

Accountability Report Transmittal Form

Agency Name: South Carolina Commission for Minority Affairs

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SOUTH CAROLINA COMMISSION FOR MINORITY AFFAIRS

ANNUAL ACCOUNTABILITY REPORT

Fiscal Year 2004-2005

Section I - Executive Summary:

I-1. Mission and Values

The South Carolina Commission for Minority Affairs mission is to serve as a think-tank that provides leadership, focus and direction in addressing problems of deprivation and poverty among the State's minority population. According to state statute, 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.@ The Commission is unique in that it is the only such agency of its kind established in State government whose sole purpose relates to minorities, the issues confronting them, groups representing them, policies/laws affecting them, and initiatives directed toward helping them.

In an effort to achieve its mission, the goals and objectives of the agency are regularly reviewed and updated by the Board and staff. As the agency carries out its stated mission, the values of the organization represent the guiding principles or the things about which we as a 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 actively participate 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.

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. State Recognition of five (5) Native American Indian entities in South Carolina and first official acknowledgement in the history of the State.
- B. Establishment of three (3) Advisory Committees to the Board of the Commission to keep the agency informed regarding the needs and concerns of minority populations in the State.
- C. Increase in budget allocation to hire more diverse staff and to create a research institute.
- D. Increased technical assistance and service delivery to all populations.
- E. Passage of Education and Economic Development Act (EEDA) which provides all students, inclusive of minorities, and parents with greater knowledge to vision children towards educational and career success.

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

Eight key strategic goals have been approved by the Board of the Commission. They represent present and future goals and are as follows:

A. Adequate and stable base budget funding necessary to carry out the agency's mission and to accomplish yearly goals established as part of the strategic planning process. The agency is highly respected for its work and is supported by the Governor, Legislature, the minority constituent population and citizens of South Carolina because they understand and support our mission.

B. Well-informed policymakers and leaders, i.e., the Governor, members of the General Assembly, agency heads and others, who are equipped with appropriate knowledge to bring about positive change regarding the problems and concerns of minorities in South Carolina. An increased interest, awareness, and sensitivity to the specific needs of various ethnic groups, **evidenced by the passage of public policies that better serve the needs of minorities and all citizens of the State.**

C. A first class research arm of the agency, capable of providing accurate, timely and pertinent information to state, local and other leaders in the area of research and planning for a greater economic future.

D. An informed public aware of the existence of the Commission and recognizes the Commission as the agency to contact regarding obtaining information and assistance related to minority issues.

E. Implementation of a Statewide Strategic Plan of Action for the African American community.

F. Development and Implementation of a Strategic Plan of Action for the Hispanic/Latino community.

G. Development and Implementation of a Strategic Plan of Action for the Native American community.

H. Initiate contact with other minority populations to identify and address any deprivation issues.

I-4. Opportunities and Barriers that may affect the Agency's Success in Fulfilling its Mission and Achieving its Strategic Goals

Opportunities:

A. The fact that the Commission has the authority to work with all minority populations

provides an opportunity for coordinated services, especially in those areas where the issues and problems related to deprivation and poverty are the same or similar.

B. With the establishment of advisory committees for each group served through the Commission, it provides an opportunity for conversations among the groups to address issues that put the groups at odds with each other.

C. Having all groups served by the same agency provides opportunity for the State's minority population to speak with one voice as they influence public policy issues that affect them.

D. Funding can be used to assist all groups rather than having all groups competing for the same limited funding, thus making it impossible for groups to effectively and efficiently accomplish goals.

Barriers:

A. The complexity of the issues and the solutions to resolving issues require expertise from many disciplines. Limited funding and FTE's hinder the agency's ability to have available on staff the expertise to address issues in an expeditious manner.

B. The lack of state specific data to the degree needed about each minority population to determine trends and benchmarks. Data controlled by other state entities.

C. Complexity of addressing systemic socio-economic issues during times of decreased social funding.

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 document its progress over the years and to clearly identify 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 so as to use the limited resources of the agency in the best possible manner.

Section II - Business Overview:

II-1. Number of Employees: 6 Filled Positions
2 Vacant Positions

II-2. Operation Location(s)

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

II-3. Accountability Report Appropriations/Expenditures Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	03-04 Actual Expenditures		04-05 Actual Expenditures		05-06 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$140,548.93	\$140,548.93	\$162,734.86	\$162,734.86	\$225,374.00	\$225,374.00
Other Operating	\$156,768.45	\$156,768.45	\$83,918.00	\$83,918.00	\$186,795.00	\$186,795.00
Special Items	\$	\$	\$23,382.23	\$23,382.23	\$	\$
Permanent Improvements	\$	\$	\$	\$	\$	\$
Case Services	\$	\$	\$	\$	\$	\$
Distributions to Subdivisions	\$	\$	\$	\$	\$	\$
Fringe Benefits	\$40,080.39	\$40,080.39	\$48,109.23	\$48,109.23	\$75,135.00	\$75,135.00
Non-recurring	\$	\$	\$	\$	\$	\$
Total	\$337,397.77	\$337,397.77	\$318,144.32	\$318,144.32	\$487,304.00	\$487,304.00

Other Expenditures

Sources of Funds	03-04 Actual Expenditures	04-05 Actual Expenditures
Supplemental Bills	\$	\$
Capital Reserve Funds	\$	\$
Bonds	\$	\$

II-4

Major Program Areas Chart

(See Excel Chart Attachment)

II-5

Key Customers Segments linked to Key Products/Services

Key Customers	Key Products/Services
1. Minority Populations	Research, Data and Publications, Coordination, Technical Assistance, Forums and Conferences
2. Organizations, i.e., 501(C)3, churches, etc.	Technical Assistance and Training
3. Executive Branch of State Government	Consultant Services, Data and Publications
4. Legislative Branch of State Government	Research, Data and Publications, Public Policy Recommendations, Consultant Services
5. CMA Board of Commissioners	Reports and Coordination Services
6. Local Leaders and other Governmental Entities	Consultant Services, Technical Assistance, Data and Publications, Forums and Conferences

II-6 Key Stakeholders (Other than Customers)

Taxpayers of the State of South Carolina

II-7 Key Suppliers

Our key suppliers are organizations and persons who serve as custodians of information about the minority population: 1) Bureau of the Census; 2) Office of Research and Statistics -

Budget and Control Board; 3) colleges and universities; 4) members of the minority community; and 5) national and local organizations whose focus is the alleviation of poverty and deprivation.

- II-8 The Executive Director coordinates the work of the Commission on a daily bases, 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, 2005**

(See next page)

L46 - South Carolina Commission for Minority Affairs

Board of Commissioners

Administrative Assistant

Executive Director

Braintrust
A group of experts who serve as unofficial advisors and policy makers

Administrative and Research Services
Administrative Coordinator II

Administrative Coordinator I

Program Coordinator II
(Vacant)

Coordinator of State Plan
(No FTE)

Community Based Services
(No FTE)

Community Building and Economic Development Services
(No FTE)

Institute for African American Affairs
Program Coordinator II

Institute for Hispanic/Latino Affairs
Program Coordinator II

Business Partnership and Comm. Relations
(No FTE)

Institute for Educational Quality
(No FTE)

Governmental Services
(No FTE)

Institute for Equity and Justice
(No FTE)

Institute for Native American Affairs
Program Coordinator II

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, b) performance expectations, c) organizational values, d) empowerment and innovation, e) organizational and employee learning, and f) ethical behavior?

The Commission for Minority Affairs has a nine-member Board of Commissioners that provides oversight and assists with determining the vision and direction 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 the short and long term goals of the agency. Actions are taken by the Executive Director and the senior Administrative Program Coordinator to deploy and communicate the short and long term directions to staff through informal communication and staff meetings, as well as to constituent minority populations through regular 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 four 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 through their individual performance planning documents of their performance expectations and how their performance impacts the successful implementation of the goals set forth in the agency's strategic plan.

The agency's mission is currently displayed on the agency's WEB site. As a part of the strategic planning process, all members of the staff were provided with copies of the organizational values and were given opportunity to comment on their appropriateness. These values, as set forth in the strategic plan, reflect the standards for ethical behavior for all employees of the agency, as well as provide guidance to the staff regarding how we are to interact with our customers. The values are posted at several locations throughout the office building.

The Commission encourages each employee to increase his knowledge base and to use his talents and skills to be innovative. Staff development and training is afforded staff through outside training courses paid for by the agency. Employees are allowed to take course work during normal office hours, as appropriate and feasible. As funds permit, the Executive Director encourages employees to seek training that will enhance their job skills and increase their value to the agency. During the fiscal year, all staff members attended training sessions for their personal development.

Each employee is expected to demonstrate ethical behavior through interactions internally

and with persons visiting or seeking assistance through the agency. Ethical behavior is modeled by all employees and is a part of the culture of the organization. All staff, as well as senior leaders, must model appropriate office and ethical behavior. Therefore, 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 received training on the Ethics Law taught by the Deputy Director and Legal Counsel of the State Ethics Commission.

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

Over the past two fiscal years, the agency has conducted needs assessments for 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 for the purpose of keeping the Commission focused on how to meet their needs. The agency director also regularly meets with members of the executive and legislature branches of government to ensure that the agency is providing the services expected by these customers and stakeholders.

1.3 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 state regulations are in place and followed. When a matter arises that warrants legal consultation, the State Attorney General's Office is contacted for advice, inclusive of regulatory matters.

1.4 What key performance measures are regularly reviewed by your senior leaders? (Actual results are to be reported in Category 7.)

Goals	Key Performance Measures (Frequency)
Recurring State Funding/Legislative Support	<input type="checkbox"/> Adequate Funding (Yearly)
Catalyst for Increased Minority Programs and Services	<input type="checkbox"/> Passage of Positive Public Policies (Yearly) <input type="checkbox"/> Executive and Legislative Support (On-going) <input type="checkbox"/> Constituent Support for CMA (On-going)
First Class Research Division	<input type="checkbox"/> Benchmarked as an industry leader (On-going) <input type="checkbox"/> Increased demand for information and services (Ongoing)
Recognized as clearinghouse for Minority Issues	<input type="checkbox"/> Increased use of agency resources and services

- 1.5 How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness and the effectiveness of management throughout the organization?

Because of the size of the management team, currently two people, no formal management assessment is conducted or shared. The staff of six work as a team and when there are problems that need addressing related to management leadership or organizational performance, we usually discuss the problems and/or situation and identify ways to make sure we do not make the same mistakes again. This process affords the Executive Director and the Administrative Program Coordinator the opportunity to listen for those areas where better leadership could have been provided. As a result, changes are made based upon the recommendations of all staff to ensure agency efficiency and effectiveness.

- 1.6 How does the organization address the current and potential impact on the public of its products, 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. For example, prior to introducing legislation to bring all minority groups under the oversight of the Commission, many meetings were held to discuss their needs. We conducted research and presented that information to public policy makers and others who can bring about change. Oftentimes, we are not in control of how our research, reports and data are used to impact public policy or how persons may interpret the information presented to them. Certainly, we make every effort to report the information in a manner that highlights and supports our position on a given issue or policy. The media oftentimes presents information in ways that may bring about an unintended result, which may have a positive or negative impact. We can only make sure that the information presented is factual. What happens with it is often out of our control.

- 1.7 How does senior leadership set and communicate key organizational priorities for improvement?

The Board of Commissioners is kept abreast of the work of the staff. The Board, through its yearly planning retreat and through the performance evaluation process of the Executive Director, communicates to the Executive Director areas for improvement. The Board members are provided with monthly activity reports to help them stay abreast of what the staff is doing. The recommendations of the Board are shared with staff persons affected. The Executive Director regularly reviews the agency=s progress with the staff and with the constituent representatives served through the agency, and makes adjustments as required over the course of the year.

- 1.8 How does senior leadership and the agency actively support and strengthen the community? Include how you identify and determine areas of emphasis.

No survey of the staff has been conducted by leadership to determine community involvement. Individuals personally contribute to the United Way, the Good Health Appeal, blood donations to the American Red Cross, and to the work of faith based organizations.

The agency supports and strengthens the minority community by serving as a catalyst to bring about changes in policies that may affect them negatively and contribute to poverty.

Category 2 - Strategic Planning

- 2.1 What is your Strategic Planning process, including key participants, and how does it account for:

- a. Customer needs and expectations?
- b. Financial, regulatory, societal and other potential risks?
- c. Human resource capabilities and needs?
- d. Operational capabilities and needs?
- e. Supplies/contractor/partner capabilities and needs?

- 2.1a As previously reported, the Board of Commissioners, the Executive Director and the Administrative Program Coordinator form the planning committee for the agency. Since the development of the agency's first strategic plan during the Summer of 2000, the Executive Director and Administrative Program Coordinator have regularly reviewed and discussed how to implement various portions of the plan, given budget cuts, limited staffing and resources. Even though minority groups did not take part in the formal strategic planning session for the agency, individual planning sessions have been held with the Hispanic/Latino, Native American and African American communities over the past years. This process has provided clear information regarding their needs and expectations of the Commission and its staff. Additionally, the Executive Director is in regular contact with elected officials and their staff personnel, who also identify their needs and expectations of the agency. Additionally, Census Data helps the agency track the growth of the various minority populations and forecast future agency staffing needs to meet client service demands.

- 2.1b When the Strategic Plan was developed, the participants conducted the Strength, Weaknesses, Opportunities, and Threats Analysis (SWOT), which included identifying financial, societal and other risks factors associated with the agency's mission. As the leadership makes business decisions, how to proceed is often influenced by the information discussed and noted as part of the SWOT Analysis. This is not a formal process but a day-to-day adjusting to internal and external variables.

- 2.1c Since the initial development of the strategic plan in 2000, the Executive Director and the Administrative Program Coordinator have undertaken a comprehensive review of the enabling legislation that governs the agency. This review included identifying all mandates set forth in the statute, as well as speaking with current and former legislators to determine their intent when drafting the language for the statute. As a result of this work, ten functional areas were identified in the state statute. We have identified the tasks to be performed by functional program areas, even though many of the areas currently are not funded or staffed. However, each year the Commission, as a part of its budget request, ask for proper funding so that the agency can be fully staffed. Please see organizational chart for clear indication of areas needing future staffing.
- 2.1d The strategic plan does not directly address operational capabilities and needs. However, to fully provide the level of services mandated by State statute and requested by minority populations, considerable work in the evening hours would be required. This would represent a change in current operating capabilities and staffing, and could drastically affect the payout of compensatory time.
- 2.1e The strategic plan does not directly address supplies/contractor/partner capabilities and needs. This is an area that requires further Commission study and planning, given the need to establish more partnerships based upon cooperation, collaboration, and coordination with other state agencies and organizations.
- 2.2 What are your key strategic objectives?
- See Strategic Planning Chart.
- 2.3 What are your key action plans/initiatives?
- See Strategic Planning Chart.
- 2.4 How do you develop and track action plans that address your key strategic objectives?
- We have no formal process for the development of or tracking of action plans. The staff works towards accomplishing the strategic objectives through daily coordination of activities facilitated by Program Coordinators. Daily, weekly, and as needed, discussions are held to determine progress toward accomplishing action items and plans.

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

We communicate and deploy strategic objectives, action plans, and performance measures through informal discussions with staff personnel responsible for accomplishing the objectives.

2.6 If the agency's strategic plan is available to the public through the agency's internet homepage, please provide an address for that plan on the website.

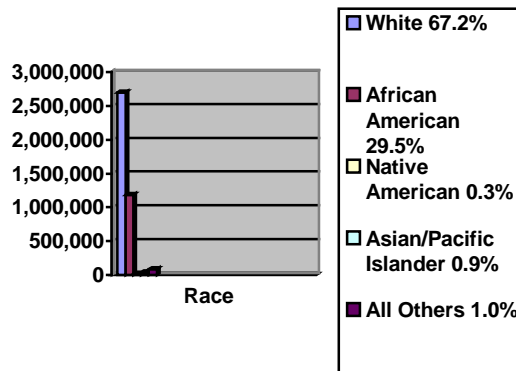
The plan is not available on the website.

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 demographics of the State reflect the following populations:

According to the 2000 Census, of the 4,012,012 persons counted, 2.4 percent or 95,076 indicated they were of Hispanic/Latino origin. It has been suggested that this number does



not accurately represent the actual numbers of persons of Hispanic/Latino origin residing in the State.

The key requirements of each group is 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 to identify their requirements and informs 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?

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.

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

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.

- 3.4 How do you measure customer/stakeholder satisfaction?

We interact with the groups regularly, therefore, feedback is personal and up-front. When there are activities where a survey of satisfaction is appropriate, one is done.

- 3.5 How do you build positive relationships with customers and stakeholders? Indicate any key distinctions between different customer 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 has been focused on the issues of state recognition and repatriation. The African American community in its strategic plan was focused more on traditional issues, the family, education, jobs, etc. Because of the distinctions among the various groups, we have not been able to address any of the overlapping issues.

The Executive Director regularly meets with legislators and executive staffers of both the Executive and Legislative Branches so that positive relationships can be built and the agency is in tune to the needs and requirements of these customers.

Category 4 – Measurement, Analysis, and Knowledge Management

Currently, the agency has no formal performance measurement system that captures performance data in some qualitative manner. The Commission does not provide services that can be measured in terms of contacts, frequency, volume, cost savings, etc. Rather, the agency serves as a **catalyst** to bring about public policy changes.

Therefore, one can ask if any work conducted over the past several years has served to enlighten members of the General Assembly in such a way as to bring about new or revised legislation that contributed to the alleviation of poverty and deprivation. A survey of legislators might provide some indication of whether they thought the Commission had provided them with information that in some way influenced public policy. However, such a survey was not done, nor thought to be expedient. We can only report that legislation was passed by the General Assembly and signed by the Governor during the 115th Session of the General Assembly, which broadened the scope of the Commission's work to include all ethnic minority populations. During the 116th Session of the General Assembly, the agency was successful in promulgating regulations to govern State Recognition of Native American Indian entities and the establishment of Advisory Committees to the Board of the Commission. During the 117th Session of the General Assembly, the agency was instrumental in working with the State Chamber of Commerce, the South Carolina Competitiveness Council, and others to obtain the passage of the Education and Economic Development Act (EEDA) of 2005. This legislation has the potential to improve minority and overall student achievement and to increase minority parental involvement in the delivery of education programs to their children.

Category 5 - Human Resources

- 5.1 How do you and your managers/supervisors encourage and motivate employees (formally and/or informally) to develop and utilize their full potential?

We encourage employees to take advantage of all opportunities to increase their knowledge. Because this is a small agency, employees are called upon to assist in whatever way they can to keep the work flowing. This provides employees an opportunity to demonstrate skills and abilities that they might not normally get an opportunity to demonstrate in their regular positions. This demonstrates initiative and also identifies persons in the organization who might be able to take on higher skill level responsibilities. Employees are encouraged to attend at least one professional development course or conference per year. This is paid for by the agency.

- 5.2 How do you identify and address key developmental and training needs, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation and safety training?

We do not have a formal program or staff person who has this as an assigned job function. The Executive Director or supervisor identifies a need and recommends appropriate training to meet the need. The Employee Performance Management System is used to document

needed training. If possible, employees are allowed to take time from their normal work hours to attend training.

- 5.3 How does your employee performance management system, including feedback to and from employees, support high performance?

The system provides valuable input for both the supervisor and the employee. It provides management with information regarding what an employee may need in order to maximize his/her performance. Likewise, this process provides employees the opportunity to discuss any needs or concerns. As a result, additional training and follow-up can be provided so that the employee can perform at the highest level possible.

- 5.4 What formal and/or informal assessment methods and measures do you use to determine employee well being, satisfaction, and motivation?

We do not have a formal system. Because we are small, we know when an employee is not satisfied and/or lacks motivation. When we determine that this is the case, we meet with the employee to determine what needs to be done to help the employee be happy, as well as become more productive and motivated. If we can not meet the needs of the employee, we recommend outside help.

- 5.5 How do you maintain a safe, secure, and healthy work environment?

Employees are encouraged to report any broken equipment or furniture. Employees work in a secure area, accessible by key or buzzer entry only. The agency has an alarm system. Each employee activates and deactivates the system depending upon his arrival or departure time. In the event of a state emergency, technology is used to keep agency aware of any problems as well as to notify them of work schedules and any other relevant information.

During the year, employees encouraged each other to practice healthy eating habits and to walk.

- 5.6 What activities are employees involved with that make a positive contribution to the community?

We are not involved as an agency in community volunteer work at this time. However, individual staff members contribute to and volunteer at various community organizations.

Category 6 - Process Management

The Commission does not provided direct services in-house or have large numbers of persons coming to the Commission on a daily bases to obtain services. The responsibility of the agency is primarily research and policy analyses. A detail study of how the Commission creates, delivers and evaluates the process of service delivery to the communities it serves has not been conducted. Due to the limited number of staff persons and the need to respond to the identified needs of the minority communities, this kind of work has not been undertaken in order that the limited staff could address the pressing needs of the constituent populations.

Category 7 - Results

7.1 What are your performance levels and trends for the key measures of customer satisfaction?

Our key measure for customer satisfaction is currently based upon word of mouth feedback and customer interaction with the agency. Over the past two fiscal years, we have built 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 both 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. This year the Commission held several conferences where the focus of the conferences 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 the Commission improving 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.

7.2 What are your performance levels and trends for the key measures of mission accomplishment and organizational effectiveness?

We informally measured whether we thought our mission had been accomplished by determining if the dialogue with various groups had increased, decreased or remained constant. This is important because we can not achieve our mission unless we are engaged in dialogue with the communities served by the agency. Building trust takes time with each community. Overall, the dialogue with the Native American community increased significantly, having had interaction with all 23 identified Native American entities, an increase of approximately 50.0 percent. The dialogue with the Hispanic/Latino communities increased nearly 100.0 percent due to increased community meetings and interaction with the Hispanic/Latino leadership across the State. Much work remains to be done within the African American community to engage the leadership and to form cohesiveness. The Commission made only limited progress in engaging this population. Limited staffing does affect the Commission's ability to be effective with this population simply because of the widespread need to cover the entire State. The results of our legislative work had more direct impact on the Native American population due to the successful implementation of the State Recognition Program for Native American entities. Some tribal entities have already had success in obtaining federal grants because of the recognition status by the State.

Our response to this question reflects the importance of the need for the agency to be fully staffed and funded, which the agency made significant progress toward during FY 04-05. During the year, Program Coordinators were hired to work with the African American, Native American and Hispanic/Latino populations. This is the first time in the history of the agency that we have had minimum staff coverage specific to each population. As a result of this increased funding, the agency was able to accomplish its mission and to more effectively address and meet the needs of each population.

In terms of trends, it appears that the work of the Commission and its role in working with all of these groups has won the approval of the Executive and Legislative branches of government and that the necessary resources are being channeled to the agency to move forward. The Native American and Hispanic/Latino populations increased their interaction with the agency, while the African American community remained unchanged for the most part. The agency must embark upon new strategies in order to make more systemic progress that brings about increased prosperity to this large population. Overall, the agency was successful in serving as a catalyst to bring about public policy changes that addressed citizen participation in the public policy process.

7.3 What are your performance levels for the key measures of financial performance?

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 eight 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 six 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

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 best address 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 different and to be most effective, the staff must reflect the same diversity. Minorities currently make-up approximately one-third of the State’s population (1.3 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 all citizens of the State. In spite of the limited resources, and declining resources during periods of increased work with the various groups, the Commission’s performance levels were exceptional. Over the years, minorities and all citizens of the state witnessed the establishment of one single point of contact in State government for addressing minority issues; the State Recognition of Native American entities for the first time in the history of the State; the creation of a report identifying the needs of the growing Hispanic/Latino population and the continuation of the development of a Strategic Plan to address growth in a comprehensive fashion; the passage of the Education and Economic Development Act of 2005 to address academic performance of all children, etc. The Commission served as a catalyst to bring about change and change has occurred which positively benefited all of these groups at a cost of approximately 37 cents per minority

person and even less when considering all South Carolinians.

- 7.4 What are your performance levels and trends for the key measures of Human Resource Results (Includes: performance measurement, employee satisfaction, well-being, learning and development, employee diversity and retention)?

The Commission has had a history of doing more with less. Due to budget cuts, in FY2003-2004, the agency had only four employees, including the Executive Director. As of FY 2005-2006, the Commission has funding for all eight FTE's. Of the current employees, one has been with the agency since 1994, two since 1995, three hired during FY 2004-2005, and two more positions to be filled in FY2005-2006. Because of the size of the agency, it is obvious when there is a problem with leadership or among staff. As Executive Director, I act immediately to find the solution that brings harmony back among the staff. Because the Executive Director reviews the performance evaluation of all employees, I am aware of and must approve all personal development training for employees, based upon either my observation of the need or that of the immediate supervisor. Because of the size of the agency and the inability to guarantee anonymity, I have not surveyed the employees in a formal manner.

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

Not Applicable to the Commission.

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 03-04 Budget Expenditures	FY 04-05 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: 297,317.38 Federal: Other: Total: 297,317.38 % of Total Budget: 88%	State: 270,035.09 Federal: Other: Total: 270,035.09 % of Total Budget: 88%	7.3
II. Employee Benefits	Fringe benefits program for all employees of the agency.	State: 40,080.39 Federal: Other: Total: 40,080.39 % of Total Budget: 12%	State: 48,109.23 Federal: Other: Total: 48,109.23 % of Total Budget: 12%	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.

Strategic Planning

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 04-05 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures*
I. Administration	Increased research capacity	Agency requested and was budgeted an additional \$163,183.00 to hire a Director for Research to oversee and employ contractual research faculty from institutions of higher learning.	7.3
I. Administration	Implementation of African American Strategic Plan	Continued the process of identifying possible partners with similar goals to form partnerships and collaborative efforts. Identified specific action items related to each strategy in section entitled "Rebuilding Strong Families."	7.2
I. Administration	Development of and implementation of a Hispanic/Latino Strategic Plan	Hired bilingual staff person to coordinate planning process and to convene 1st Statewide Hispanic/Latino Conference.	7.2
I. Administration	Development of and implementation of a Native American Strategic Plan	Hired Native American Program Coordinator to facilitate development of and implementation of a Native American Strategic Plan and to convene 1st Statewide Native American Conference. Implementation of State Recognition Process.	7.2
I. Administration	Initiate contact with other minority populations to identify deprivation issues.	No progress made on this goal in FY04-05 due to no funding and staff time to allocate to effort.	N/A
I. Administration	Adequate and Stable Base Budget Funding	Increased program activities with the African American, Hispanic/Latino and Native American populations due to increased agency funding and staffing.	7.3
I. Administration	Contractual Public Relations Program	Despite no additional full-time or contractual services, the hire of additional Program Coordinators served to increase public awareness of the work of the agency.	N/A

* 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.