

## SOUTH CAROLINA COMMISSION FOR MINORITY AFFAIRS

### ANNUAL ACCOUNTABILITY REPORT Fiscal Year 2001-2002

#### Section I - Executive Summary:

- I-1 The South Carolina Commission for Minority Affairs has as its mission to serve as a think-tank to provide 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 Board and staff during the Summer of 2000, engaged in a formal strategic planning process for the agency. During those meetings, the above stated mission, as well as values and goals were established for the agency. 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. Our intent is to demonstrate these beliefs 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 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 Six key strategic goals have been agreed upon by the Board members and the Executive Director. They represent present and future goals and are as follows:
- A. Adequate and stable base budget funding necessary to carry out its mission and to accomplish yearly goals established as part of the strategic planning process. Agency highly respected for its work and supported by both the Governor and Legislature 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 to bring about 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 regarding the plight of minorities in the State.
  - D. An informed public which is 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. Increase the funding of the agency through state and federal grants, and partnerships with and financial support from philanthropic organizations interested in the work of the Commission.
  - F. Assess "Accountability Reports" over the past several years to determine their usefulness. Revise and make useful management tool to improve the agency.
- I-3 The Commission for Minority Affairs views as an opportunity the interest of both the Governor and members of the General Assembly in expanding the scope of the Commission to include all ethnic minority groups. In many states, separate agencies exist to serve diverse

populations. However, it is generally agreed that the State can not afford separate agencies to address the unique issues associated with the various ethnic groups. It is widely agreed that the Commission could best serve this purpose because of its name, the current mandate to serve as a clearinghouse for information about minorities, and the fact that the Commission has already successfully performed limited work with both the Hispanic/Latino and Native American communities over the past two years. Therefore, the push to change the CMA statute in the upcoming 2003 Legislative session to be more inclusive, is viewed as an opportunity to save money, as well as address differences and overlapping issues in a well thought out and comprehensive fashion.

As has been the case since the creation of the agency, the lack of adequate state funding could continue to be a barrier to the agency's success in fulfilling its mission and achieving its strategic goals. Unfunded mandates would serve to undermine the Commission's ability to meet its original mandate to serve the African American population. Therefore, any future changes in statutory authority must be carefully thought out and appropriately funded.

- I-4 Over the past year, significant time was spent identifying the needs and interests of the Native American community. Monthly, meetings were held with the 14 chiefs and leaders of the Native American community to find agreement among themselves, as well as identify public policy issues related to improving their plight in the State. After much discussion, the group decided that seeking official State Recognition for their tribal, group and other entities was most important. Finding consensus among the group and helping them draft the proposed Criteria for State Recognition was a major accomplishment for them and for the Commission. The work provided the avenue to create trust and new relationships, and to identify the needs of a minority population that has long been impoverished in the state. As a result of the year long work, legislation will be introduced in the 2003 Legislative Session to establish a process through which tribal entities can obtain state recognition, thus making it easier for them to apply for federal set-aside funds for Indians. Millions of dollars for education, health and economic development initiatives would then be available for these groups to seek after.

Near the end of the fiscal year, the Commission embarked upon what will probably be the most demanding and toughest of the initiatives it has undertaken since its inception, that being, the creation of the first Statewide Strategic Plan of Action for the African American community. The strategic planning process started June 21, 2002, where persons representing all 46 counties attended, for a total of over 350 participants. The evaluation tool indicated that the community felt that this was a very worthwhile initiative and that the planning process was needed and long overdue. The planning process will continue throughout FY2002-2003, with the plan being unveiled in June 2003.

**Section II - Business Overview:**

II-1 The Commission was created in July 1993 and has grown from three positions to six positions. The positions by title are:

- 1) Executive Director
- 2) Administrative Program Coordinator II
- 3) Grants Coordinator II
- 4) Program Coordinator II
- 5) Fiscal Technician I
- 6) Administrative Assistant

II-2 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](http://www.state.sc.us/cma)

**Accountability Report Appropriations/Expenditures Chart**

**Base Budget Expenditures and Appropriations**

Major Budget Categories	00-01 Actual Expenditures		01-02 Actual Expenditures		02-03 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$197,041.92	\$197,041.92	\$221,105.00	\$221,105.00	\$221,397.00	\$221,397.00
Other Operating	\$146,909.40	\$146,909.40	\$164,125.00	\$164,125.00	\$150,259.00	\$150,259.00
Special Items	\$27,839.81	\$27,839.81	\$1,032.99	\$1,032.99	\$	\$
Permanent Improvements	\$	\$	\$	\$	\$	\$
Case Services	\$	\$	\$	\$	\$	\$
Distributions to Subdivisions	\$	\$	\$	\$	\$	\$
Fringe Benefits	\$51,509.44	\$51,509.44	\$63,333.00	\$63,333.00	\$66,225.00	\$66,225.00
Non-recurring	\$25,748.21	\$25,748.21	\$24,935.71	\$24,935.71	\$16,051.49	\$16,051.49
<b>Total</b>	<b>\$449,048.78</b>	<b>\$449,048.78</b>	<b>\$474,531.70</b>	<b>\$474,531.70</b>	<b>\$453,932.49</b>	<b>\$453,932.49</b>

### Other Expenditures

Sources of Funds	00-01 Actual Expenditures	01-02 Actual Expenditures
Supplemental Bills	\$	\$
Capital Reserve Funds	\$	\$
Bonds	\$	\$

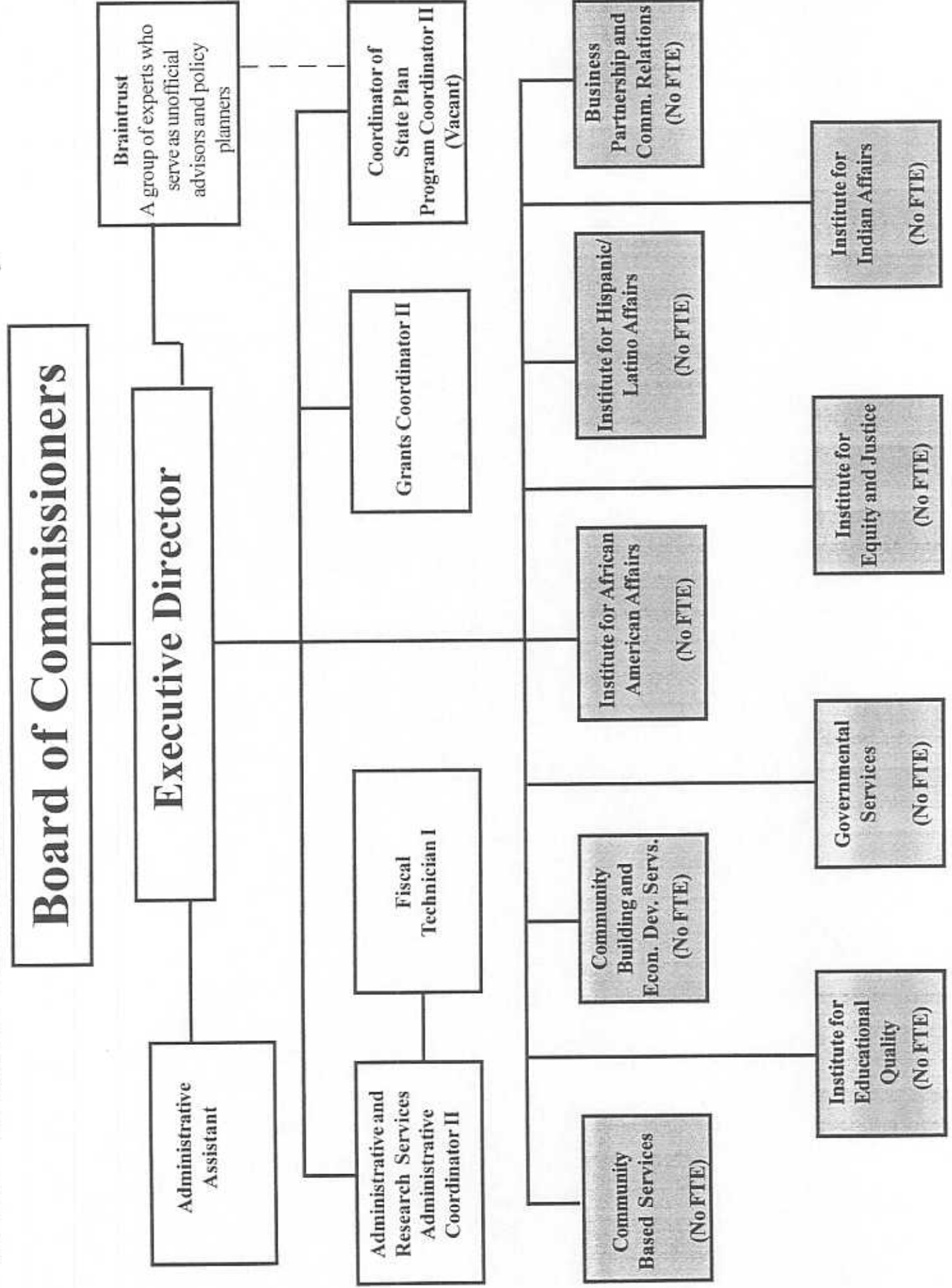
- II-4 Our key customers are: 1) persons representing the interest of minorities and the minority community; 2) the Governor; 3) members of the legislature; 4) the Board of Commissioners; and 5) all citizens of South Carolina.
- II-5 Our key suppliers are organizations and persons who serve as custodians 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-6 The Commission provides information through publications and consultant services. Our major products are publications that inform the reader about minority issues. The purpose of the publications are to inform policy makers, to provide them with accurate information, and to guide them in making public policies that affect minorities, as well as the general population, in a positive way.
- II-7 The organization is lead by the Executive Director on a daily bases, with oversight provided by a seven member Board of Commissioners. By statute, the Board is required to meet at least four times a year, or at the call of the chairperson.

### Organization Chart As of June 30, 2002

(Insert - Next Page)



# L46 - South Carolina Commission For Minority Affairs



### Section III - Elements of Malcolm Baldrige Award Criteria

#### Category 1 - Leadership

Because the agency is small, formal departmental breakdowns do not necessarily serve the agency well. The staff informally provides the Executive Director with valuable information regarding their observations of the strengths and weakness of the organization. The Executive Director converses informally with the staff daily to obtain their input and advice.

1-1a How do senior leaders set, deploy and communicate short and long term direction?

The Commission for Minority Affairs has a seven-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. Additionally, input from the senior Administrative Program Coordinator is considered. The information in the strategic plan is regularly reviewed by the Executive Director and the Administrative Program Coordinator to determine if the agency is on target and if not, why not. Adjustments are made as needed to fulfill the mission and meet the goals of the agency.

1-1b How do senior leaders set, deploy and communicate performance expectations?

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.

1-1c How do senior leaders set, deploy and communicate organizational values?

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.

1-1d How do senior leaders set, deploy and communicate empowerment and innovation?

In an effort to be more innovative and to better utilize the agency's limited resources, attention was given to providing additional information through the agency's WEB sight, by providing links to information often requested by our customers. Additionally, one employee continues to assume higher job skills and is being trained to serve as assistant WEB Master so that the agency can better utilize its WEB site.



1-1e How do senior leaders set, deploy and communicate organizational and employee learning?

As funds permit, employees are encouraged by the Executive Director to seek training that would enhance their job skills and increase their value to the agency. During the last fiscal year, all staff members attended at least one training session for their personal development and training. Both the Executive Director and Administrative Program Coordinator attended the Agency Head Organization Spring Forum, and other seminars on elements of the Malcolm Baldrige Award Criteria.

1-1f How do senior leaders set, deploy and communicate ethical behavior?

All staff, as well as senior leaders, must model appropriate office and ethical behavior. Therefore, the agency has established policies regarding inappropriate office behavior, which was distributed to all employees upon hire. Teamwork is a critical part of this agency's culture and this is possible because of the ethical behavior of all personnel associated with the agency.

1-2 How do senior leaders establish and promote a focus on customers?

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 at the Commission for the purpose of keeping the Commission focused on how to meet their needs.

1-3 What key performance measures are regularly reviewed by your senior leaders? (Actual results are to be reported in Category 7.)

No formal measures have been instituted. However, because we meet with our customers regularly because of the nature of the work of the agency, we receive direct feedback regarding our effectiveness or lack thereof. We listen for indications of customer satisfaction or dissatisfaction, employee satisfaction or dissatisfaction, and other indications of overall performance.

1-4 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?

We do not have a formal organization performance review assessment in place. However, because the agency takes on large projects and because it takes the whole team to insure success, we usually discuss the problems that occurred and try to 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 in the future.

- 1-5 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. We conduct research and present 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. 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.

- 1-6 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.

- 1-7 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.

## **Category 2 - Strategic Planning**

- 2-1 What is your Strategic Planning process, including participants, and how does it account for:

- a. Customer needs and expectations?
- b. Financial, societal and other 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 two program coordinators participated in developing the agency's first strategic plan during the Summer of 2000. Since that time, the Executive Director and Administrative Program Coordinator have regularly reviewed and discussed how to implement various portions of

the plan, given limited staffing and resources. Even though minority groups were not a part of the formal strategic planning session, individual planning sessions have been held with the Hispanic/Latino, Native American and African American communities over the past two years. This process has provided clear information regarding their needs and expectations of this agency 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.

2-1b The strategic plan does not directly address financial, societal or other risks.

2-1c Since the initial development of the strategic plan, the Executive Director and the Administrative Program Coordinator undertook a comprehensive review of the enabling legislation that created 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 function to be performed by 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.

2-1e The strategic plan does not directly address supplies/contractor/partner capabilities and needs.

2-2 How do you develop and track action plans that address your key strategic objectives?

The Commission does not have a formal action plan for each strategic objective. Because of our size and lack of a departmental layout, such is not feasible. However, the staff does meet to discuss how to accomplish our goals and objectives, given changing economic times and other matters that may affect how the agency goes about accomplishing its goals and objectives.

2-3 How do you communicate and deploy your strategic objectives, action plans and performance measures?

Informally through meetings with senior staffers and formally through the performance evaluation document of staff persons.

### **Category 3 - Customer Focus**

3-1 Identify key customers and stakeholders.

Our key customers and stakeholders are minority ethnic groups, the Governor, the

Legislature, local leaders, state agencies and the citizens of the state.

3-2 How do you determine who your customers are and what are their key requirements?

Our statute clearly states who we are to serve, namely minorities and their interests. Through on-going meetings with various groups, i.e., African Americans, Hispanics, Native Americans, etc., they tell us their requirements and expectations. Also, through the formal strategic planning process that the agency undertook, we identified the expectations and requirements of the various groups. Interaction with these groups throughout the year allows us to update and change the requirements, as their needs and expectations change.

3-3 How do you keep your listening and learning methods current with changing customer/business needs?

By constantly holding community and group meetings, thus keeping the line of communication open. We adjust what we are doing as the need arises.

3-4 How do you use information from customers/stakeholders to improve services or programs?

If the customer was pleased with our service or assistance, we try to continue or exceed this level of service. Likewise, if they tell us that something we published, for example, used terminology that they felt inappropriate, then we would not use that terminology anymore. This will keep us engaged with the community and keep the door open for future interaction and delivery of services. We make every effort to be sensitive to their cares and concerns and to respond immediately.

3-5 How do you measure customer/stakeholder satisfaction?

We interact with the groups monthly, therefore, feedback is personal and up front. When there are activities where a survey of satisfaction is appropriate, one is done. See Appendix A for the results of the June 21, 2002 Strategic Planning Session for the African American Community.

3-6 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. For example, meetings held with the Hispanic community to identify their issues and concerns regarding delivery of state services did not prepare us to address the issues and concerns of Native Americans. We are still meeting with the Native American leaders as of the writing of this report. None of the issues and concerns expressed to date by Native Americans are the same as those expressed by the



Hispanic/Latino community. Had we gone in with preconceived ideas, we would have missed the opportunity to specifically meet the needs of our customers. The issues addressed by the African American community as a part of the June 21, 2002 Strategic Planning Process are totally different, for the most part, from the other two groups.

The Executive Director regularly meets with legislators and executive staffers of both the Governor and members of the General Assembly so that positive relationships can be built.

#### **Category 4 - Information and Analysis**

Currently, the agency has in place no formal performance measurement system which captures performance data in some qualitative manner. The Commission does not provide services that can be measured in terms of contacts, frequency, volume, etc. However, 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 have served to enlighten members of the General Assembly in such a way as to bring about new or revised legislation. A survey of legislators might provide some indication of whether they thought the Commission had provided them with information that influence public policy in some manner. 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 114<sup>th</sup> session of the General Assembly, which is intended to make it easier for persons of Hispanic origin, who are in the country legally, to more easily get a South Carolina Driver's License. This legislation originated out of the report and work that the Commission did with the Hispanic/Latino community at the request of Governor Hodges. Therefore, the Commission was effective in serving as a catalyst to raise the awareness of makers of public policy.

#### **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 additional 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.

- 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 and healthy work environment?

Employees are encouraged to report any broken equipment or furniture. Also, after September 11, 2001, a meeting was held to discuss how to make the office safer. The alarm system was re-activated and an emergency process put into place. One employee was encouraged and supported by the staff to stop smoking. The employee has been successful to date. No other formal health activities are in place.

- 5-6 What is the extent of your involvement in the community?

We are not involved as an agency in community volunteer work at this time.

#### **Category 6 - Process Management**

The Commission has not undertaken any work in this area of the Baldrige Criteria.

#### **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. No formal measurements have been established to date. This is the case because we must first establish relationships with certain ethnic groups to determine their needs and expectations. Then we must tell them what we as an agency can reasonably deliver based upon staff and funding. During the past two years, we have been building relationships with three groups, namely African Americans, Native Americans and Hispanics/Latinos to determine what the community performance expectations include. Once this process of determining the standard or benchmark base upon their input and expectations is completed, we will then be in a position to determine trends and performance levels.

As was mentioned under the Leadership Section, one survey was conducted with the African American community which evaluated the Strategic Planning Process for this group. The information is included in Appendix A.

- 7-2 What are your performance levels and trends for the key measures of mission accomplishment?

For this year in question, we 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. Building trust takes time with each community. Since the inception of the agency, each year we have engaged different groups, as well as kept the dialogue going with previously engaged groups. This year was the greatest interaction with the African American community, even through this is the group we are mandated to work with. Because building trust and working with groups takes so much time and manpower, when staff works with one groups, it's almost impossible to work with another group. This year we successfully engaged three groups, while continuing planning work with both the Native American and African American communities.

Our work does not lend itself to measuring market share and those kinds of things. However, if we successfully serve as a catalyst to bring about public policy change which impacts a group in a positive way, we have accomplished our mission. To some degree we were successful in doing this, but measuring that in some useful and accurate manner has yet to be accomplished.

- 7-3 What are your performance levels and trends for the key measures of employee satisfaction, involvement and development?

We have not conducted a formal survey to determine employee satisfaction, involvement and development. Currently, we have four employees with whom I have daily dialogue. When someone is really dissatisfied, it affects the entire office personality. When it becomes obvious that there is a problem, then I try to deal with it immediately to the satisfaction of all involved. Because I must review the performance evaluation of all employees, I am aware and must approve all personal development training for employees based upon a

supervisor recommendation or from my own observation. Because of the size of the agency and the inability to guarantee anonymity, I have not surveyed the agency's employees in any formal manner.

- 7-4 What are your performance levels and trends for the key measures of supplier/contractor/partner performance?

We have no numerical performance and trend data at this time.

- 7-5 What are your performance levels and trends for the key measures of regulatory/legal compliance and citizenship?

We have no numerical performance and trend data at this time.

- 7-6 What are your current levels and trends of financial performance?

Our only key measure is to pass all audits free of violations and exceptions. We have successfully accomplished this measurement for the past two fiscal years.

## Appendix A

**SC Commission for Minority Affairs**  
**Statewide Strategic Planning Session Evaluation**

*(Please rate the following on a scale of 1-5 with 5 being the highest).*

**How would you rate the Strategic Planning Session overall?**

- Rating 5 = 32.14 %
- Rating 4 = 57.14 %
- Rating 3 = 9.52 %
- Rating 2 = 1.20 %
- Rating 1 = 0.00 %

**Note:** Fifteen (15.15 %) of the persons who completed the evaluation form did not respond to this particular question. These fifteen “no responses” are not included in the above percentages.

**How would you rate the flow of the Strategic Planning Session?**

- Rating 5 = 35.37 %
- Rating 4 = 47.56 %
- Rating 3 = 13.41 %
- Rating 2 = 3.66 %
- Rating 1 = 0.00 %

**Note:** Sixteen (16.33 %) of the persons who completed the evaluation form did not respond to this particular question. These sixteen “no responses” are not included in the above percentages.

**To what extent did the Strategic Planning Session meet your expectations?**

- Rating 5 = 31.71 %
- Rating 4 = 51.22 %
- Rating 3 = 13.41 %
- Rating 2 = 2.44 %
- Rating 1 = 1.22 %

**Note:** Sixteen (16.33 %) of the persons who completed the evaluation form did not respond to this particular question. These sixteen “no responses” are not included in the above percentages.

### **How useful was the information you received?**

- Rating 5 = 42.68 %
- Rating 4 = 37.80 %
- Rating 3 = 14.63 %
- rating 2 = 3.66 %
- rating 1 = 1.23 %

**Note:** Sixteen (16.33 %) of the persons who completed the evaluation form did not respond to this particular question. These sixteen "no responses" are not included in the above percentages.

### **How would you rate the registration process?**

- Rating 5 = 26.51 %
- Rating 4 = 37.35 %
- Rating 3 = 21.69 %
- Rating 2 = 13.25 %
- Rating 1 = 1.20 %

**Note:** Fifteen (15.31 %) of the persons who completed the evaluation form did not respond to this particular question. These fifteen "no responses" are not included in the above percentages.

### **How would you rate the hotel facilities?**

- Rating 5 = 37.04 %
- Rating 4 = 49.38 %
- Rating 3 = 13.58 %
- Rating 2 = 0.00 %
- Rating 1 = 0.00 %

**Note:** Seventeen (17.35 %) of the persons who completed the evaluation form did not respond to this particular question. These seventeen "no responses" are not included in the above percentages.

### **What did you like most about the Strategic Planning Session?**

- The number of participants showed a statewide interest in all areas.
- The breakout sessions were excellent – freedom of speech.
- The involvement of political and community leaders.
- The sharing of information.
- Being involved and able to listen to others who encounter same/different situations as mine. Lunch.
- A person could receive valuable information and also express themselves – a lot of ideas were picked up by many.
- Exchange of ideas. I would have liked to have seen hand out materials from some of the group. I was surprised to find out how misunderstood D.S.S. was – what the law was concerning abuse/neglect of children, etc. etc. Session I attended was how to build strong families.
- The broad spectrum of people focusing on the issues.
- The luncheon speaker, the Honorable Michael Thurmond.
- To see as many people turnout for the session.
- Small break out sessions; speakers at beginning and during lunch.
- The wonderful conversation and networking opportunities; the guest speaker.
- The ability to meet with individuals who are concerned about the status of African American achievement and who have the ability to affect change.
- The networking, and the luncheon speaker.
- Discussion and ideas/concepts/concerns presented.
- The involvement of all counties.
- Opportunity for frank and open exchange of ideas.
- Community and Economic Development.
- That of qualified instructors and leaders.



- Dialogue and time allotted for the session.
- The opportunity to come together on one accord and devise the plan. There were no little “you’s” and big “I’s”. We were equal.
- Good idea and went well overall.
- I truly enjoyed the keynote luncheon speaker. He was awesome. I also liked the Healthcare session. It was very lively.
- Learning; all aspects.
- Meeting and dialoging with different disciplines.
- The presenters were excellent.
- Open discussion – excellent facilitator.
- The fact that you had it.
- It was not the typical Columbia crowd. Good statewide diversity.
- Networking, discussion of issues, keynote speaker.
- The workshop.
- That it was held. Lots of timely topics.
- That there were legislators there (Rep. Neal) who provided insight.
- Opportunity to dialogue on a specific topic with others from around the state.
- Relevancy, comprehensiveness.
- Total statewide coming together to address the problems all communities are faced with.
- Two way communications.
- Networking and meeting people with the same interest in community development.
- It appeared to enhance awareness and create a sense of unity and commonality amongst the attendees.
- Hearing from different segments of society.

- The opportunity to ask pertinent questions and receive feedback.
- The luncheon speaker.
- Everything.
- Good crowd, good discussion.
- The networking and chance to see that the same problems are in all our counties rural or large, but most the rural areas really need our support and help.
- Excellent cadre of facilitators/presenters. Appeared to have excellent participation.
- Networking.
- The overall concept of inviting leaders from across the State. The luncheon speaker.
- The luncheon speaker.
- The knowledge/abundance of information about the various agencies that's available to individuals.
- Systematic approach to a historical issue.
- The subject was well discussed and planned well.
- The speaker for lunch and the Jobs, Unemployment & Underemployment session.
- I liked hearing about things that minorities are experiencing and come up with possible solutions.
- Met people/resources useful in helping implement/enhance programs being instituted in NC/SC.
- The extraordinary variety of points of view, experiences, and expertise represented.
- The comfortability and arrangement of the room.
- Opportunity to hear the thoughts and opinions of others and have open discussion.
- The ability for a diverse group to become engaged in the process.
- The exchange of ideas and networking.
- Meeting new people from all over the state of SC.

- Educators from all over SC had the same concerns.
- The purpose for which you brought “us” together and the structure of the day. The speaker was enthus. And motivational. – Inclusiveness.
- The expertise of all the various groups had to bear centrally on problems within the black community.
- The ability to allow the participants to interact. (good data should have been collected).
- Good planning in reference to sessions.
- I like the fact that so many interested people showed up willing to help.
- Having the opportunity to share ideas, and develop a network to get and stay connected.
- The exchange of information and ideas/suggestions were excellent.
- The luncheon speaker.
- Economic Development.
- The ability to sit and listen to experts on the subject.

**What did you like least?**

- Did not get the opportunity to come together and compare discussions in breakout session.
- The Community/Economic Development session focused more on community development with almost no emphasis on economic development.
- Sessions were to short.
- Registration – I turned my form in and had received my confirmation, yet my name was not listed. My husbands was through. Lines were not clearly posted. Turn table another way.
- The absence of key facilitators.
- Registration process.
- Registration process seemed disorganized.
- Needed more than one day.

- Many of the facilitators were a part of the system and thus less likely to address or record potential controversy comments and topics.
- Not enough time.
- Registration.
- Facilitator bids – too much time justification for what MD’s do or not do. Did not include other healthcare providers.
- There didn’t seem to be enough time to do everything.
- Registration process.
- The breakout session that I participated in could have been facilitated better. In my opinion the session did not flow well, especially in the beginning. It could have been because one of the lead facilitators was not present. I am not sure if the panel of presenters knew exactly what to do because we took a break when we should have been engaged in discussion. We lost valuable time due to the break. I also think that the facilitators needed more direction regarding what we were to accomplish during the session and been able to communicate the instructions to the groups. It took us a while to “figure out” what to do and what we were to produce as it relates to identifying priorities and possible solutions.
- Registration.
- Individual agendas lifted above the needs.
- Not getting brief summaries for the work groups highlighting priorities in each group.
- Were not able to summarize a succinct action plan and the inability to cross-pollinate the b/n sessions.
- There was no one there from the judiciary.
- Room set up was difficult for presenters.
- Needed two days.
- The lack of notice prior to the session and the absence of some key leaders. I don’t think the churches are doing all we can do.
- You could only participate in one planning session.

- The session should have included the Governor, he has committed to help the rural areas we need his strength and STRONG support. These men must become a major issue with our government.
- Long lines at registration.
- Many of the session moderators knew very little if anything about strategic planning.
- Not enough time for detailed information.
- Registration was a little hectic but that's a good problem. There were lots of participants.
- The participation of the session facilitators.
- Room (breakout) too cold, also a list of participants would have been useful – at least those in my session.
- Time allotted was not sufficient enough to carry out the proposed objective of the session.
- There should be a database of contact information of persons in each session. Registrants can volunteer to have their contact info available to others in their session.
- Not enough time to cover all the material. Time was the problem.
- Little more structure for “registration” ex. Check-in process – large signs indication A-F to reflect several lines.
- The format was too structured and was not open to the basic problem education in the black community.
- I heard some sessions were not organized well or speakers/experts did not show up for the session(s).
- The rooms were quite cold.
- Open forum discussions – not enough time.
- Should have been a 2-day session.
- The moderator in my section did not possess the temperament for the task.
- The goals were unclear, many thought we could think outside the box, but our presenter kept saying that was outside the Commission's scope.

## Comments:

- Excellent beginning.
- The conference overall was excellent. The time was very well spent.
- Very good session.
- Overall I learned a lot, enjoyed being in the midst.
- The more of these type activities presented more understanding between areas, people and their folk and more.
- I would be willing to attend but more importantly I would want someone from the Greenville (Urban League of the Upstate).
- I am willing to do all that I can to help our children move forward.
- I hope that we keep this going, don't start the sessions, and don't follow through.
- Very worthwhile – excellent.
- I was registered to attend the meeting, but did not attend, due to having a minor car problem. Hopefully there will be other times. God Bless.
- Very good effort to begin addressing the problem.
- I was unable to attend.
- This is a prime opportunity to establish a statewide data base. Perhaps if participants were willing, at this annual event, an e-mail data base link (listserve) can be established so we remain in contact and share information.
- Concerns of the education sessions may need to be sub-divided by county/district size and for urban/rural districts.
- I was impressed, that we, as African Americans, can start on time.
- I do not feel comfortable evaluating the planning session because I was only able to participate for a short time.
- Excellent opportunity provided for us to look deeply at our state.
- I would like to assist in helping to plan the next Braintrust Forum. I think including representatives who work in the different fields, to help plan would be beneficial.



- I am excited about the directions and goals that the Commission is undertaking to improve the quality of life for the minority population within the state of South Carolina. A concentrated effort should be made to insure that these braintrust groups stay committed and focused on their tasks.
- Facilitators must not allow one or two individuals to do all the talking.
- We need more diversity at the planning sessions and we need to know what to expect from our efforts.
- Good conference; looking forward to follow thru.
- The session was good, looking forward to it next year.
- Overall, the session was good.
- I'd like to help. Please contact me.
- A very good step.
- Excellent luncheon speaker.
- There is no way anyone can do a strategic plan in one day. The sessions were misguided and lacked focus. We had no input into what goals and objectives would be made for the Commission. The process gave no ownership to the participants.
- Needed that additional one-on-one contact with the agencies' executives/managers.
- What is the time line for plan completion?
- A great start!
- More meetings should be held and plans to get the word to the people.
- The planning session was great.
- I enjoyed the fellowship that I experienced at the session. The session was very informative.
- My compliments and thanks to the organizers. Great work! And to the participants for their serious and thoughtful participation.
- I was unable to attend, but would like to be included in the future.
- Please allow more time for Strategic Planning sessions next year.

- There seemed to be some confusion on part of facilitators re: the format of the session.
- I always feel these strategic sessions are helpful, but until we follow up on some of the suggestions and actually do some work, I feel our time is wasted – then no one benefits.
- I hope the concerns, which were addressed and submitted to the Commission, will be seriously considered.
- This form is beneficial. May we receive some “written” highlights from that day? Doesn’t have to be that detailed. Newsletter eventually. Worth repeating. Thanks Ms. Davis and Team.
- To see something come out of this committee SC Commission must put some people on the spot. That is, white people have to be uncomfortable and make SOME COMMITMENTS.
- Great Job! (CFMA) Now let’s move further to obtain sustainable results for the AA community.
- I think this is a great effort and I am proud to be a part of it.
- Conference was a great opportunity to bring together the many entities across the State to work collecting on a strategic plan that can benefit everyone, down to the grassroots level.
- This was a very useful meeting, please lets continue.
- The information received was very informative and awakened me to the disparities in the Criminal Justice system.