

Accountability Report Transmittal Form

Organization Name: South Carolina Commission for Minority Affairs

Date of Submission: September 15, 2008

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SOUTH CAROLINA COMMISSION FOR MINORITY AFFAIRS

ANNUAL ACCOUNTABILITY REPORT Fiscal Year 2007-2008

Section I - Executive Summary:

I-1. Organizations Stated Purpose, Mission, Vision and Values

Propose:

The Commission exists **“to study the causes and effects of the socioeconomic deprivation of minorities and to implement programs necessary to address inequities confronting minorities in the State.”**

Mission:

The South Carolina Commission for Minority Affairs serves as a think-tank that provides leadership, focus and direction in addressing problems of deprivation and poverty among the State’s minority population. The Commission is unique. It is the only such agency of its kind established in State government whose sole purpose relates to minorities. Its mission is to address the issue of systemic deprivation and poverty which disproportionately impacts minorities; partner with groups representing the interest of minorities; influence the establishment of policies/laws affecting minorities; and implement initiatives directed toward bringing a greater level of prosperity to communities of color. The Commission serves as a statewide clearinghouse for information about minorities.

Vision:

The South Carolina Commission for Minority Affairs will be respected as a state and national leader, having contributed to eradicating poverty and achieving economic prosperity for all South Carolinians.

Values:

The values of the organization represent the guiding principles or the things about which we as the Board and staff care the most. We strive to demonstrate our commitment to these guiding principles in all our interactions with others. The work of the South Carolina Commission for Minority Affairs is guided by the

following values:

Honesty

Honesty and integrity are vital ingredients required to keep the public's trust. As such, we value honesty and integrity in our research, our publications, and our professional relationships.

Excellence

We strive to attain the highest professional and ethical standards as we accomplish our vision and agency mission.

Respect

Our relationships with persons interacting with this agency are of primary importance. Our intent is to demonstrate respect for each other and for those we serve.

Commitment to Fostering Positive Change

We are committed to fostering positive change where disparities and inequities exist with minorities. Our ultimate goal is for minorities to have a voice, to participate actively in the public policy process, and to benefit from the resources and wealth of this State.

Accountability

As an agency, we are accountable and responsible to public policy makers and all the citizens of this State. We commit to demonstrating good stewardship over all resources and working hard to identify and eliminate wasteful programs that do not serve the interest of minorities or the State of South Carolina.

Customer Satisfaction

We are committed to customer satisfaction that results from providing quality products and services in a timely manner.

I-2. Major Achievements from Past Year

- A. Increased visibility in the African American community through Town Hall meetings held in twelve (12) cities across South Carolina. These meetings confirmed the importance of the eight focus areas identified by the CMA as factors fueling poverty. Participants identified teen pregnancy, drugs, lack of local jobs, poor education and high dropout rates, as contributing to the poor state of affairs in the African American community. In the majority of meetings, the issue of the fragile black family and teen pregnancy were common themes.

To address the root causes of education deprivation, the CMA started an initiative to raise support for the passage of early childhood education legislation that would grant the Commission authority to document successful programs shown to close the achievement gap. Additionally, a cost benefits

analysis documenting the socioeconomic impact of early childhood education was conducted and the report was delivered to the 117th General Assembly for consideration during the 4k funding debate. Additionally, the CMA proposed a proviso to study how to close the achievement gap affecting minority students. The study looks at how early childhood education plays an important role in closing the achievement gap. This proviso, which passed the General Assembly June 2008, gives the CMA the authority to request information from state agencies to determine where the State is spending money on programs that may or may not contribute positively to closing the achievement gap. A report of the study findings is due to the Governor and Members of the General Assembly in February 2009.

- B. Contracted with the Consortium for Latino Immigration Studies at the University of South Carolina and experts from the Darla Moore School of Business to study the socio/economic impact of the growing Latino population in the State. The study was unveiled at the 2007 Statewide Hispanic/Latino conference and represents the first comprehensive study that examines the impact of South Carolina's fastest growing population. The report is available on the Commission's website at: <http://www.state.sc.us/cma>. The report was often referenced in public meetings and during legislative discussions. The General Assembly passed the South Carolina Illegal Immigration Reform Act 2008. The Act placed responsibility for establishing a hotline and database for capturing information about alleged violations of the Act with the Commission. However, the Act carried no money with it to implement the Law, and no additional funding was provided for staffing to provide the new services.
- C. State Recognition Program continued and to date have granted State acknowledgement to five (5) Native American "Tribes"; six (6) Native American "Groups"; and one (1) Special Interest Organization. No additional entities were granted state recognition in FY2007-2008. The CMA work shifted to strategic planning and conducting needs assessments with the Native communities. This shift is important because it moves the community focus away from only State Recognition that brought no direct financial benefits or prosperity to Native American citizens, toward work that has the potential of bringing new programs and services that are culturally sensitive to Native people. Convincing the Native American leadership to move forward to conduct needs assessments and to allow CMA entrance into communities was a major accomplishment. Establishing trust was critical to accomplishing this progress. The work will continue throughout FY2008-2009. The assessment data and information will be used to apply for funding with philanthropic organizations that serve Native populations.
- D. Creation of the Small and Minority Business Program, whose objective is to facilitate the growth of small and minority businesses in South Carolina, especially in distressed minority communities. The CMA Comprehensive Diversity Management Program (CDMP) uses a proactive business development model that seeks to provide qualified minority businesses equal access to purchasing and contracting opportunities, especially in the private sector around the State of South Carolina. It is designed to promote vendor participation reflective of the diverse business community and encourage local economic development. The CDMP will serve as a turn-key diversity management tool for corporations, project owners, and project management companies that have the desire and/or requirement to do business with minority owned businesses. Companies benefit by extending their reach to the rapidly growing minority marketplace and by gaining access to qualified suppliers, contractors, consultants, etc, which in return increases competition, which reduces costs and improves quality. The entire initiative brings jobs and potential employment opportunities to distressed communities, thus alleviating poverty and deprivation.

I-3. Key Strategic Goals for Present and Future Years

Based upon strategic planning with the CMA Board and staff in 2008, the following short and long term goals were determined:

A. Goals Related to CMA's Mission and Vision

Short Term

- Clearly define who CMA is and what programs and services it will provide given current statutory authority, staffing, and budgetary constraints.
- Increase collaboration between CMA and its partners (other agencies serving minorities and private sector organizations).

Long Term

- Revise CMA's statutory authority as needed to enable it to meet the needs of the minority populations it serves.
- **Increase agency funding**
- **Increase staffing to carry out the mission**
- Move minority programs and services from other agencies to CMA for better results
- Become a clearinghouse for information about minority populations
- Develop an indicators database on minority populations
- Serve as an ombudsman for minorities (with the power to act)
- **Reduce poverty**
- **Reduce teen pregnancy through education**

2. Goals Related to Marketing the CMA Brand

Short Term

- **Create public relations, marketing and branding campaign to insure that key stakeholders understand who CMA is and what it does.**

Long Term

- **Establish CMA's reputation in the research field by responding to RFP's and presenting research findings at local, state and national events and conferences.**
- **CMA will be recognized as the best source for information about minority populations.**

3. Goals Related to Organizational Development

Short Term

- Fill Commission vacancies
- Enhance internal organizational communication and collaboration
- Create a succession plan for the agency

Additionally, each program area must undertake goal setting, develop action plans, and determine

measurements of success in order to best utilize the limited staff and resources of the agency, and make the most positive impact on the populations served.

I-4. Key Strategic Challenges:

A. Mission – the strategic challenge is that the mission of the agency is enormous, **“to study the causes and effects of the socioeconomic deprivation of minorities and to implement programs necessary to address inequities confronting minorities in the State.”** However, other state organizations receive the funds for programming. Therefore, forming partnerships for collaboration is vital to achieving our mission.

B. Operational – the Commission represents the interest of some 1.3 million minorities dispersed across the entire state of South Carolina. This provides major operational challenges in terms of meeting with the populations at the community level. Without the ability to connect across South Carolina, it is impossible to become a household name and to feel connected to the populations we represent.

C. Human Resources – the Commission is funded at approximately 50.0 percent of FTE need. The lack of sufficient staffing impedes progress over time. Obtaining additional FTE’s through public or private means is a challenge given the decrease in philanthropic funding, especially for personnel.

D. Financial- the agency from its inception was poorly funded and has continued to lag behind in needed funding to address the needs of each minority population served by the agency. This has and continues to be a major challenge as we continue to face, as a country and nation, fewer dollars to address socioeconomic issues.

E. Community-Related – the CMA works with probably the most diverse populations served by state agencies. Often times these groups have competing interests. The agency must strategically plan how to utilize its limited resources in the most effective manner, while being fair in the delivery of services and addressing issues affecting all populations.

I-5. How the Accountability Report is used to Improve Organizational Performance

The Accountability Report has been the avenue through which the performance of the agency has been reported to the public and the General Assembly. The document has allowed the agency to acknowledge its progress over the years and to identify clearly areas where the agency’s mission has not been fully accomplished. The accountability process has provided an avenue through which strategic planning for the growth of services and the discontinuation of services, can clearly be identified in order to use the limited resources of the agency in the best possible manner. It also affords the agency director and staff the opportunity to see how their work contributes to obtaining the overall goals or lack thereof of the agency.

Section II – Organizational Profile:

II-1. Products/Services

Method of Delivery

➤ Poverty Indicators

Policy and Research Manager

- Consultation CMA Program Coordinators
- Cultural Diversity Training CMA Program Coordinators
- Community Technical Assistance CMA Program Coordinators
- Capacity Building CMA Administrative Coordinator
- Research Policy and Research Manager
- State Recognition (Native Americans) Regulatory Oversight (Board)
- New and Changed Public Policies Executive Director/Legislature

II-2. Customers

Requirements/Expectations

- Minority Populations
 - Treat with Respect
 - Help Obtain Services
 - Eliminate Obstacles and Barriers to Services
 - Provide Information
 - Minority Business Opportunities
 - Direct Help to the Poor
 - Help address problems in their community
- Organizations, i.e., nonprofits, Faith-based, etc.
 - Consultation
 - Training
 - Help Obtain Funding
 - Capacity Building
- State Agencies
 - Assistance Reaching Minority Populations
 - Train Staff about Cultural Differences
 - Collaboration in Delivery of Services
- Legislature
 - Information and Data
 - Timely Response to Constituent Needs
 - Thoroughly Researched Policy
 - Recommendations
- CMA Board
 - Well Managed Agency
 - Programs that Meet the Needs of All Groups
 - Build Capacity to Help all Communities Prosper
 - Fairness

- CMA Staff
 - Fairness
 - Good Work Environment
 - Feedback/Evaluations
 - Bonus Pay and Recognition
 - Respect

- Local Leaders
 - Information and Data
 - Consultation
 - One-on-One Attention
 - Direction
 - Timely Response

II-3. Key Stakeholders (Other than Customers)

- Taxpayers of the State of South Carolina
- Private Sector Entities
- Non-Profit Entities

II-4. Key Suppliers and Partners

- Bureau of the Census
- Office of Research and Statistics - Budget and Control Board
- Colleges and Universities
- Minority Communities
- National and local organizations whose focus is the alleviation of poverty and deprivation
- New Carolina – South Carolina’s Council on Competitiveness
- South Carolina Chamber of Commerce
- State Agencies

II-5. Operation Location

6904 North Main Street, Suite 107
 Columbia, South Carolina 29203
 Phone: (803)333-9621
 FAX: (803)333-9627
www.state.sc.us/cma

II-6. Number of Employees

- Unclassified 1
- Classified 9
- Temporary (Intermittent) 1
- Contractual -Varies

II-7. Regulatory Environment

- Not applicable/Non-Regulatory

II-8. Performance Improvement System

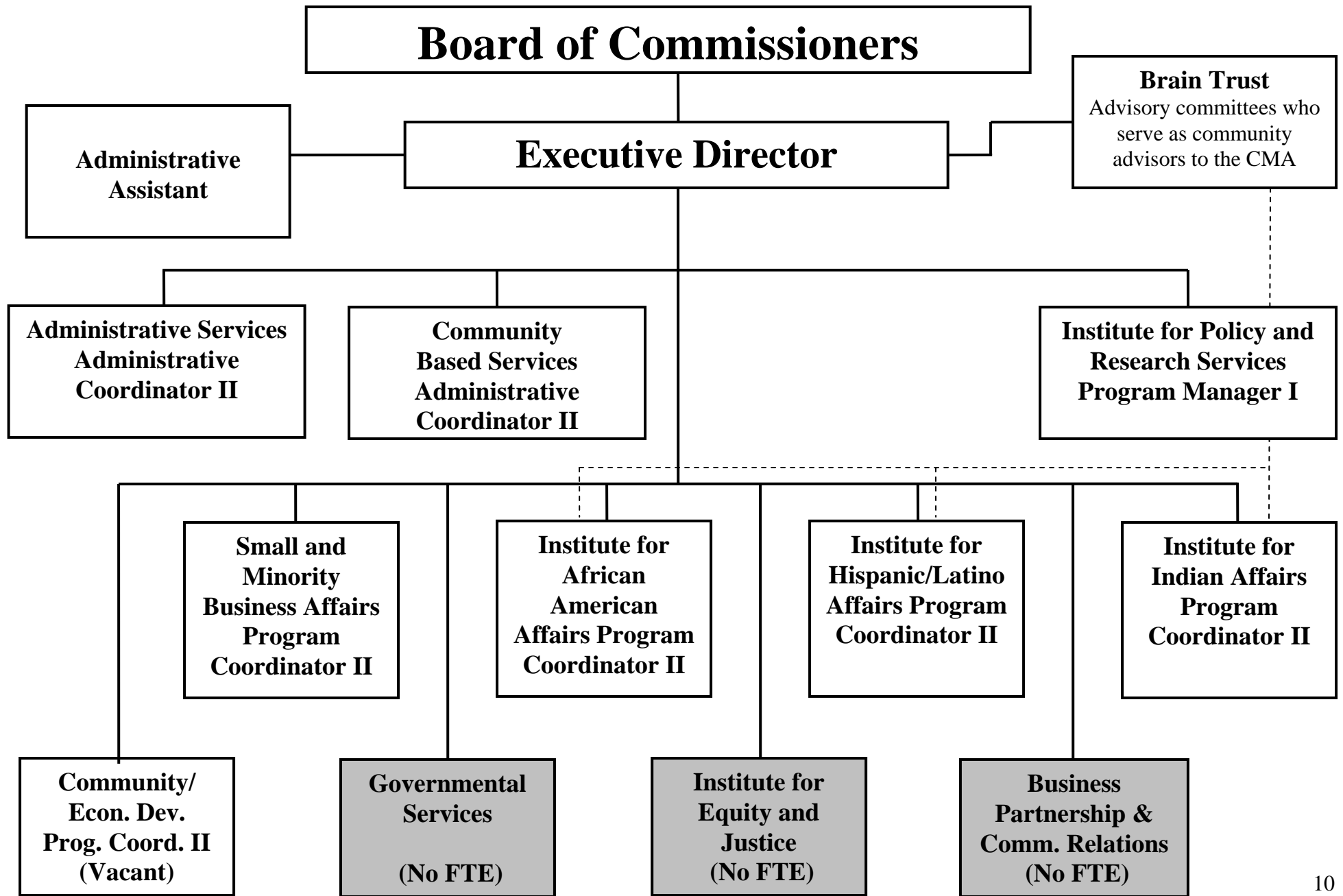
The Executive Director, along with the members of the Board and staff, began strategic planning in 2007 and has had many frank discussions about the direction of the agency. To date, the mission statement, vision, and SWOT Analysis have been completed and the agency is at the goal setting stage. With the recent appointment of a new Board Chair, Mr. Rick Harris, it is expected that the work plans and performance measures will be finalized and included as a part of the FY2008-2009 evaluations document for Ms. Davis and CMA staff.

II-9. Organizational Structure

The Executive Director coordinates the work of the Commission on a daily basis, with oversight provided by a nine member Board of Commissioners. By State statute, the Board is required to meet a minimum of four times a year.

**Organization Chart
As of June 30, 2008
(See next page)**

L46 - South Carolina Commission for Minority Affairs



Section III - Elements of Malcolm Baldrige Award Criteria

Category 1 - Leadership

- 1.1 How do senior leaders set, deploy and ensure two-way communication for: a) short and long term direction and organizational priorities, b) performance expectations, c) organizational values, and d) ethical behavior?

The Commission for Minority Affairs has a nine-member Board of Commissioners that provides oversight and assists with determining the vision, direction, and priorities of the agency. Through the development of the agency's Strategic Plan and the Agency Head Performance Planning Process, the Board members assist the Executive Director with determining and setting the short and long-term goals of the agency. All Coordinators and Manager level personnel participate in strategic planning with members of the Board and the Executive Director and assist with determining priorities.

Given the small size of the staff, the Executive Director meets individually and collectively with the staff to deploy and communicate the short and long term priorities. The priorities of the agency also are communicated to constituent minority populations through forums and advisory meetings.

Performance expectations are established as a part of the formal strategic planning process, the Agency Head Planning and Evaluation Process, and the Employee Performance Management System for each employee. Additionally, the Executive Director and the Program Coordinators regularly convey to constituent groups through public meetings the level of services they can realistically expect to receive given the staff and funding limitations of the Commission. Staff members are informed during daily encounters, meetings, and through their individual performance planning documents and evaluations, of their performance expectations and how their performance impacts the successful implementation of the goals set forth in the agency's Strategic Plan.

The values of the agency are discussed yearly as a part of the annual strategic planning process. Our values are posted in the agency for staff and those entering our doors to review.

Each employee is expected to demonstrate ethical behavior through interactions internally and with persons visiting or seeking assistance through the agency. It is a part of the culture of the organization. The agency has established policies regarding inappropriate office behavior. Teamwork is a critical part of this agency's culture and teamwork is possible because of the ethical behavior of all personnel associated with the agency. Additionally, all members of the Board and senior member staff are intermittently provided training on the South Carolina Ethics Law.

- 1.2 How do senior leaders establish and promote a focus on customers and other stakeholders?

On an ongoing basis, each Program Coordinator assigned to work with a specific minority population identifies the immediate need, i.e., the three major minority groups of the State, Hispanics/Latinos, Native Americans, and African Americans. Meetings with the leadership and grassroots constituents of these groups continue to be held regularly to keep the Commission focused on how to meet their needs. Three Advisory Committees currently exist to represent the interest of these populations. An Asian American Advisory Committee is being considered given the growth in the number of Asian Americans residing in the State. The Executive Director also regularly meets with members of the executive and legislative branches of government to ensure that the agency is providing the services expected by these customers and stakeholders. Member of the Board also interact with the Governor and representatives of their local House and Senate delegations to the General Assembly.

- 1.3 How does the organization address the current and potential impact on the public of its programs, services, facilities and operations, including associated risks?

The Commission serves as a catalyst to bring about needed change in public policies and programs that affect minorities. Prior to embarking on any initiative, the Commission solicits information from the minority group(s) that will be affected by the work of the Commission. This is done through the Advisory Committee process that we have built into our operations. For example, based upon several years of discussions by legislators to tighten laws against illegal immigration, the CMA felt it important to include in the legislation, language that would make it possible to collect factual information about the alleged illegal activities of this population and also capture information about the alleged illegal acts against illegal and legal immigrants. As a part of our mission to serve as a clearinghouse for information about all minority populations, we felt it important to have factual information regarding the impact of the Act. We recommended that a 24 hour hotline to receive complaints be established at the Commission and that we create a database to capture all of the information regarding resolution of these alleged violations. There was some opposition to this becoming a part of the law and the Commission spent many hours working with advocates representing the interest of the Hispanic/Latino community regarding their opposition. They felt it would increase racial profiling and that people would file frivolous complaints. The impact of the legislation will not be known for some time. Even though the language was included in the Act, implementation of the process and procedure has not occurred. When funding is provided, the CMA will include in its intake process procedures to eliminate frivolous complaints. We are sensitive to the concerns of the communities served by the agency and work hard to minimize any risk associated with any policies or decisions of the agency.

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

All matters of a fiscal nature require the signature and review of the Executive Director. Due to the size of the agency, the budget and accounting process receives the direct attention of the Executive Director. Checks and balances in accordance with state regulations are in place and followed. When a matter warrants legal consultation, the State Attorney General's Office is contacted for advice and representation.

1.5 What performance measures do senior leaders regularly review to inform them on needed actions? **(Actual results are reported in Category 7.)**

- Adequate Funding Levels
- Passage of Positive Public Policies
- Executive and Legislative Support
- Minority Population Support for Work of the Commission
- Constituent Support for CMA
- Benchmarked as an Industry Leader
- Increased Demand for Information and Services
- Research Partnerships with State Colleges and Universities
- Development and Placement of Statistical Data and Reports on Agency Website
- Completion of Grant Proposals with State Agencies and Partners, and Philanthropic organizations
- Establishment of 501 (c) 3 organizations
- Increased Training Requests

1.6 How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness, the effectiveness of management throughout the organization including the head of the organization, and the governance board/policy making body? How do their personal actions reflect a commitment to the organizational values?

As a part of our most recent strategic planning process, a SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats) was conducted and it identified areas of improvement needed at the leadership level. For example, it indicated that more staff meetings were desired in order to better coordinate projects and workload. From the leadership level, it identified that without proper funding and staffing levels, management functions are delayed due to many competing priorities and projects that should be performed by staff, which impacts organizational effectiveness throughout. The input is taken and changes are incrementally being implemented to increase lines of communication.

But more time with management staff will require an increase in staffing in order to release management from having to perform staff functions. Making it possible for this type of feedback to occur and responding in a timely manner to make changes necessary, reflects a commitment to see that the values of the organization are implemented at home first and then externally.

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

The Commission throughout the years has had only limited hiring opportunities. However, every effort has been made to hire people who bring with them many skill sets that can provide additional strength and future leadership capacity within the organization. During

this past fiscal year, one employee graduated for the Executive Institute, while one employee is entering the second year of the Certified Public Manager Program.

- 1.8 How do senior leaders create an environment for performance improvement and the accomplishment of strategic objectives?

We still have a way to go in connecting the staff with the agency's strategic goals and their individual performance objectives. More was accomplished this year than ever before because of several strategic planning sessions that involved staff actually helping to determine agency overall goals. The staff will now take those goals down to the next level to determine how their daily work contributes to accomplishing the overall agency goals.

Bonuses are regularly awarded to employees for their contributions contributing to the success of the agency's efforts. Employees are given great flexibility to determine how to proceed with working with the populations they have been hired to serve. This allows for innovation.

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

Staff personnel are encouraged to attend meetings and trainings to improve their level of knowledge. The agency pays for as much training as the budget will allow. In terms of workforce cross-training, there is limited opportunity for this type of activity due to the specificity of the populations with which we work. However, this staff works well together to support the work of each staffer, which contributes to the overall success of the agency.

- 1.10 How do senior leaders communicate with, engage, empower, and motivate the entire workforce throughout the organization? How do senior leaders take an active role in reward and recognition processes to reinforce high performance throughout the organization?

The agency does not have a formal recognition program. However, it is the practice of the agency head to take the staff out once a year to celebrate the accomplishments of the agency and to say "Thank You" for their contributions. Because the agency is small, we are still able to have this gathering. As stated earlier, we also make every effort to use the bonus program to reward employees for work above and beyond the scope of their positions. We work to provide an environment that is positive and sensitive to the needs of all employees.

- 1.11 How do senior leaders actively support and strengthen the communities in which your organization operates? Include how senior leaders determine areas of emphasis for organizational involvement and support, and how senior leaders, the workforce, and the organization contribute to improving these communities.

It is the work of the Commission **"to study the causes and effects of the socioeconomic deprivation of minorities and to implement programs necessary to address inequities confronting minorities in the State."** We identify those factors that contribute to socioeconomic deprivation and work with communities to implement programs and services

that support and strengthen increased prosperity. For example, the Commission was very instrumental in helping the Native American community in South Carolina obtain the State Recognition Program. With that success obtained, it was time to move forward to work on other initiatives that address the specific needs of the population. It took the leadership and the urging of the Commission to move the Native American community toward conducting needs assessments, which will lead to strategic planning and ultimately setting of goals. We will involve ourselves in those areas that address the alleviation of poverty and deprivation.

Strategic planning has been very important for all the groups and they are at various stages in the process. However, it is through this interaction on the ground in the communities that we learn what is important to each of the populations that we serve. Taking that information under consideration, we determine our resources and staffing, and move forward to make a difference where we can.

Category 2 - Strategic Planning

- 2.1 What is your Strategic Planning process, including key participants and how does it address:
- a. Your organization's strengths, weaknesses, opportunities, and threats;
 - b. Financial, regulatory, societal and other potential risks;
 - c. Shifts in technology, regulatory, societal and other potential risk, and customer preferences;
 - d. Workforce;
 - e. Organization continuity in emergencies; and
 - g. Your ability to execute the Strategic Plan.

Strategic planning is held once a year during the Board's Retreat and Strategic Planning meeting. During our FY2007-2008 planning sessions, Board Members received detail briefings from the Executive Director and staff regarding our enabling legislation, our current activities, and programs that support the mission of the agency. A SWAT analysis was conducted and over the course of several sessions, the agency's mission, vision, values, and objectives were determined. We are continuing work on setting unit goals and determining action steps. Short and long term agency goals are set and the Executive Director and staff is undertaking the work of making it all happen. We also identified risk factors as applicable and determined how to proceed. For example, the agency has a serious shortage of staff and resources. There is a risk associated with requesting growth in the agency during a recession; however, the recession does not negate the need for the positions to accomplish our mission. We must still determine what it takes to accomplish the mission and plan accordingly.

In the event of an emergency, we have a policy and procedures have been put in place within the organization to insure continuity of operation. We will follow the State Emergency Management Operations Plan, regarding only "critical need employees" reporting for work. For example, in the event of a hurricane, earthquake, environmental disaster, etc., only our

Program Coordinator for Hispanic/Latino Affairs would report to the State Emergency Management Center for the purpose of translating information to reach and save lives among the non-English speaking population. All other CMA staff would remain home until such time as it is appropriate to return to work. We will be notified by the news media. We also have procedures in the event of an emergency within the office of the CMA.

Regarding the terms of the execution of the Strategic Plan, it is the lack of budget and staffing that may impede the successful implementation of the plan. However, every effort is being made to implement the parts of the plan that are not heavily driven by increase staff needs.

2.2 How do your strategic objectives address the strategic challenges you identified in your Executive Summary? (Section I, Question Four)

We identified five (5) strategic challenges in Section I, I-4., i.e., (1) the enormity of the mission compared to the dearth budget; (2) reaching 1.3 million minorities at the grassroots level with a shortage of staffers; (3) underfunded by 50.0 percent; (4) less tax revenue to address socioeconomic issues from federal and state level; and (5) maintaining a positive working relationship with perhaps the most diverse of all client populations served while fairly utilizing our limited resources.

Our strategic objectives address each area in the following manner: (1) To aggressively seek increased funding for the agency through state, federal and philanthropic funding; (2) Increase public information outreach and staff contact in the local areas; (3) Incrementally decrease underfunding through implementation of item one noted in paragraph above; (4) No control over strategic challenge noted in item four above; and (5) developing evaluations and assessments tools to determine how the agency could improve its working relationship and services to the various population.

2.3. How do you develop and track action plans that address your key strategic objectives, and how do you allocate resources to ensure the accomplishment of your action plans?

As indicated above, we will be developing new action plans based upon the development of an updated Strategic Plan. These action plans will be developed by staff with consideration given to budget and staff capacity. Given recent budget reductions and threatened future reductions, we will likely have no resources to allocate towards addressing the current objectives.

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

In the past, we have communicated and deployed strategic objectives, action plans, and performance measures through informal discussions with staff personnel responsible for accomplishing the objectives. Formally, it became part of the Employee Performance Management System.

2.5 How do you measure progress on your action plan?

No formal system of measurement is currently in place. We know that progress occurs but we must determine the correct measurement tool and benchmark for each area of work. This is the next step of our Strategic Planning work that will involve staff helping to determine the correct measurements for their particular areas. We want to ensure their buy-in and understanding of the process and how it will affect their overall performance evaluation.

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

We are still in the process; therefore, no evaluation of the process has occurred.

2.7 If the agency's Strategic Plan is available to the public through the agency's internet homepage, please provide a website address for the plan.

The plan is not available on the website.

Category 3 – Customer Focus

3.1 How do you determine who your customers are and what their key requirements are?

Our key customers are spelled out in the enabling legislation that created the agency. Our key customers are minorities in the State, minority officials at the state, county and local levels of government, members of the General Assembly, and the business community.

The key requirements of each group are identified in two manners:

- a. The services provided by the Commission are spelled out in statute, therefore, we are limited to providing only what is spelled out in statute regardless of their identified requirements and needs.
- b. The Commission holds meetings with our customers through the formal Advisory Committee Process, and convenes other informal meetings to identify their requirements. We inform them of the services that can be obtained through the Commission.

3.2 How do you keep your listening and learning methods current with changing customer/business needs and expectations?

Because of the nature of our work, we are constantly meeting with our customers, listening and learning about their problems and needs. Through these on-going meetings with various groups, i.e., African Americans, Hispanics, Native Americans, etc., they tell us their needs based upon changing socio-economic issues. The Advisory Committees meet at least twice a year and in most instances quarterly.

- 3.3 What are your key customer access mechanisms, and how do these access mechanisms enable customers to seek information, conduct business, and make complaints?

Our key access points are through visitation to our office, telephone contact, email and U.S. mail. The public may seek information in person by walk-in or appointment, lodge complaints directly to members of the Board of the Commission or with the Executive Director. They may also conduct business by email. We also conduct numerous community meetings and seminars for the purpose of providing access to staff.

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

We regularly interact with the populations therefore, feedback is personal and up-front. When there are activities where a survey of satisfaction is appropriate, one is done. We use this information to prevent repeating whatever a group finds unacceptable in our working with them.

- 3.5 How do you use information and feedback from customers/stakeholders to keep services or programs relevant and provide for continuous improvement?

Our work is issue driven based upon what the community says is the issue they want to work on first, etc. Information provided by our customers/stakeholders helps the Commission to prioritize its projects. We focus our work on the areas of most importance to them.

- 3.5 How do you build positive relationships with customers and stakeholders? Indicate any key distinctions between different customer and stakeholder groups.

Our positive relationships are built through meeting with and listening to the needs of the groups served by the Commission. We make an effort not to compare groups or to make statements that indicate that one solution fits all. We are culturally and linguistically sensitive to each group and their specific needs.

Each customer group is distinct because of cultural differences and what they believe are the issues most important to them. The issues are not necessarily the same with all groups. For example, language and immigration issues are very important among the growing Hispanic/Latino community, while the Native American community have focused on state recognition and repatriation. The African American community is focused more on traditional issues; i.e., education, jobs, family issues, etc. Because of the distinctions among the various groups, we have not been able to address any of the overlapping issues to date. This is the next step in the process now that the staff has a better understanding of the needs of the various groups.

The Executive Director regularly meets with legislators and executive staffers in both the Executive and Legislative branches of government to establish and maintain positive relationships. This insures that they are in tune with the needs and requirements of these

customers. Also, the Commission has formed collaborative partnerships with different organizations as a means to communicate and gain input on the needs of certain groups. Because the Commission does not have a designated staff person to work with every group that seeks our assistance, for example the local elected and appointed officials, we partner with other organizations to help meet their needs. Therefore, we work through organizations that already support these groups and contribute what we can to assist with specific efforts, such as the Conference of Black Mayor's. This affords us an opportunity to learn about the needs of Black Mayors and to interact with them.

Category 4 – Measurement, Analysis, and Knowledge Management

- 4.1 How do you decide which operations, processes and systems to measure for tracking financial and operational performance, including progress relative to strategic objectives and action plans?

Currently, the agency has no formal performance measurement system that captures performance data in a qualitative manner. Currently, we are working on benchmarks against which to measure our performance. We monitor personnel and financial reports through the SCEIS System.

- 4.2 How do you select, collect, align, and integrate data/information for analysis to provide effective support for decision making and innovation throughout your organization?

We do not have a formal process in place to select, collect, align and integrate data/information for analysis to provide support for decision making and innovation. Some information regarding trends, comparisons and other more sophisticated analyses are available through the SCEIS System, however, many decisions are made through more observation, than concrete data. As needed to make appropriate decisions, the Administrative Program Coordinator provides personnel and financial information to the Executive Director. This information may be shared with staff as appropriate through staff meetings. Discussions are held with the staff to consider changes and innovative ideals that would allow the agency to operate more efficiently. The results are not formally documented but observed and modified as needed.

- 4.3 What are your key measures, how do you review them, and how do you keep them current with organizational services needs and directions?

We are currently developing goals and action steps as the next phase of our strategic planning process. We will be developing them by minority group areas and in other groupings as appropriate. As a part of this process, staff will be determining the measures of success that will be tied to their performance evaluations and that of the Executive Director. Additionally, it will be determined how and when we will review these measures and how we will keep them current with organization and service needs.

- 4.4. How do you select and use key comparative data and information to support operational and strategic decision making and innovation?

Given recent budget cuts, we must use what limited comparative data and information we have to support hard decisions that may impact the employment status of personnel. Information concerning tardiness, absenteeism, poor performance outcomes, etc. is used to determine where cuts are made. Such situations also provide an opportunity for innovation through outsourcing and technology upgrading. Such is the case currently as we determine whether to fill vacant positions or find other innovative ways to perform functions through technology upgrades or outsourcing.

- 4.5. How do you ensure data integrity, timeliness, accuracy, security and availability for decision making?

Given the size of the agency, only the Executive Director and the Administrative Coordinator have access to sensitive personnel and financial information. Security access in the SCEIS System is only afforded to personnel who have a function related to the operation of the system. Since this system is real time operation, timeliness of the information is not an issue. The only exception might be the limited reporting documents provided by the system. The system is backed-up nightly. As stated earlier, we are still addressing the data needed for the program areas.

- 4.6. How do you translate organizational performance review findings into priorities for continuous improvements?

We are unable to answer this question at this time due to not being this far along in the review process.

- 4.7. How do you collect, transfer, and maintain organizational and employee knowledge (knowledge assets)? How do you identify and share best practices?

Given the specificity of the work of the Program Coordinators related to the various populations they serve, knowledge transfer in terms of how to work with each population does not necessarily make one acceptable to the populations, but rather trust and cultural association. This is the case among some rather than all populations. When appropriate, the Program Coordinators work together to deliver serves but each person represents the population they were hired to serve. Various reports and other documents are maintained that capture the knowledge of employees as they work with their various communities and this information is maintained in the event of new hires. As it relates to the various communities, we identify best practices that may be transferable to address the alleviation of poverty and deprivation.

Category 5 – Workforce Focus

- 5.1 How does management organize and measure work to enable your workforce to: 1) develop to their full potential, aligned with the organization's objectives, strategies, and action plans; and 2) promote cooperation, initiative, empowerment, teamwork, innovation, and your organizational culture?

Through the strategic planning process, the Board, Executive Director and staff identified the work required, to include important areas not currently staffed but needed. Given this information and the impact of cuts, the Executive Director and staff will determine how best to organize work and realign duties and responsibilities that contribute to meeting the agency's objectives and strategies, and action plans yet to be developed. Given the size of the agency, the staff of the Commission has always worked as a team. Given the fact that no program area has more than one staff person, teamwork on large projects is required. We acknowledge the work of the staff by providing bonuses as appropriate, affording flexible work hours and leave as needed, acknowledging the need to respond to family emergencies, etc. We try to make the Commission a good place to work so that people will want to come to work and do their best to help the agency accomplish its mission and help the populations served by the agency.

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

The staff meets as necessary to collectively share information and accomplishments. This is best observed among the Program Coordinators, who physically reside on the same office corridor wing. When they identify a best practice or information that would benefit all programs, they share it with each other and with me through email. What becomes of the information depends upon the cost and associated staffing needed to effectuate the practice. If it is something that can be implemented immediately, it is.

- 5.3. How does management recruit, hire, place, and retain employees? Describe any barriers that you may encounter.

We recruit through the State Office of Human Resources (B&C Board). This has been an effective means through which to obtain large pools of applicants from diverse backgrounds. We seek to hire people who will require minimal training and are ready to perform at a high level immediately. Over time as performance gaps are identified, employees are referred to training to strengthen their skills and increase their knowledge set.

Due to budget limitations, we were not always able to meet the salary requirements of candidates, especially those with extensive experience over many years.

- 5.4. How do you assess your workforce capability and capacity needs, including skills, competencies, and staffing levels?

We determine our staffing levels based upon our mandated state responsibilities. We currently are staffed at approximately 50.0 percent and therefore not able to address all of the

areas of responsibility needed to address the alleviation of poverty. Given the size of the staff, the competencies and skill levels are easy to identify based upon current performance. The capability and capacity of the staff to handle additional workload is constantly under review by the Executive Director. When vacancies occur, the skills that will help fill gaps in our workforce are sought in order to bring credentials to the agency beyond those needed to fill the position in question.

- 5.5. How does your workforce performance management system, including feedback to and from individual members of the workforce, support high performance work and contribute to the achievement of your action plans?

The process has not worked as well as it could due to the need to identify additional supervisory personnel to assume some of the work of providing more feedback to the workforce. The agency currently has eight staff positions reporting to the Executive Director. Given the fact that the Executive Director also carries a program workload due to lack of staff, it limits the time for employee feedback and administrative oversight. In order for the agency to support high performance work tied to strategic planning and action plans, more staff will be required so that the management and leadership of the agency can focus only on such responsibilities.

- 5.6 How does your development and learning system for leaders address the following:

- a. development of personal leadership attributes;
- b. development of organizational knowledge;
- c. ethical practices;
- d. your core competencies, strategic challenges, and accomplishment of action plans?

Several employees are or have been enrolled in supervisory skills management programs, i.e., Certified Public Manager Program, The Executive Institute, SCEIS Training, and other training to increase the skill level of employees. Those persons demonstrating leadership potential are given an opportunity to demonstrate those skills and to assume additional responsibilities.

Employees are assigned projects that will expand their knowledge of organizational needs, such as assisting with the compilation of this report. Working on this document provides a broad perspective of the agency rather than a program area.

Due to the small size of the organization, all staff prepares for and attends quarterly board meetings. This allows staff to communicate with Commission Board members and provides an additional opportunity for staff to gain organizational knowledge.

We provide ethics training yearly for the Board and members of the staff. Our values that support ethical behavior and actions are posted and discussed yearly during strategic planning.

Our process of strategic planning and the fact that we have limited funding compels us to address only our core competencies. We have neither the time or staff to do otherwise. The Executive Director is enrolled in the Agency Director Organization Leadership Training Program provided through the Darla Moore School of Business at the University of South Carolina. This training was instituted to assist agency heads improve overall competencies.

- 5.7 How do you identify and address key departmental training needs for your workforce, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation, and safety training?

All new employees are provided orientation to the organization and to state government through our employee orientation program. New employees are provided information on agency policies and procedures which includes a newly developed Emergency Action Plan. Additionally, when training needs are identified that cannot be addressed internally, then an appropriate outside training provider is identified. Employees are encouraged to attend training that will improve their skills and level of productivity. The agency pays for the training.

- 5.8 How do you encourage on the job use of new knowledge and skills?

Employees are encouraged to demonstrate and use their knowledge and skills, regardless of whether they are newly obtained or old skills to benefit the agency. Employees are allowed to obtain additional training that will prove beneficial to the agency. Employees are afforded the opportunity to demonstrate their expertise in other areas such as WEB design, graphic layout and design, technology innovation, i.e., assist in areas that are not normally their day-to-day responsibilities. This creativity brings a freshness and excitement to the agency and its work. As stated earlier, we seek to provide bonus incentives as often as possible.

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

Our action plans are still in development. After all jobs duties have been realigned based upon core responsibilities, any employee determined to need additional training to perform his or her responsibilities will be provided training.

It is our practice to allow each employee to attend at least one conference per year related to his or her work area. This allows them to stay current with innovation and important best practices in their areas of expertise.

- 5.10 How do you evaluate the effectiveness of your workforce and leader training and development systems?

To date, no such evaluation has occurred. One employee is still in a two-year program. It will be the HR Coordinator responsibility to develop a survey to poll current staff regarding their need for further training.

5.11 How do you motivate your workforce to develop and utilize their full potential?

When we observe performance that exceeds or is outstanding or an employee has a natural talent that has the potential of improving agency outcomes, opportunity is provided for that employee to showcase that expertise. We have no formal system that measures whether they are operating at what they believe to be their fullest potential. Through the performance evaluation process and informal conversations with employees, they are encouraged to demonstrate their full potential.

5.12 What formal and/or informal assessment methods and measures do you use to obtain information on workforce well being, satisfaction, and motivation? How do you use other measures such as employee retention and grievances? How do you use this information?

Since the agency is small, formal assessments are not used at this time. General observations about overall employee well being can be determined by time and attendance, attitudes, cooperation and general demeanor of employees. We have had no grievances and employee retention is good. The lines of communication through other staff to me often serve as a means to inform me of employee satisfaction or lack thereof. Formal measures calculating turnover and retention are not useful due to the agency size. However, every effort is made to consider any feedback received and to make changes as needed.

5.13 How do you manage effective career progression and effective succession planning for your entire workforce throughout the organization?

It is difficult to manage career progression when positions and opportunities needed to provide upward mobility within the organization do not exist. This negatively impacts the agency because it encourages people to leave the agency to experience career growth, especially if an increase in salary is needed or simply desired. Also, for those that stay, when career progression is not available, it can provide an environment for people to become unhappy.

Given the size of the agency, succession planning is difficult. Employees moving through the ranks having had the opportunity to work in various kinds of positions throughout the organization do not exist at the Commission. The best we can do at this time is expose people who have the potential for management assignments to be provided those specific opportunities.

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

We developed a workforce environment policy that includes dress, work area safety, and how to respond in the event of an emergency. This policy covers medical, fire, severe weather, bomb threat, extended power loss, and workplace violence. The policy has been communicated to all employees. Employees are encouraged to report any broken equipment

or furniture for replacement, as needed.

Employees work in a secure area, accessible by key or buzzer entry only. Each employee activates and deactivates the system depending upon his/her arrival or departure time. The agency has an alarm system and a weather radio that alerts staff to potential dangerous weather or emergencies.

In the event of a state emergency, technology is used to keep agency aware of any problems as well as to notify staff of work schedules and any other relevant information.

Category 6 - Process Management

- 6.1 How do you determine, and what are your organization's core competencies, and how do they relate to your mission, competitive environment, and action plans?

We determine our core competencies from our mission statement. Our business is increasing prosperity among minorities. Our mission is to address the issue of systemic deprivation and poverty which disproportionately impacts minorities; partner with groups representing the interest of minorities; influence the establishment of policies/laws affecting minorities; and implement initiatives directed toward bringing a greater level of prosperity to communities of color. The Commission serves as a statewide clearinghouse for information about minorities. Because our agency can provide others with information regarding how to access and provide products and services to these populations, it gives us an advantage over other organizations. We are the points of contact for accessing these communities. Many entities come to us for assistance after having failed numerous times at trying to reach or deliver a service or product to these communities of color.

- 6.2. How do you determine and what are your key work processes that produce, create or add value for your customers and your organization and how do they relate to your core competencies? How do you ensure these processes are used?

Our key work processes flow from our Advisory Committee process where we obtain direct input from the minority populations served to help determine work processes. Specifically, we conduct needs assessments to identify the areas where our work should be focused to bring added prosperity or value to the lives of minority people. We work with the communities to implement needed changes over time. In order to maximize success in these communities of color, they must be a part of the process for obtaining information and delivery of cultural and linguistically appropriate services and products. We use meetings, surveys and face-to-face communication to maximize our success. Because we are small, it's the normal and only way of doing business to successfully work with these communities.

- 6.3 How do you incorporate organizational knowledge, new technology, cost controls, and other efficiency and effectiveness factors, such as cycle time, into process design and delivery?

In the past, the analysis of needs assessment surveys would have been a manual process. However, we now use new software and technology to speed up the analysis process. We spend more time designing what the assessment tool should look like in order to ensure that we get the proper outcome information that can easily be analyzed upon completion and return to the agency. For us, information and knowledge of the minority populations gives us the edge.

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

The needs assessments process identifies for us how we should use our manpower and where we should focus our attentions based upon what the community determines to be their priorities. If we don't have or be guided by this information, we will not meet our performance requirements. More importantly, we will not meet the need of the constituent populations for which we were created to assist.

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

We do not yet have this process in place. It will be implemented once the action plans for the program area are completed. We will then be able to chart the flow of work, and create and identify with the help of each Program Coordinator, an appropriate means and evaluation process for making improvements to our work processes.

- 6.6 What are your key support processes, and how do you evaluate, improve and update these processes to achieve better performance?

Our key support processes include largely data analyses, which is a new function to the agency. This function must be timely in order to support all areas of the office. Currently, we have only one staff person in this area and it is clear that more staff support will be needed in the future to timely move projects along to support work with the minority communities.

Additionally, more attention to workforce needs is evident by our lack of positive responses or information to respond to some of the inquiries in Section 6. These sections will be addressed during the upcoming year.

In our internal review of the agency as a part of Strategic Planning, the SWAT Analysis indicated that our "public affairs and marketing function" must be elevated. Due to no position or funding for this function, we are considering outsourcing these responsibilities should future budget cuts leave enough funding to contract this work. Certainly, the expertise needed to address this area and the allocation of time required to address the function appropriately must come from outside of our current staff.

- 6.7 How does your organization determine the resources needed to meet current and projected

budget and financial obligations?

As stated throughout this document, the Commission has a major shortage of staff and funding. We are currently funded at approximately 50.0 percent of need. This determination was made by: (1) analyzing our enabling legislation; (2) identifying the work that is required based upon the law; (3) determining the minimal number of staff needed to address the sections of the law; (4) comparing the minimal number against the staff on hand; and (5) identifying the deficit. We need to double our staff in order to address the contributing factors to deprivation and poverty in South Carolina.

Category 7 - Results

7.1.1 What are your performance levels and trends for the key measures of mission accomplishment/product and service performance that are important to your customers? How do your results compare to those of comparable organizations?

Key Measures of Mission Accomplishment and Organizational Effectiveness

- Adequate Funding Levels
- Passage of Positive Public Policies
- Executive and Legislative Support
- Minority Population Support for Work of the Commission
- Constituent Support for CMA
- Benchmarked as an Industry Leader
- Increased Demand for Information and Services
- Research Partnerships with State Colleges and Universities
- Development and Placement of Statistical Data and Reports on Agency Website
- Completion of Grant Proposals with State Agencies and Partners, and Philanthropic organizations
- Establishment of 501 (c) 3 organizations
- Increased Training Requests

Key Performance Levels and Trends

A. Adequate Funding Levels– See progression of funding for agency over several fiscal years. Charts 7.1-1 and 7.1-2 show the incremental growth over time and the impact of the recession in early 2000, and currently, the impact of two budget cuts since FY2007-2008. These cuts and lack of steadily growth in funding of the agency continues to hinder the work of the Commission. Even with some increases in funding, the funding did not come close to meeting the financial needs of the agency.

Chart 7.1-1: Total General Funds Appropriations

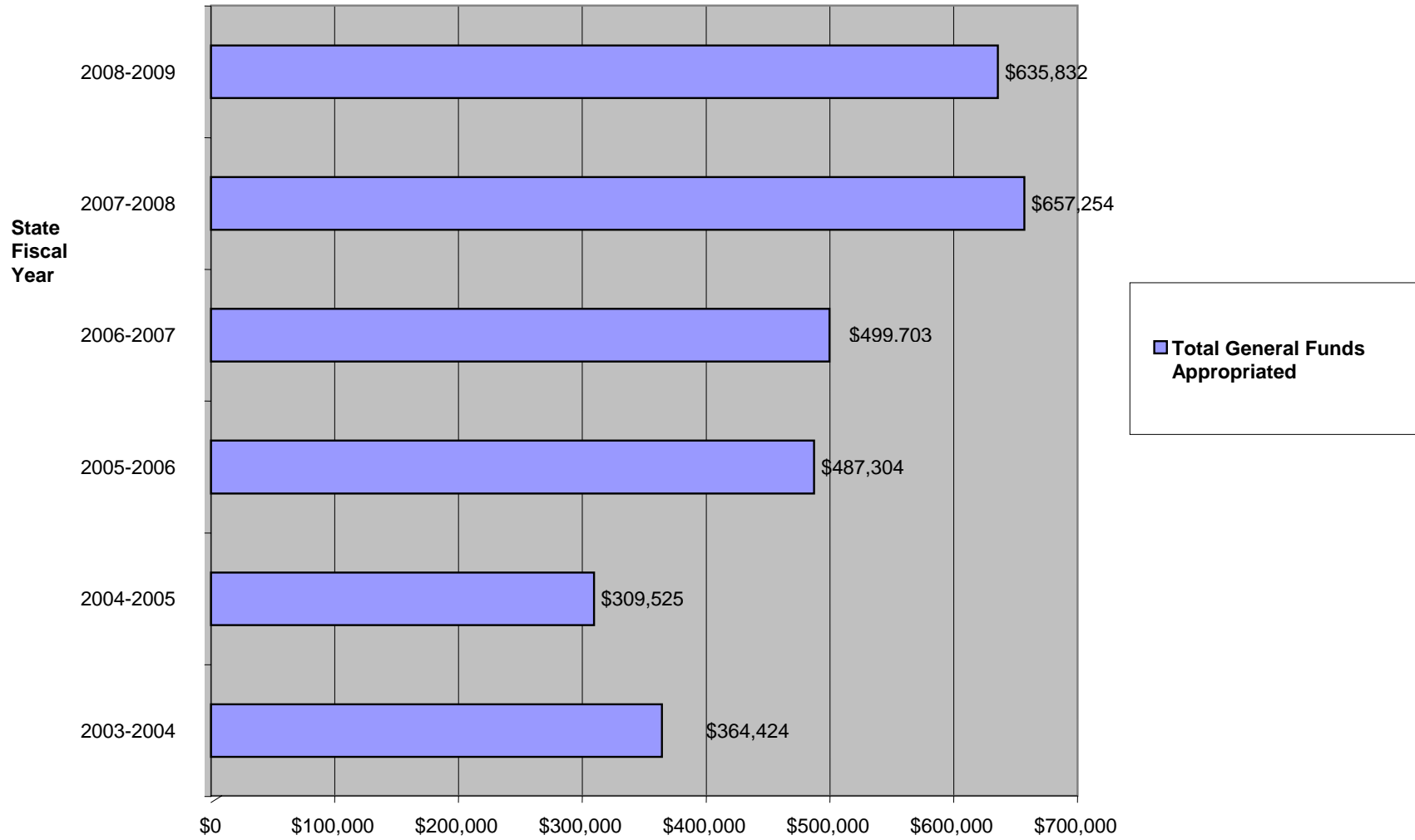
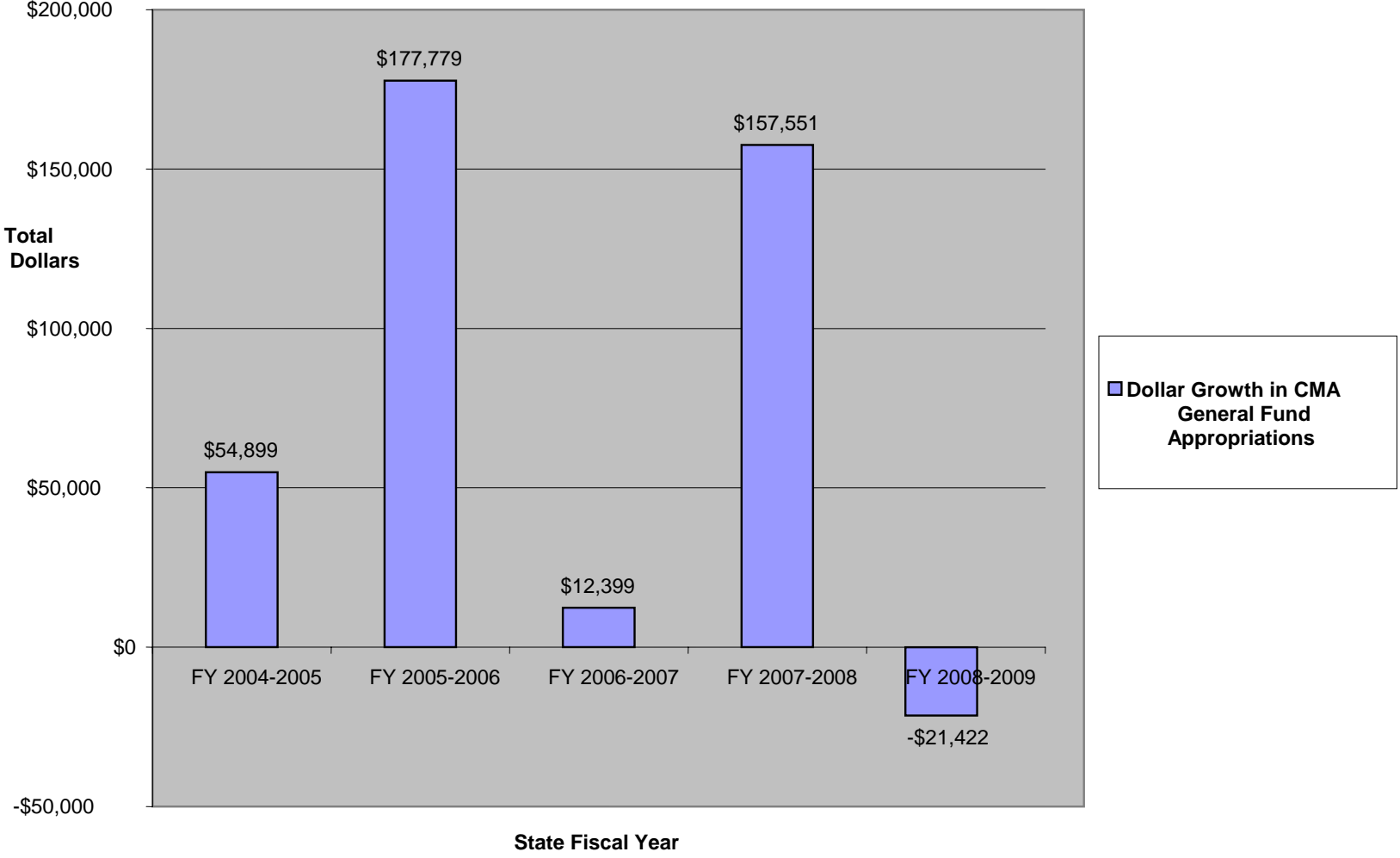


Chart 7.1-2: Dollar Growth in General Fund Appropriations to the CMA



B. Passage of Positive Public Policies – The successful passage of legislation requires significant interaction and discussions with policy makers. Success often comes after working with the body for more than one legislative session. Such has been the case with the Commission. Listed below are our efforts to effect public policy changes and the current status of each effort:

<u>Legislation</u>	<u>Status</u>
➤ Bill Amending CMA Statute - Include All Ethnic Minorities in State	Passed – June 2003
➤ Native American State Recognition	Passed – June 2004
➤ Education and Economic Development Act Personal Pathways to Success	Passed – June 2005
➤ SAVE Proviso (Student Achievement and Vision Education)	Vetoed – June 2007
➤ SAVE Proviso (Student Achievement and Vision Education)	Passed – June 2008
➤ South Carolina Illegal Immigration Reform Act	Passed – June 2008

The Commission has continued its efforts to bring fresh information and new insights to address old systemic issues. The Commission continues to have good success in working with members of the General Assembly as is evident by our legislative track record.

C. Executive and Legislative Support – As indicated by the budget chart and the legislative profile of activity, the Commission has the support necessary to effectuate change.

D. Minority Population Support for CMA – We do not have results information from our populations served. Determining the appropriate measurement still remains an issue to be determined. We get excellent response when state conferences are held but that does not necessarily represent the person on the street who may or may not have heard of the Commission, but lives are impacted by our work being performed on their behalf. Since we do not have money or a position to publicize what we do, it is evident to us that a survey of the public will not yield good results even though we have performed exceptionally well given our staff size and resources.

All Advisory Committees met over the course of the fiscal year and communicated their issues and concerns to the staff. This is important because we cannot achieve our mission unless we are engaged in dialogue with the communities served by the agency.

Building trust with each community takes time. Overall, there was increased dialogue with the Native American community as local level strategic planning began although there were pockets of increased contention. However, this is not abnormal when compared to work with this population around the country. Additionally, given the heated dialogue regarding illegal immigration, the relationship with some advocacy organizations was strained but still intact as we moved forward to implement the Act.

Much work remains to be done within the African American community to engage the leadership and to form cohesiveness. This remains the largest of the minority populations and as such is more aligned to various established affiliations. This makes obtaining change difficult. Having the courage to step outside of the comfort zone to work with other entities can often strain established partnerships.

E. Constituent Support for CMA

There is support for the work of the agency as was evident by attendance and feedback from persons who attended our 12 Town Hall meetings held across the State last fiscal year. The communities were impressed by the work of the Commission but in many instances were unaware of the agency's existence until the Town Hall meeting came to their community. Over 300 persons attended the focus sessions.

F. Benchmarked as an Industry Leader

Among the several state agencies that were created in the late nineties to address the plight of the African American population around the country, this agency despite its staffing and budget shortfalls, has ledge the industry in terms of operations and functionality. We exist as one of the strongest agencies because of the diverse populations served by the agency. In 2009, we will host the National African American Male National Council in South Carolina, made-up of member state organizations, which will afford us the opportunity to get more information about the other entities and how they operate in their states. We will have the opportunity to survey them while they are in South Carolina in October of 2009.

G. Increased Demand for Information and Services

There was indeed a demand for increased information regarding minority communities, especially the Hispanic/Latino community because of the debates that were had in the legislature regarding illegal immigration. Because of these inquiries, the Commission was successful getting a section in the new law providing for a 24/7 hotline and a database to document alleged violations related to illegal populations and those who would prey on them, regardless of there country of origin. We are still waiting for funding to implement this section of the law.

H. Research Partnerships with State Colleges and Universities

The Commission successfully published for members of the General Assembly a Cost-Benefit Analysis that provided valuable information regarding funding for early childhood education. The work was done in partnership with Queens College, City University of New York and led by Dr. Clive Belfield with help from state researchers and faculty. The report entitled “*The Economic Benefits of Pre-School in South Carolina*” was published March 2008.

I. Development and Placement of Statistical Data and Reports on Agency Website

The Statistical Profile by Counties Report was completed and made available to the public. The new website has been launched and more information is being added to the new site on an on-going base.

J. Completion of Grant Proposals with State Agencies and Partners, and Philanthropic Organizations

The Commission, in partnership with the South Carolina Cancer Disparities Community Network and others, completed and submitted a proposal to address cancer disparities. The proposal was selected for second round funding but unfortunately no funding became available.

K. Establishment of 501 (c) (3) organizations

Due to the 12 Town Hall meetings held last fiscal year, we had significant increases in requests for 501 (c) 3 training and technical assistance. Numerous organizations successfully obtained their IRS designation at no cost to them except for the fee charged by the IRS. The services provided by the Commission are often charged in the private market at the cost to \$1,000.00 or more per client. These local organizations that are being formed to provide grassroots services can obtain help with the paperwork through the Commission at no charge, which helps to build capacity to deliver services to the poor at the local level.

L. Increased Training Requests

The agency experienced increased training requests and conducted more training across the board for all populations and community-based organizations. State agencies especially were more forthcoming in working with the Commission to assist them with reaching their goals, especially those with federal grants, where they must show successful intervention into diverse communities of color. The Commission worked with the State Department of Mental Health; the South Carolina Joint Council on Adolescents; First Steps; and others.

7.2 What are your performance levels and trends for the key measures of customer satisfaction and dissatisfaction (a customer is defined as an actual or potential user of your organization’s

products or services)? How do your results compare to those of comparable organizations?

Our key measure for customer satisfaction is currently based upon word of mouth feedback and customer interaction with the agency. We have built strong relationships with three groups, namely African Americans, Native Americans and Hispanics/Latinos to determine what the community performance expectations include. This on-going work has led to the passage of legislation expanding the scope of the agency and created new regulations for the agency. It was the support of our customers that helped secure the passage of these pieces of legislation. The agency has not to date instituted a formal performance measurement system that is distributed to our customers on a regular bases. However, for the past several years, the Commission held conferences where the focus was centered on the needs of the various populations. The evaluation tool for each conference indicated that each group benefited tremendously from these opportunities for partnership, cooperation, and collaboration.

However, with all groups served by the Commission, there does appear to be a large gulf between what their expectations are in terms of what the Commission can do to improve their plight and what the Commission and its limited resources can realistically be expected to deliver. There does appear to be a mismatch between what minority populations believe we should do, and what our mandate says is our responsibility. And there is a great gulf between what minority populations believe we should do and the resources provided in staff and funding to perform those tasks. For that reason, a customer service satisfaction survey at this time and point in history would not reflect the true work and successes of the Commission's staff and those who worked hard to create the current infrastructure that will continue to serve these populations for years to come.

The Commission will conduct research to identify assessment tools that are fair and equally appropriate in assessing where we are and where we are going.

7.3 What are your performance levels for the key measures of financial performance, including measures of cost containment, as appropriate?

Despite the fact that the Commission experienced a 29.45 percent or \$129,247 reduction in recurring funds over several years, the agency was still able to garner major successes in the General Assembly regarding public policy changes.

Additionally, the General Assembly passed legislation that allowed the agency to receive an additional \$131,000 in bingo funding beginning FY2004-2005 to address the severe staff shortage. The agency has ten full time positions, which are filled only if funds are available.

Beginning in FY2005-2006, the Commission was appropriated an additional \$163,183.00 in new funds to increase the research capacity of the Commission.

The following information represents the budgetary trends compared to the populations serviced over the past several years:

	Base Budget	Reductions	Customer Base
FY 2000	\$437,405.00		AA
FY 2001	\$447,563.00		AA, Hispanic
FY 2002	\$437,881.00	-\$37,526.00	AA, NA, Hispanic
FY 2003	\$364,424.00	-\$40,466.00	All Ethnic Minorities
FY 2004	\$309,525.00	-\$51,255.00	All Ethnic Minorities
FY 2005	\$487,304.00		All Ethnic Minorities
FY 2006	\$499,703.00		All Ethnic Minorities
FY 2007	\$657,254.00		All Ethnic Minorities
FY 2008	\$635,832.00	-\$21,422.00	All Ethnic Minorities

Effective July 6, 2003, the Commission’s statutory language was expanded to include working with all ethnic minority populations in the State. The Commission was given the responsibility to serve as the clearinghouse and state point of contact to address the many needs of the growing diverse minority populations in the State. Our services range from developing and implementing a state process for State Recognition of Native American entities in the State, to addressing how to address best the many needs of the growing Hispanic/Latino population, to working with African Americans to increase their socio-economic status in the State.

The needs of the various groups are diverse and to be most effective, the staff must reflect the same diversity. Minorities currently make-up approximately one-third of the State’s population (1.4 million) and are growing. Of the minority population, more than 300,000 live in poverty, while many others fall into the group often described as the “working poor.”

The scope of the Commission’s work is statewide and affects not only the well being of minorities, but also all citizens of the State. In spite of our small staff size, the Commission’s performance levels continue to be exceptional. We saved the state significant cost in personnel and administrative overhead by contracting for research services rather than hiring staff. Additionally, we contract for technology services rather than employ a full-time person, and outsource other functions as appropriate to save money.

We have had private sponsorship dollars to cover significant portions of the cost of conferences. This has saved the State the cost of funding such events. The Commission makes every effort to be responsible with the resources given to the agency.

- 7.4 What are your performance levels and trends for the key measures of workforce engagement, workforce satisfaction, the development of your workforce, including leaders, workforce retention, and workforce climate, including workplace health, safety, and security?

What we do has already been addressed under the Workforce Focus Section. As stated there, our measurements are limited due to workforce size and just a lack of staff to do the entire administrative management task this process of evaluation requires.

- 7.5 What are your performance levels and trends for the key measures of organizational effectiveness/operational efficiency, and work system performance (these could include measures related to the following: product, service, and work system innovation rates and improvement results; improvements to cycle time; supplier and partner performance; and results related to emergency drills or exercises)?

We have no information to respond to this inquiry.

- 7.6 What are your performance levels and trends for the key measures of regulatory/legal compliance and community support?

Regulatory/Legal Compliance - Not Applicable to the Commission.

Community Support

We have no information to respond to this inquiry.

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 06-07 Budget Expenditures	FY 07-08 Budget Expenditures	Key Cross References for Financial Results*
I. Administration	All program activities related to African Americans, Hispanic/Latinos, Native Americans, and other ethnic groups. Also, all administration operations of the agency.	State: 726,796.00 Federal: Other: Total: 726,796.00 % of Total Budget: 88%	State: 702,042.00 Federal: Other: Total: 702,042.00 % of Total Budget: 87%	7.3
II. Employee Benefits	Fringe benefits program for all employees of the agency.	State: 102,073.00 Federal: Other: Total: 102,073.00 % of Total Budget: 12%	State: 105,426.00 Federal: Other: Total: 105,426.00 % of Total Budget: 13%	7.3
		State: Federal: Other: Total: % of Total Budget:	State: Federal: Other: Total: % of Total Budget:	
		State: Federal: Other: Total: % of Total Budget:	State: Federal: Other: Total: % of Total Budget:	
		State: Federal: Other: Total: % of Total Budget:	State: Federal: Other: Total: % of Total Budget:	

Below: List any programs not included above and show the remainder of expenditures by source of funds.

Remainder of Expenditures:	State: Federal: Other: Total: % of Total Budget:	State: Federal: Other: Total: % of Total Budget:
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* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.