of floods, etc., to warn members of the Hispanic community of how and what to do in case of an emergency. Staff serves as Public Information Officers to get information disseminated to minority communities.</p>	3.1.2, 3.2.2, 3.3.1, 3.3.2, 3.3.3, 3.3.4
South Carolina Head Start Collaboration Office	State Government	<p>The Research Unit of the SC Commission for Minority Affairs serves as a research partner with the SC Head Start Collaboration Office. This partnership includes the development of statistical data relevant to the ages 0 to 5 population currently impacted by poverty and deprivation. Research will also focus on early learning outcomes for this age group.</p>	1.2.1, 3.1.2, 3.3.2, 4.3.4
South Carolina Hispanic Leadership Council	Professional Association	<p>The mission of the South Carolina Hispanic Leadership Council (SCHLC) is to enhance the quality of life and quantity of services delivered to the Hispanic Community in South Carolina. The Commission partners with the Leadership Council to bring programs that address education among our Hispanic youth.</p>	3.2.2
South Carolina Human Trafficking Task Force at SC Attorney General's Office	State Government	<p>The SC Human Trafficking Task Force is a legislative appointed task force via the SC Attorney General's Office. The task force and the SC Commission for Minority Affairs will establish an MOU that will allow a partnership of data sharing and collaborative projects regarding the prevention and reporting of human trafficking incidences.</p>	3.4.1, 3.4.2, 3.4.3, 3.4.5, 3.2.2
South Carolina Minority Enterprise Network (SCMEN)	Non-Governmental Organization	<p>SCMEN provides entrepreneurs with access to business assistance and to micro-lending opportunities; helps microenterprise service providers expand their resources and builds capacity to serve the microenterprises; and advocates to build public awareness of the economic impact of microenterprise development in South Carolina. The Commission supports this network with the help of other stakeholders around the state.</p>	4.3.4, 5.1, 3.2.2

<p>South Carolina Minority Enterprise Network (SCMEN)</p>	<p>Non-Governmental Organization</p>	<p>SCMEN provides entrepreneurs with access to business assistance and to micro-lending opportunities; helps microenterprise service providers expand their resources and builds capacity to serve the microenterprises; and advocates to build public awareness of the economic impact of microenterprise development in South Carolina. The Commission started this network with the help of other stakeholders around the state. SCMEN is housed here at the Commission and is supported in part by the Commission to help develop an independent, fully functional organization. Minority Affairs has been the "title" sponsor for the SCMEN Micro Business Conference that takes place annually in June since its inception.</p>	<p>4.3.4, 5.1, 3.2.2</p>
<p>South Carolina Representative Garry Smith</p>	<p>State Government</p>	<p>The SC Commission for Minority Affairs-Native American Affairs Initiative is partnering with Representative Smith to provide technical assistance as needed on various state issues related to Native American Indians including several pending bills and concurrent resolutions.</p>	<p>3.2.2, 2.2.1, 4.3.4</p>
<p>South Carolina State University</p>	<p>Higher Education Institute</p>	<p>Commenced collaborative plans to involve student teachers as tutors for African American male students within Orangeburg School District.</p>	<p>3.2.6, 3.2.2</p>
<p>South Carolina Youth Suicide Prevention Initiative at SC Department of Mental Health.</p>	<p>State Government</p>	<p>The initiative aims to reduce deaths by suicide and nonfatal suicide attempts among SC youth and young adults ages 10-24. The project will focus on increasing access to screening and mental health services, raising awareness through social media marketing, increasing protective factors through training across community domains, supporting clinicians and educators in implementing evidence-based interventions, utilizing safety plans in emergency departments, and strengthening statewide infrastructure. Within the overall focus population, SCDMH will focus on the subpopulations of those with Serious Mental Illness (SMI), justice system-involved, and LGBT youth. SC CMA's Native American Coordinator will serve on this committee to assist in outreach and collaboration with Native American Indian communities, which have the highest youth suicide rate in the US. Additionally, contractual opportunities could arise from this collaboration.</p>	<p>3.1.2, 3.2.2, 4.3.4</p>
<p>State Chamber-Diversity Division</p>	<p>Professional Association</p>	<p>The CMA works with the SC Chamber to foster outreach programs among member companies to ensure diversity participation in job training and placement programs.</p>	<p>3.2.2, 3.3.1, 4.2.1</p>

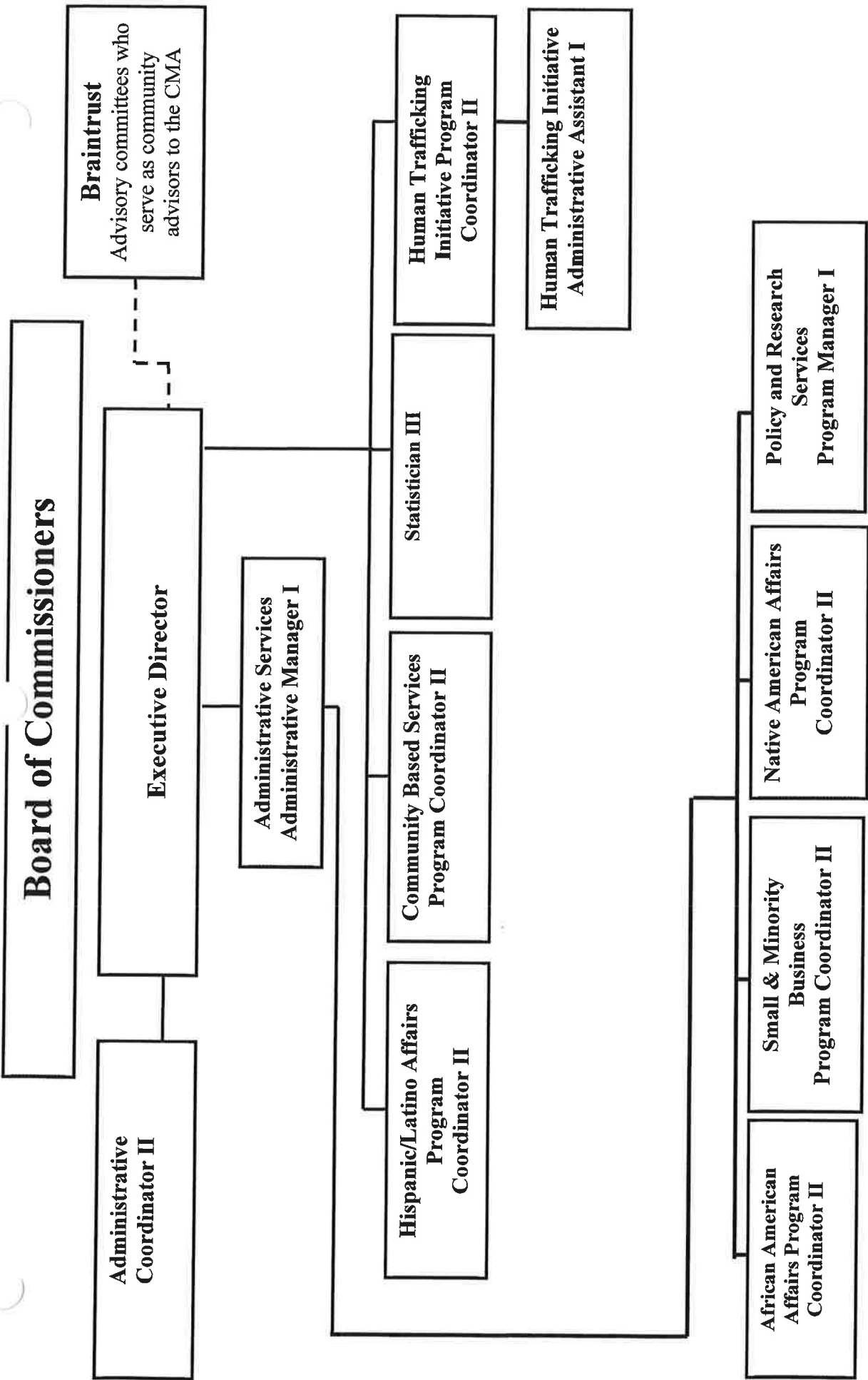
<p>State Recognized Native American Indian Entities</p>	<p>Non-Governmental Organization</p>	<p>The State Recognized Native American Indian Entities are the Tribes, Groups and Special Interest Organizations recognized in the State of South Carolina. They are quasi-governmental non-profit entities that serve their respective tribal communities. The Tribes and Groups serve on our the Commission's Native American Advisory Committee and works with the Commission on various issues including youth, economic development, business, Indian Child Welfare Act, culture, legal, policy, community development, community needs and grants.</p>	<p>2.1.4, 2.3.1, 2.3.2, 2.3.3, 2.3.4, 3.1.2, 3.2.2, 3.3.3, 3.3.4, 4.4.2</p>
<p>Summer Food Program at the SC Department of Education</p>	<p>State Government</p>	<p>Children need healthy food all year long. During the school year, many children receive free and reduced-price breakfast and lunch through the School Breakfast and National School Lunch Programs. When schools are dismissed for the summer, many children are at risk of hunger. Lack of nutrition during the summer months may set up a cycle for poor performance once school begins and make children more prone to illnesses and other health issues. Summer Food Programs are designed to fill that nutrition gap and make sure children get the nutritious meals they need and deserve. SC CMA has collaborated with the Summer Food Program staff to conduct outreach to our communities and assist with identifying partnerships. CMA staff has identified the potential for contracted training and other services in the future.</p>	<p>3.2.2, 4.3.5, 4.4.1, 4.3.4</p>
<p>The Hive Community Circle</p>	<p>Private Business Organization</p>	<p>The Hive Community Circle is an organization that provides intervention to survivors of sexual assault and intimate partner violence through community and education. The Hive CC provided a speaker to share information regarding healthy relationships with college students as part of the agency's Human Trafficking Initiative's College Prevention Series.</p>	<p>3.4.5, 3.2.2</p>
<p>University of SC -Lancaster's Native American Studies Center</p>	<p>Higher Education Institute</p>	<p>The Native American Studies Center has been a partner with the SC Commission for Minority Affairs-Native American Affairs Initiative for over five years and has partnered on various projects regarding SC Native American Tribal Communities. Recently, the center hosted a "Let's Talk Session" and is partnering with the Commission to develop a Native American portal.</p>	<p>3.2.2, 4.4.2, 2.1.4</p>
<p>Urban League</p>	<p>Non-Governmental Organization</p>	<p>We collaborate with the youth program of Urban League to help reduce black on black crime through early intervention programs.</p>	<p>3.2.2, 3.2.7</p>
<p>US Department of Justice, Civil Rights Division</p>	<p>Federal Government</p>	<p>A representative from the CMA participates in the US Department of Justice Civil Rights Roundtable discussions concerning civil rights and put forth suggestions on how to manage civil rights violations.</p>	<p>3.2.2, 3.1.2, 4.2.1</p>

US Dept of Agriculture-Rural Business Development	Federal Government	Fulfill requirements of the grant proposal to provide educational training, business management and technical assistance to rural parts of SC as identified in 29 counties with the expectation of creating at least 30 jobs.	4.3.1, 4.3.2, 4.3.3
US Senator Lindsey Graham's Office	Federal Government	The SC Commission for Minority Affairs-Native American Affairs Initiative is working collaboratively with Senator Graham's office to provide technical assistance as needed on various federal issues related to Native American Indians.	3.2.2, 2.2.1
US Senator Tim Scott's Office	Federal Government	We work with Senator Scott's staff who acts as a liaison for issues that require federal legislative intervention.	3.2.2
US Senator Tim Scott's Office	Federal Government	The SC Commission for Minority Affairs-Native American Affairs Initiative is working with Senator Scott's office to establish a tribal specific/ Native American outreach program with Historically Black Colleges and Universities of South Carolina. We also provide technical assistance as needed.	3.2.2, 3.2.3, 2.2.1
US Small Business Administration	Federal Government	Provides support for our microenterprise program through collaborations, partnerships, conference planning and support, financial support for the education/training and business development programs and provides technical assistance with outreach.	3.2.2, 4.3.4
Wells Fargo Bank	Private Business Organization	SC CMA partners with Wells Fargo to provide education and training for entrepreneurs, particularly minorities and other disenfranchised groups. Wells Fargo has supported our Micro Business Development Program by providing financial support for various programs organized and coordinated by CMA. Additionally, Wells Fargo Bank has financially supported our annual Micro Business conference	3.2.2, 4.3.4

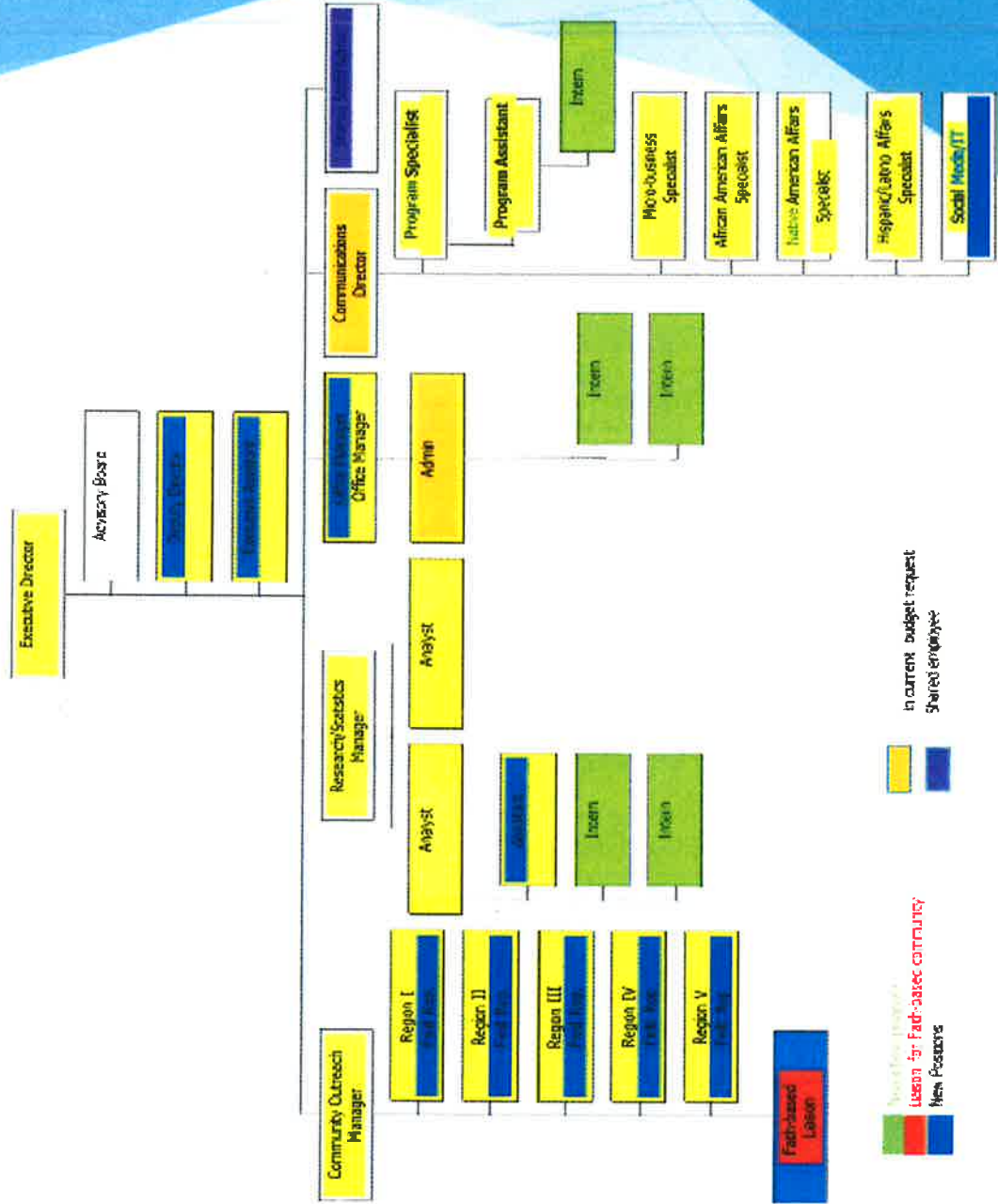
COMMISSION ON MINORITY AFFAIRS
Fiscal Year 2017-2018
Accountability Report

Agency Name: **071**
 Agency Code: **1460**
 Section: **071**

Item	Is This Report a Review of a Report?	Report or Review Name	Name of Entity Requesting the Report or Conducting Review	Type of Entity	Report and External Review Template Reporting Frequency	Current Fiscal Year Submission Date or Review Timeline (MM/DD/YYYY)	Summary of Information Requested in this Report or Request	Method to Access the Report or Information from the Review
1	External Review and Report	Agency Accountability Report	SC Department of Administration	State	Annually	9/15/2017	This report contains our agency's mission and objectives to accomplish the mission and performance measures that show the degree to which objectives are being met. It contains key program area descriptions and expenditures and links these to key financial and performance results measures.	Online
2	External Review and Report	Operating and Capital Budget	SC Governor's Office	State	Annually	9/15/2017	Request for annual operating and capital budget needs for the next fiscal year.	Online
3	External Review and Report	Information Technology and Information Security Plan	SC Division of Technology Services	State	Annually	10/1/2017	Data collection and survey to meet the IT information security and data privacy reporting requirements.	Contact State DTO Office
4	External Review and Report	Rural Business Enterprise Grant (RREG)	United States Department of Agriculture (USDA)	Federal	Annually	August 30, 2018		FOIA Request
5	External Review and Report	Schedule of Expenditures of Federal Awards	SC Office of the State Auditor	State	Annually	8/15/2017	A report (schedule) of the expenditures of agency federal awards for the fiscal year.	Available from the State Auditor
6	External Review and Report	IT Data Collection Report	SC Department of Administration	State	Annually	8/1/2017	Information technology budget for this agency.	State IT Office
7	External Review and Report	Legislative Oversight Committee Report	SC Legislative Oversight Committee	State	Annually	9/29/2017	Intensive review of all agency practices and operations.	Online
8	External Review and Report	Fiscal year end closeout reports	SC State Comptroller General	State	Annually	Varied after fiscal year end	G.A.P. reporting of agency financial status at fiscal year end.	Online
9	External Review and Report	Community Food Projects Grant (CFP)	United States Department of Agriculture (USDA)	Federal	Annually	12/31/18	This report will provide the following information to the USDA: amount of expenditures, running balance of authorized funds, remaining balances of funds, supporting documentation, activities and goals achieved, and reporting on the project objectives.	FOIA Request



BOARD OF COMMISSIONERS



■ New Hire Employee
■ Leason for Faith-based community
■ New Positions
■ In current budget request
■ Shared employee

2018/2019 PROPOSED ORGANIZATIONAL CHART

STATE COLLEGE OF MINORITY AFFAIRS
 STATE OF MISSISSIPPI
 FISCAL YEAR 2018-2019
 July 2018 - November 2018

		FY2019					Percent		
		Preliminary Budget	General Fund Expenditures	Bingo Expenditures	Other Funds Authorization	Federal USDA	Cumulative Expenditures	Of Budget Expended	Percent Of Time Lapsed
I. ADMINISTRATION									
A. Personal Services									
1	Executive Director	75,535.00	25,717.11				25,717.11	49,817.89	
2	Classified Positions (current)	556,351.00	215,063.22	46,683.89			261,747.11	294,603.89	
3	Temporary Position	25,000.00	17,410.00				17,410.00	7,590.00	
4	New Positions (3) est @ 7 mos	73,500.00						73,500.00	
5	Other Personal Services	10,000.00	1,750.00				1,750.00	8,250.00	
6	Terminal Leave (annual leave payout)	12,987.00	12,987.00				12,987.00		
7	Per Diem, Boards & Commissions	3,000.00	805.00				805.00	2,195.00	
	Subtotal	756,373.00	273,732.33	46,683.89			320,416.22	435,956.78	42%
B. Contractual Services:									
1	Data Processing Services - EUC	25,000.00	6,633.58				6,633.58	18,366.42	
2	Data Processing Services - state	7,953.84	4,409.10				4,409.10	3,544.74	
3	Education & Training	10,000.00						10,000.00	
4	Printing Binding & Advertising	15,000.00	1,273.32				1,273.32	13,726.68	
5	Promotional Services	15,000.00	500.00				500.00	14,500.00	
6	Freight, Express & Delivery	1,000.00	158.33				158.33	841.67	
7	Telephone & Telegraph	7,500.00	2,254.46				2,254.46	5,245.54	
8	Telecommunication services (fax line)	600.00	340.41				340.41	259.59	
9	Other Professional Svcs - Non IT	80,000.00	46,431.20				46,431.20	33,568.80	
10	Non-State Employee Travel	10,000.00	445.99				445.99	6,837.73	
11	Laundry Services	50.00	21.91			2,716.28	21.91	28.09	
12	Cellular Telephone Services	2,000.00	792.80				792.80	1,207.20	
13	Audit Account Finance	28.49	28.49				28.49		
14	Temporary Services	45,000.00	15,970.27				15,970.27	29,029.73	
15	Catered Meals	20,000.00				1,311.90	1,311.90	18,688.10	
	Subtotal	239,132.33	79,259.86			4,028.18	83,288.04	155,844.29	35%
C. Supplies and Materials:									
1	Office Supplies	10,000.00	5,663.56				5,663.56	4,336.44	
2	Office Supplies/minor office equip/furniture	5,000.00						5,000.00	
3	Equipment & Supplies	2,000.00						2,000.00	
4	Data Processing Supplies	8,000.00	1,086.64				1,086.64	6,913.36	
5	Equipment & Supplies Printers	860.98						860.98	
6	Data Processing Supplies/laptops, etc	20,000.00	5,121.92				5,121.92	14,878.08	
7	Gasoline	500.00						500.00	
8	TV/Radio/Eng Maint Supplies	1,000.00						1,000.00	
9	Maintenance Janitorial Supplies	1,000.00						1,000.00	
10	Printing Supplies	5,000.00	1,584.57				1,584.57	3,415.43	
11	Educational Supplies	1,000.00						1,000.00	
12	Employee Recognition	2,000.00						2,000.00	
13	Promotional Supplies	6,000.00	400.00				400.00	5,600.00	
14	Other Supplies	1,000.00	647.18				647.18	352.82	
15	Electricity/Lease	500.00						500.00	
16	Household Laundry Supplies	3,000.00				718.89	718.89	2,281.11	
17	Postage Supplies	2,000.00	124.62				124.62	1,875.38	
	Subtotal	68,860.98	14,628.49			718.89	15,347.38	53,513.60	22%
	Subtotal								42%

STATE COM FOR MINORITY AFFAIRS
STATE OF MISSISSIPPI
FISCAL YEAR 2018-2019
July 2018 - November 2018

I. ADMINISTRATION (Continued):		FY2019 Budget	General Fund Expenditures	Bingo Expenditures	Other Funds Authorization	Federal USDA	Cumulative Expenditures	Balances	Percent of Budget Expended	Percent of Time Lapsed
D. Fixed Charges & Contributions:										
1	Rent-Office Equipment/Postage Meter	2,169.24	1,084.62				1,084.62	1,084.62		
2	Rental-Contingent Rent/Copier	9,000.00	1,847.58				1,847.58	7,152.42		
3	Rent - Copying Equipment	4,000.00	1,634.55				1,634.55	2,365.45		
4	Rent State Owned Real Property	49,088.92	49,088.92				49,088.92	-		
5	Rental-other	10,000.00	162.57				162.57	9,837.43		
6	Tort Liability Insurance - State	7,863.30	7,863.30				7,863.30	7,863.30		
7	Dues and Membership Fee	1,400.00	125.00				125.00	1,275.00		
	Subtotal	83,521.46	53,943.24				53,943.24	29,578.22	65%	42%
E. Travel										
1	In State Meals (Non-Reportable)	1,000.00	132.00	32.00			164.00	836.00		
2	In State Other	600.00	98.19				98.19	501.81		
3	In State Lodging	5,000.00	1,027.40				1,027.40	3,972.60		
4	In State Mileage	4,200.00	2,636.26	158.05			2,794.31	1,405.69		
5	In State Misc. Travel Expense	500.00	48.00				48.00	452.00		
6	In State Registration	5,000.00	1,142.00				1,142.00	3,858.00		
7	Out State Registration	2,500.00	1,156.00				1,156.00	1,344.00		
8	Out State Meals/Non-Reportable	1,000.00	569.00				569.00	431.00		
9	Out State Lodging	2,000.00	1,435.98				1,435.98	564.02		
10	Out State Air Transportation	5,000.00	3,234.90				3,234.90	1,765.10		
11	Out State Mileage	1,000.00						1,000.00		
12	Out State Misc. Travel Expense/other	500.00	315.70				315.70	184.30		
13	Reportable Meals	1,000.00	132.00	14.00			146.00	854.00		
14	Travel Advance									
15	Leased Car-State Owned									
	Subtotal	39,300.00	14,000.73	204.05			2,073.30	7,926.70	36%	42%
F. Scholarships & Student Loans										
1	Scholarships Non State									42%
G. Office Furniture & Equipment										
1	Data Processing Equipment & furniture									
	Low value assets (laptops, furniture, etc)	10,000.00	2,162.93				2,162.93	7,837.07		
	Server upgrade	7,935.68	7,935.68				7,935.68	-		
	Subtotal	17,935.68	10,098.61				10,098.61	7,837.07	56%	42%
TOTAL ADMINISTRATION		1,205,123.45	445,663.26	46,887.94		4,747.07	497,298.27	707,825.18	41%	42%

STATE COMMISSION FOR MINORITY AFFAIRS
STATE DEPARTMENT OF EXPENDITURES
FISCAL YEAR 2018-2019
July 2018 - November 2018

II. EMPLOYER CONTRIBUTIONS	FY2019 Budget	General Fund Expenditures	Bingo Expenditures	Revenue Authorization	Federal USDA	Cumulative Expenditures	Balances	Percent Of Budget Expended	Percent Of Time Lapsed
1 Retirement - SRS	125,000.00	46,868.07	9,551.52			56,219.59	68,780.41		
2 Retirement - ORP	20,000.00	8,968.24				8,968.24	11,031.76		
3 Social Security -State Employees	63,000.00	20,258.25	3,616.98			23,875.23	39,124.77		
4 Workers Compensation Insurance	2,137.00	2,137.00				2,137.00	-		
5 Unempl. Compensation Ins.	208.00	208.00				208.00	-		
6 Health Ins. State Employees	90,000.00	23,840.59	(467.89)			23,372.70	66,627.30		
7 Dental Insurance-State Employees	5,000.00	613.34	148.28			761.62	4,238.38		
8 Pre-Retirement Death Benefits ORP	800.00	65.73				65.73	734.27		
9 Pre-Retirement Death Benefits	3,000.00	342.18	70.07			412.25	2,587.75		
TOTAL EMPLOYER CONTRIBUTIONS	309,145.00	103,101.40	12,918.96	-	-	116,020.36	193,124.64	38%	42%
AGENCY TOTAL	1,514,268.45	548,764.66	59,806.90	-	4,747.07	613,318.63	900,949.82	41%	42%

**State Commission for Minority Affairs
Authorized Vs Actual**

Total Appropriations/Authorized		1,098,466	Total Actual Expenditures		933,742	Total Carryforward		80,861
2016	General Funds ⁽¹⁾	784,652	2016	General Funds	745,067	2016	General Funds	39,585
	Earmarked Funds	261,814		Earmarked Funds	158,377		Admission Tax - Bingo	29,240
	Federal Funds	52,000		Federal Funds	30,298		Donations	27,062
					Federal Funds		(15,026)	

Total Appropriations/Authorized		1,345,128	Total Actual Expenditures		1,038,152	Total Carryforward		146,535
2017	General Funds ⁽¹⁾	1,060,314	2017	General Funds	884,827	2017	General Funds	102,073
	Earmarked Funds	261,814		Earmarked Funds	136,636		Admission Tax - Bingo	23,764
	Federal Funds	23,000		Federal Funds	16,688		Donations	27,527
					Federal Funds		(6,829)	

Total Appropriations/Authorized		1,452,693	Total Actual Expenditures		1,211,492	Total Carryforward		103,703
2018	General Funds ⁽¹⁾	1,130,879	2018	General Funds	1,040,809	2018	General Funds	90,070
	Earmarked Funds	261,814		Earmarked Funds	154,727		Admission Tax - Bingo	4,401
	Federal Funds	60,000		Federal Funds	15,956		Donations	25,188
					Federal Funds		(15,956)	

⁽¹⁾ General Fund Recap:			
	FY16	FY17	FY18
Base Appropriation	740,019	998,010	1,020,729
Allocations (Base Pay, Health/Dental, etc)	8,027	22,719	8,077
Amount Carried forward from prior year	36,606	39,585	102,073
Grand Total	784,652	1,060,314	1,130,879

SC Commission for Minority Affairs

FY 2019-20 Budget Hearing



Agency Attendees

- ▶ Dr. Delores DaCosta, Executive Director
- ▶ Chairman Kenneth Battle
- ▶ Dr. Cuddy Carter, Lead Statistician
- ▶ Mauricio Orozco



Agency Information

- ▶ The South Carolina Commission for Minority Affairs (CMA) celebrates 25 years of service this year.
- ▶ As a catalyst for socio-economic change, CMA initiates efforts to identify and examine factors leading to inequities in ethnic minority communities.
- ▶ CMA's strategies include community engagement, collaboration and the use of multifaceted approaches culturally sensitive to the population it serves.
- ▶ CMA has the ability to bridge gaps that create socio-economic inequities by establishing partnerships with ethnic minority communities, government agencies and other stakeholders.
- ▶ Research is a major factor to CMA's success. Technology integrations and advance research methodologies provide the tools needed to accurately collect, diagnose and analyze data, relevant to such inequities, resulting in measurable outcomes.

Agency Information Continued...

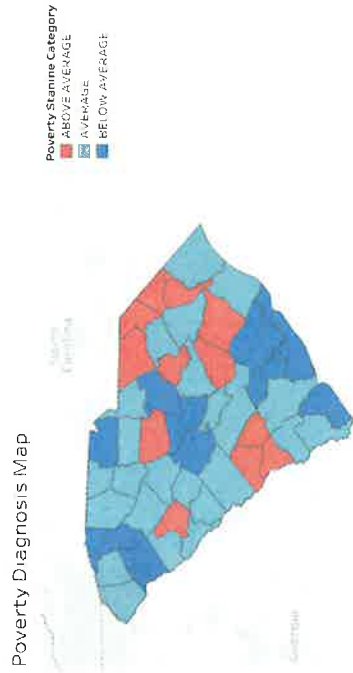


Table 6
Top Five Counties in Percent below Poverty

County	Value
Dillon	30.6%
Allendale	29.7%
Williamsburg	29.3%
Lee	28.2%
Bamberg	27.1%

Note: Average percent below poverty was 20.46% and median percent below poverty was 19.6%.

Figure 4

Figure 4. *Critical Spatial Mapping of Percent below Poverty.* Table 6 shows the top five counties in percent of residents below poverty. This data helps CMA target heavily impoverished minority communities by county.

Accountability Report Highlights

As a result of CMA's efforts, we successfully achieved the following objectives in our FY 2017-2018 Agency Accountability Report:

- ▶ USDA Community Food Projects. "Building Capacity for Tribal Food Sovereignty" (\$35,000);
- ▶ USDA Rural Business Development Project (\$77,000);
- ▶ Established Immigrant Law Assistance line;
- ▶ Collaborated with various partners and communities to address issues related to ethnic minorities and poverty;
- ▶ Collaborated with state and local government and ethnic minority communities on emergency preparedness; and
- ▶ Disseminated relevant statistical data and information to legislators and stakeholders regarding poverty, socio-economic deprivation and minority populations.

Current Year “New” Funding

CMA’s current year “new” funding is being used to fund the following recurring projects:

- ▶ Research Program Expansions \$231,360.00
 - 3 FTE @\$42000 each, total \$126,000
 - Related Fringe, \$45,360
 - Research Consultant, \$45000
 - Supplies/travel, \$15000

- ▶ Small & Minority Business Program Expansions \$75,000.00
 - Contractual Services, \$65000
 - Program Support, \$10,000

- Total \$306,360.00

Recurring Budget Requests

Priority 1. Administration. Public Information Director

This funding request would be used to create a Public Information Director position. The creation of this position will help us to increase the public's awareness of our agency mission, goals, and objectives and significantly increase our visibility in the State of South Carolina. Total requested:

1 FTE	\$56,947.00
Related Fringe	<u>\$19,931.00</u>
Total	\$76,878.00

Priority 2. Administration. Administrative Support Expansion

This funding request would be used to create an Administrative Specialist II position. This will increase the efficiency of our administrative support functions. Agency growth has increased the need for additional administrative support to assist our expanding program areas. Total requested:

1 FTE	\$28,000.00
Related Fringe	<u>\$ 9,800.00</u>
Total	\$37,800.00

Recurring Budget Requests

Priority 3. Administration. Classified Positions Salary Increases

This funding request will provide a 5% increase in eight staff salaries. These staff members have not seen a significant increase in salary since 2014. Total requested:

5% of staff salaries for 8 employees paid from General Fund \$20,090.00

Related Fringe \$ 7,031.00

Total \$27,121.00

Priority 4.

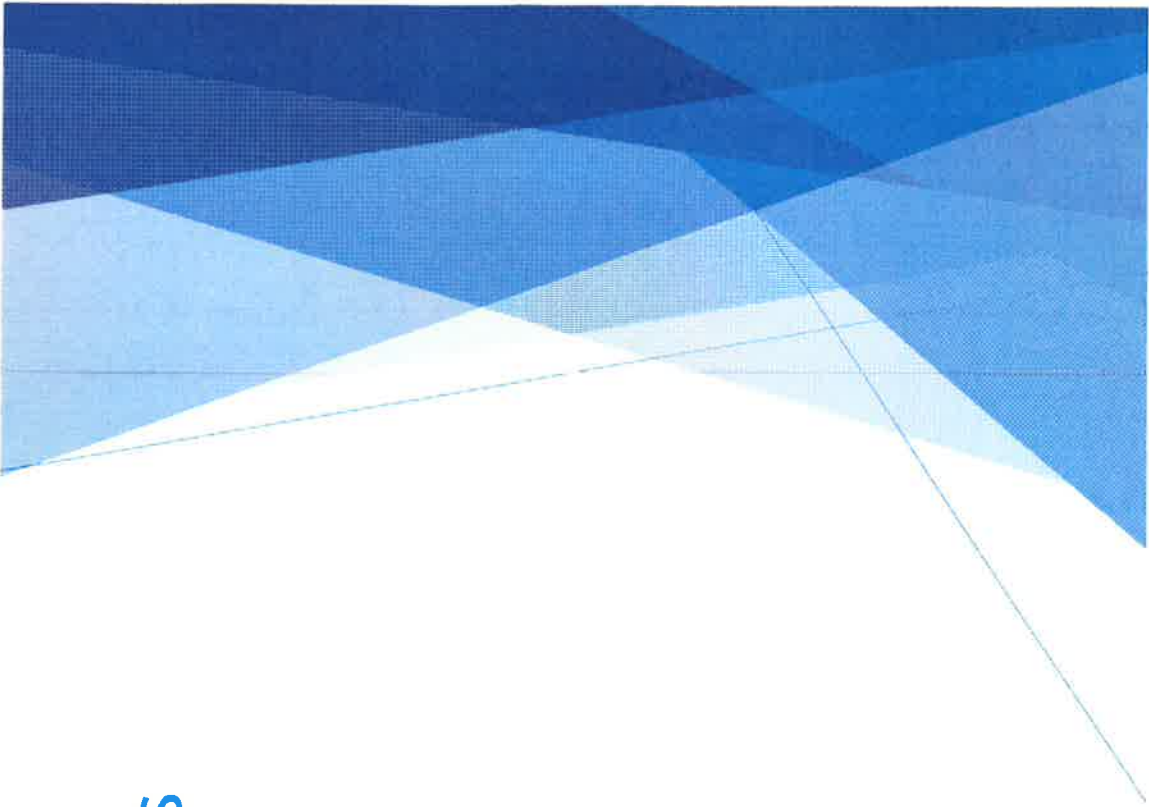
Non-Recurring Budget Requests

- ▶ None



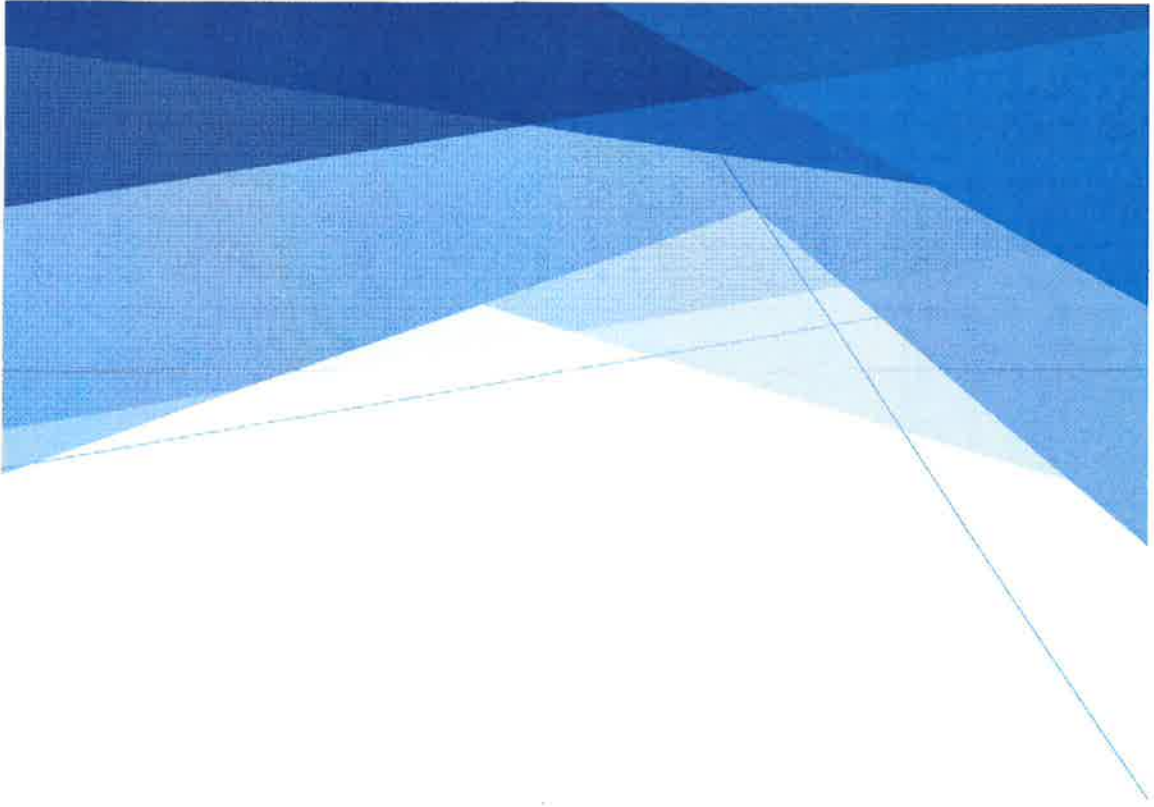
Capital Budget Requests

▶ None



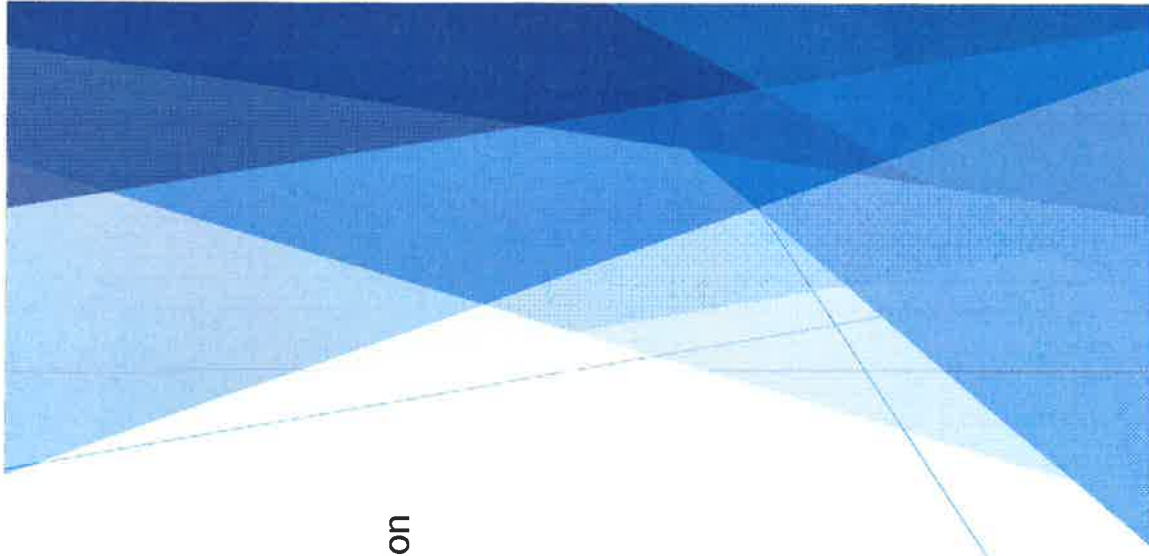
Proviso Requests

▶ None



Cost Savings

If a 3% General Fund reduction is necessary, the agency would take the reduction from some of the operational costs funded through the Human Trafficking program area to include training and technical assistance activities, printed materials, and translation services.



Reducing Cost and Burden to Businesses and Citizens

This agency does not levy any fees or fines.



Wrap-up

CMA has faced some major challenges over the last few years, most resulting from noncompliance of the law and poor performance.

As CMA moves forward, organizational changes must take place to align with its purpose and adapt to future trends. Efforts are being made to develop and implement strategies to ensure agency effectiveness and efficiencies. With that in mind, our future needs will become greater and so will the cost to do business. Some of the immediate areas of focus will include:

- Hiring staff with competencies that fit the needs of the organization. CMA is looking to hire a Public Information Director to develop and oversee a strategic marketing and information dissemination plan that includes effective branding to improve CMA's image, a social media campaign and improve the overall communication relationships between stakeholders, the community, government officials and other partners. Oversee communications staff, assist other staff in designing and promoting events.
- CMA is also seeking another administrative support person to assist staff. There is currently no process in place to capture and track incoming calls to determine the kind of phone traffic coming into the agency. This individual will carryout these tasks along with other front office support services for the agency.

Wrap-up cont...

- create a best practices strategic plan with measurable outcomes to show internal and external progress;
- provide professional staff development that includes the use of applicable tools and methods that identifies the needs and strengthens the organization.
- develop competency standards that outline the skills and knowledge necessary to carry out specific tasks and
- provide professional training for all leadership with a clear understanding of not only the governing statutes but also the sensitivities within the communities being served.

CMA has the responsibility of ensuring that, “All ethnic minority citizens of the State of South Carolina will be treated equitably and achieve economic prosperity through socio-cultural awareness, collaboration, policy change and research.”

South Carolina House of Representatives Ways and Means Transportation and
Regulatory Subcommittee



COMMISSION FOR MINORITY AFFAIRS

Budget Report 2019

Agency Challenges and Solutions

Dr. Delores Dacosta
Executive Director

Summary of the Legislative Oversight Committee Report

In 2018, the Legislative Oversight Committee (LOC) released its findings from an investigative study of the Commission for Minority Affairs (CMA). Bipartisan members of the Committee agreed that CMA was not effectively fulfilling its mission to collect, analyze and disseminate data linked to disparities in ethnic minority communities. The report also noted the concerns from the Committee members about two issues in particular: 1) non-compliance of the law to setup a hotline for immigration law violations and 2) the use of CMA funding to support the SC Micro-Enterprise Network (SCMEN) while two full time CMA employees served on its board. The agency lacked integrity, accountability and transparency. The Committee voted 12-1 in favor of the report and recommended that the Governor replace members of the Board of the Commission.

Current Challenges

The LOC study only grazed the surface of the challenges facing CMA. On September 4, 2018, I began my first day as the new Executive Director of this agency. The Agency Accountability Report was due on September 15th and nothing had been done to complete it. There was no sense of urgency because it was acceptable behavior, instead, to request an extension. There was very little communication among staff regarding completing this report and no leadership from Board members in the absence of an Executive Director from the end of June until my start in September. The Board was not engaged with staff and was unaware of events, projects and a planned a press conference at the State House to launch the immigration hotline mentioned in the LOC report. New employees had no guidance or direction regarding current projects and conducting such an event. Throughout the Agency Accountability Report process, the Board and some members of staff were not engaged fully in the process, which confirms findings and recommendations from the LOC. These are signs of what is referred to as a “toxic work environment,” that poses a threat to the viability of the agency. I realized quickly, that a full assessment of the agency and a staff skills audit had to be completed before developing a strategy to move the agency from its current state to a more productive future state.

Agency and Staff Assessments

My initial assessments began with one-on-one conversations with staff about the overall organization, their duties and responsibilities. I completed a generic “needs-gap analysis” based on these conversations to determine the current state of the agency and to establish a baseline for future performance measurements. The accountability report is a performance measurement tool used to determine the effectiveness and efficiency of state government agencies. It became our mandatory employee group project to evaluate the agency as well as employee competencies. Staff was given the task of working as a team to complete the accountability report. I acted as facilitator throughout the process

and was able to observe the ongoing activities. After 2 1/2 days of work on this project, the report was completed and I was able to make the following determination about CMA as an organization and the staff:

Weaknesses:

- Teamwork was not practiced; the silo mentality most often used
- Statute and Mission unclear
- No strategic plan in place
- Limited knowledge of how jobs linked to mission
- No structured process for staff development
- Inadequate research data to report or measure
- Lack of statewide coverage/inadequate staffing
- Disconnect between staff and leadership/lack of direction
- Staff unclear of expectations
- Staff opinion never mattered
- No relationship between staff and board
- Under-utilized competent talent
- Staff incompetence ignored
- Lack of new knowledge/ a lot of duplication of information from previous reports
- Staff was excluded from most discussions about the agency
- Lack accountability

Strengths:

- Most were ready for change
- Group overall worked well together once allowed to do so
- Most were passionate about the job

The top five priorities leading to the future success of CMA must include:

- 1) Attaining a clear understanding of the statute
- 2) Aligning the agency vision and mission with the statute

- 3) Developing a strategic plan that drives the mission
- 4) Providing adequate staff and resources to implement strategic plan
- 5) Recording and disseminating the outcome

Staff, as a team, has successfully completed priorities 1 and 2 which resulted in the following vision and mission statements for CMA:

Vision Statement

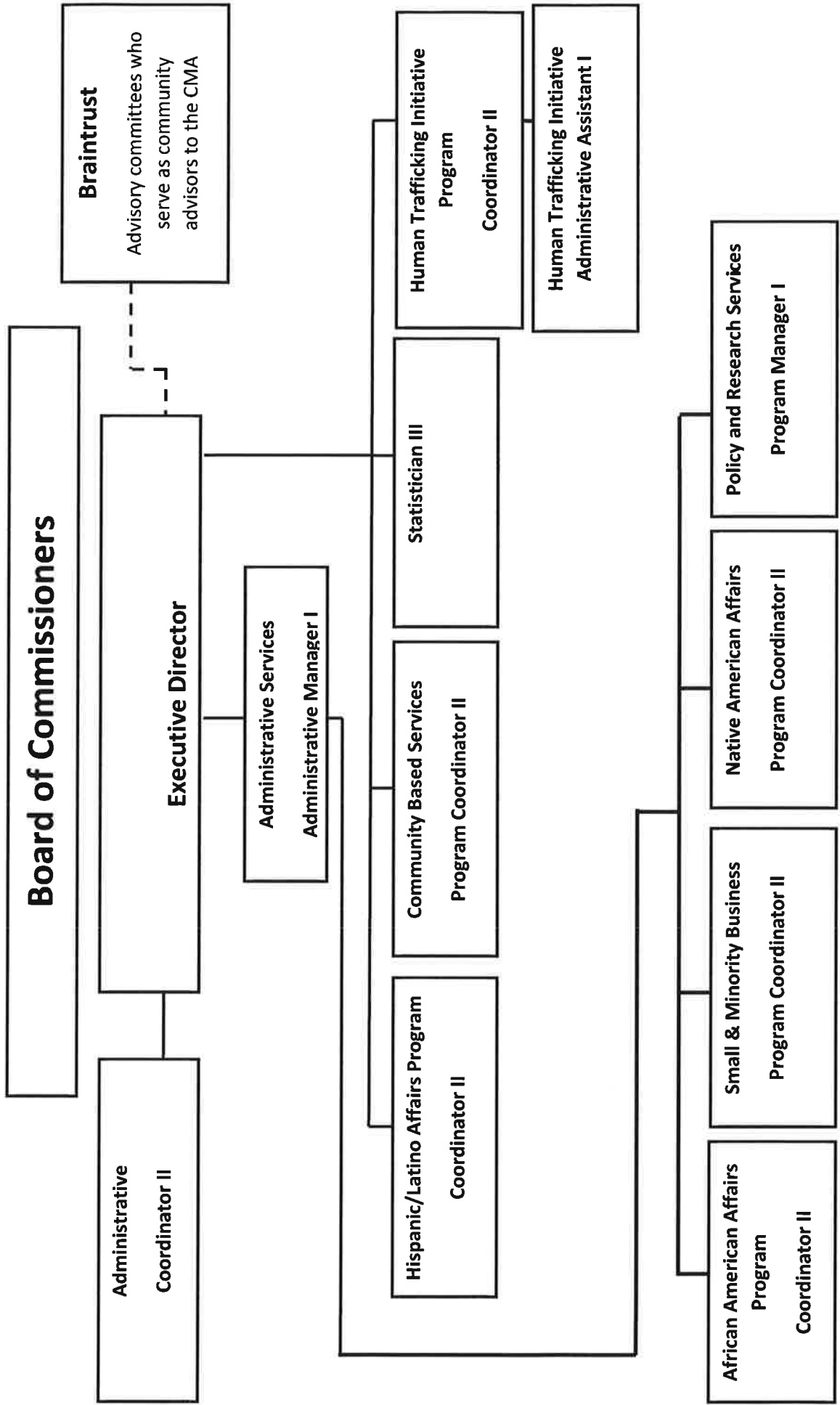
All ethnic minority citizens of the State of South Carolina will be treated equitably and achieve economic prosperity through socio-cultural awareness, collaboration, policy change and research.

Mission Statement

To be a catalyst that identifies and examines emerging issues and trends by providing constructive solutions and approaches to support the policy and socio-economic development of ethnic minority communities through:

- Community engagement and awareness;
- State recognition of Native Americans;
- Collecting, diagnosing and analyzing collaborative data;
- Acting as a liaison bridging the gap between communities, government agencies and other organizations and; Influencing public policy and state services

Staff has also been instrumental in the preliminary planning stages to develop the CMA's one and five-year strategic plan which is well on its way to completion. The implementation of the plan will require additional staff and resources for capacity building through collaboration and other joint ventures. Currently CMA consist of six divisions: Outreach and Community, Microbusiness, African American Affairs, Native American Affairs, Hispanic/Latino Affairs and Research & Statistics. Each of these divisions are manned by a one full time employee and part time temporary personnel. The organizational chart below is the current structure of CMA. The inadequate number of qualified staff poses a great threat to the future success of this agency.



The initial recurring budget priorities request included the following to add to the current organizational structure:

Priority 1. Administration. Public Information Director

This funding request would be used to create a Public Information Director position. The creation of this position will help us to increase the public's awareness of our agency mission, goals, and objectives and significantly increase our visibility in the State of South Carolina. Total requested:

1 FTE	\$56,947.00
Related Fringe	<u>\$19,931.00</u>
Total	\$76,878.00

Priority 2. Administration. Administrative Support Expansion

This funding request would be used to create an Administrative Specialist II position. This will increase the efficiency of our administrative support functions. Agency growth has increased the need for additional administrative support to assist our expanding program areas. Total requested:

1 FTE	\$28,000.00
Related Fringe	<u>\$ 9,800.00</u>
Total	\$37,800.00

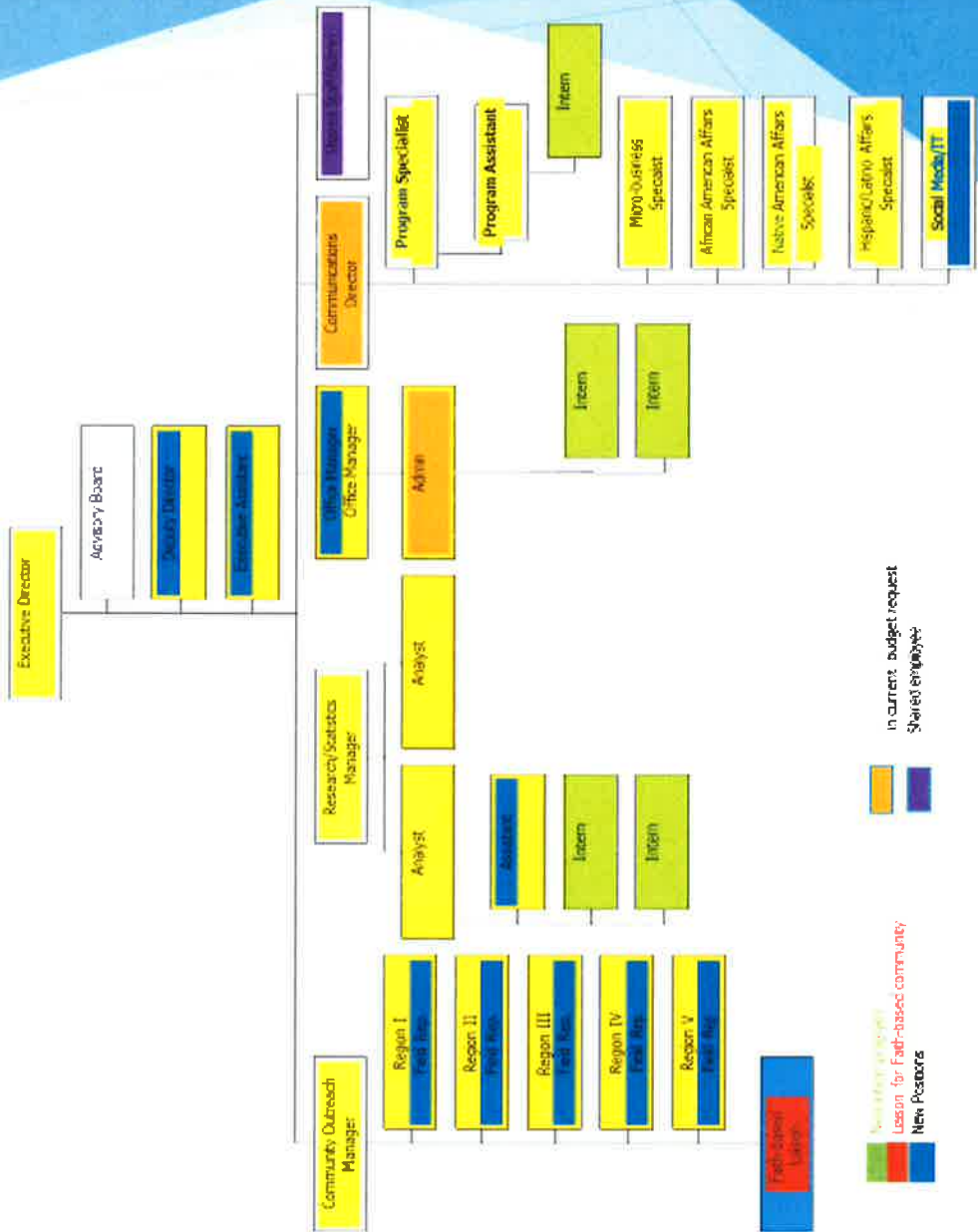
Priority 3. Administration. Classified Positions Salary Increases

This funding request will provide a 5% increase in eight staff salaries. These staff members have not seen a significant increase in salary since 2014. Total requested:

5% of staff salaries for 8 employees paid from General Fund	\$20,090.00
Related Fringe	<u>\$ 7,031.00</u>
Total	\$27,121.00

However, after having the opportunity to fully assess the needs of the organization, I have developed the following proposed organizational chart which expands CMA's Research and Community Outreach Divisions and proposing new hires in other areas.

BOARD OF COMMISSIONERS



■ New Hire
■ Lesson for Faith-based community
■ New Positions
■ In current budget request
■ Shared employee

According to the LOC report, CMA's Research Division produced no outcome on how social and economic disparities impact the populations being represented. Several factors contributed to that finding: 1) the skillset of the program manager was not aligned with the duties and responsibilities of the job; 2) data used was flawed and 3) no accountability. This employee had documented disciplinary actions with regards to his poor performance but was allowed to continue working. He was placed on a performance measurement plan but refused to complete his required assignments. Through my leadership and assessment of staff skills, it became clear that this was causing damage to the agency as a whole. This employee is no longer with the agency. The current staff at CMA is very small with limited resources to provide the services necessary to fulfill its required duties and responsibilities under the statute. As a result of such deficiencies:

- Projects are not completed on time
- Constituents are dissatisfied with the services they receive
- Work quality is significantly compromised
- Negative impact on agency
- Current employees are suffering from stress and overworking

Expanding the Research Division will not require any additional funds. In the 2018-19 budget, funding was allocated to cover the following:

Research Program Expansions: \$231,360.00

- 3 FTE @\$42000 each, total \$126,000
- Related Fringe, \$45,360
- Research Consultant, \$45000
- Supplies/travel, \$15000

I am in the process of filling two research analyst positions. I am requesting a reallocation of funding for the third FTE to cover paid interns to assist in the research department and reallocate \$7500 from supplies to cover the cost of I-Pads for field representatives. I am proposing the following additional recurring priorities to CMA's 2019-20 budget:

Priority 4. Administration. Regional Field Officers

In our efforts to build capacity, the state will be divided into 4 regions and assigned "Field Officers" to assist in data collection, collaboration, and advocacy. These Field Officers will gather raw data and feed it back to our research division to be analyzed. They will also disseminate information, mobilize support for the interests of the CMA and generally keep the organization in the public eye. The fifth FTE will be a bilingual individual roving between regions to assist with language barriers as well as the responsibilities above. These FTEs will be essential to assist in the upcoming census count.

5 FTE @ \$40,000 each, total \$200,00
Related fringe: \$60,000

\$260,000.00

Priority 5. Administration. Faith-Based Liaison

Position works closely with the Churches and other faith-based organizations to build relationships and develop partnerships to promote outreach initiatives in minority communities. Serves as the primary administrative contact with regard to statewide program activities, events and services.

1FTE @ \$35000
Related fringe \$10,500
Total \$45,000

Total additional funding request \$305,000
Initial Budget request \$141,799
Total recurring request \$446,799.00