

ECONOMIC DEVELOPMENT, TRANSPORTATION, AND NATURAL RESOURCES SUBCOMMITTEE MEETING

Thursday, January 25, 2018

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AGENDA

South Carolina House of Representatives



Legislative Oversight Committee

ECONOMIC DEVELOPMENT, TRANSPORTATION, AND NATURAL RESOURCES SUBCOMMITTEE

The Honorable Bruce W. Bannister, Chair

The Honorable Neal A. Collins

The Honorable Mandy Powers Norrell

The Honorable Robert L. Ridgeway III

Thursday, January 25, 2018

30 minutes after adjournment

321 - Blatt Building

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

AGENDA

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

MINUTES FROM PREVIOUS MEETINGS

Tuesday, November 28, 2017

p. 5

Revised to correct an error in the members who attended the meeting.

Tuesday, December 19, 2017

p. 8

Chair Wm. Weston J. Newton

*First Vice-Chair:
Laurie Slade Funderburk*

Legislative Oversight Committee

*Katherine E. (Katie) Arrington
William K. (Bill) Bowers
Neal Collins
MaryGail K. Douglas
Phyllis J. Henderson
Joseph H. Jefferson Jr.
Robert L. Ridgeway III
Edward R. Tallon Sr.*



*Bruce W. Bannister
Gary E. Clary
Chandra E. Dillard
Raye Felder
William M. "Bill" Hixon
Mandy Powers Norrell
Tommy M. Stringer
Robert Q. Williams
Bill Taylor*

South Carolina House of Representatives

*Jennifer L. Dobson
Research Director*

*Cathy A. Greer
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Legal Counsel*

*Carmen J. McCutcheon Simon
Research Analyst/Auditor*

*Kendra H. Wilkerson
Fiscal/Research Analyst*

Economic Development, Transportation, and Natural Resources Subcommittee

Tuesday, November 28, 2017

10:30 am

Blatt Room 427

Archived Video Available

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

Attendance

- I. The Economic Development, Transportation, and Natural Resources Subcommittee meeting was called to order by Chair Bruce W. Bannister on Tuesday, November 28, 2017, in Room 427 of the Blatt Building. The following members of the Subcommittee were present for either all or a portion of the meeting: Representative Neal Collins, Representative Mandy Powers Norrell, and Representative Robert L. Ridgeway, III.

Minutes

- I. House Rule 4.5 requires standing committees to prepare and make available to the public the minutes of committee meetings, but the minutes do not have to be verbatim accounts of meetings. It is the practice of the Legislative Oversight Committee to provide minutes for its subcommittee meetings.

- II. Representative Collins makes a motion to approve the meeting minutes from the prior Subcommittee meeting. A roll call vote is held, and the motion passes.

Rep. Collins' motion to approve the minutes from the November 20, 2017 meeting:	Yea	Nay	Not Voting
Rep. Collins	✓		
Rep. Norrell			Not Present
Rep. Ridgeway			Not Voting
Rep. Bannister	✓		

Discussion of the Commission for Minority Affairs

- I. Chair Bannister states that this is the Subcommittee's third meeting with the Commission for Minority Affairs (CMA). He explains that the purpose of the meeting is to discuss the agency's products, services, and customers; resources available; relationships with other entities; goals; and strategic plan.
- II. Chair Bannister announces that two constituents will address the Subcommittee prior to the agency's testimony.
 - a. Chair Bannister reminds Ms. Lisa McQueen-Starling that she remains under oath for any testimony before this Subcommittee or the full Committee.
 - i. Ms. Starling testifies to clarify the Wassamasaw Indian Nation. In April 2012, the Wassamasaw Indian Nation filed a Petition with the CMA of over 2,000 pages to be recognized as a Native American Indian tribe in South Carolina. The tribe did not hear anything until 17 months later. South Carolina law provides that there are 120 days to be approved or denied. She has filed an appeal. She provides their petition.
 - ii. Members ask questions, which Ms. Lisa McQueen-Starling answers.
 - b. Chair Bannister reminds Chief Louie Chavis that he remains under oath for any testimony before this Subcommittee or the full Committee.
 - i. Chief Chavis testifies about the great problems with the Commission for Minority Affairs and, as a board member, he provides his thoughts on the November 20th meeting.
- III. Chair Bannister reminds everyone who has been previously sworn in at an Oversight Committee or Subcommittee meeting that they remain under oath for any testimony before this Subcommittee or the full Committee.

- IV. CMA Director Thomas Smith and other agency representatives present information on the following topics:
 - a. Products, services, and customers:
 - i. Native American Affairs Program; and
 - ii. Research and Policy Services;
 - b. Resources available; and
 - c. Relationships with other entities.
- V. Members ask questions, which different agency representatives answer.
- VI. There being no further business, the meeting is adjourned.

Chair Wm. Weston J. Newton

*First Vice-Chair:
Laurie Slade Funderburk*

Legislative Oversight Committee

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William M. "Bill" Hixon
Jeffrey E. "Jeff" Johnson
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Fiscal/Research Analyst*

Economic Development, Transportation, and Natural Resources Subcommittee

Tuesday, December 19, 2017

2:00 pm

Blatt Room 110

Archived Video Available

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

Attendance

- I. The Economic Development, Transportation, and Natural Resources Subcommittee meeting was called to order by Chair Bruce W. Bannister on Tuesday, December 19, 2017, in Room 110 of the Blatt Building. The following other members of the Subcommittee were present for either all or a portion of the meeting: Representative Neal Collins and Representative Mandy Powers Norrell.

Minutes

- I. House Rule 4.5 requires standing committees to prepare and make available to the public the minutes of committee meetings, but the minutes do not have to be verbatim accounts of meetings. It is the practice of the Legislative Oversight Committee to provide minutes for its subcommittee meetings.

- II. Representative Collins makes a motion to approve the meeting minutes from the prior Subcommittee meeting. A roll call vote is held, and the motion passes.

Rep. Collins' motion to approve the minutes from the November 28, 2017 meeting:	Yea	Nay	Not Voting
Rep. Collins	✓		
Rep. Norrell	✓		
Rep. Ridgeway			Not Present
Rep. Bannister	✓		

Discussion of the Commission for Minority Affairs (CMA)

- I. Chair Bannister states that the purpose of the meeting is to continue to discuss the agency's products, services, and customers; resources available; and relationships with its advisory committees.
- II. Chief Louie Chavis, Chief of the Beaver Creek Indians and CMA Commissioner, addresses the Subcommittee prior to the agency's testimony. Chair Bannister reminds Chief Chavis that he remains under oath. Chief Chavis testifies that he is hopeful upon hearing that the CMA director plans to retire, and that he hopes for greater transparency at the CMA in the future.
- III. Chair Bannister reminds agency representatives who have been previously sworn in at an Oversight Committee or Subcommittee meeting that they remain under oath for any testimony before this Subcommittee.
- IV. CMA Director Thomas Smith provides opening comments, then the following agency representatives testify:
 - a. Ms. Kaneshia Greene presents information about the Human Trafficking and Immigration Initiative; and
 - b. Mr. Rogie Nelson presents information about the Small and Minority Business Initiative.
- V. Members ask questions, which different agency representatives answer.
- VI. Chair Bannister provides closing comments and discusses availability for a meeting in January 2018 with Director Smith.
- VII. There being no further business, the meeting is adjourned.

STUDY TIMELINE: COMMISSION FOR MINORITY AFFAIRS

2015

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

2016

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

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

2017

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

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

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

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

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

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

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

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

November 20, 2017 Subcommittee meets with agency (**Meeting #4**) to discuss agency responses to Subcommittee follow-up questions.

November 28, 2017 Subcommittee meets with agency (**Meeting #5**) to discuss agency products, services, customers, and resources.

December 19, 2017 Subcommittee meets with agency (**Meeting #6**) to discuss agency products, services, customers, and resources.

2018

January 25, 2018 (TODAY) Subcommittee meets with agency (**Meeting #7**) to discuss agency products, services, customers, resources, and strategic plan.

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

SUBCOMMITTEE FOLLOW-UP LETTER TO AGENCY

Legislative Oversight Committee

First Vice-Chair:

Laurie Slade Funderburk

Katherine E. (Katie) Arrington

William K. (Bill) Bowers

Neal Collins

MaryGail K. Douglas

Phyllis J. Henderson

Joseph H. Jefferson Jr.

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Carmen J. McCutcheon Simon

Research Analyst/Auditor

Kendra H. Wilkerson

Fiscal/Research Analyst

January 5, 2018

Via Email

Chairman Kenneth Battle

Director Thomas J. Smith

South Carolina Commission for Minority Affairs

2221 Devine St., Ste. 408

Columbia, SC 29205

RE: Follow up from Subcommittee's December 19, 2017, meeting with the agency

Dear Chairman Battle and Director Smith:

The Economic Development, Transportation, and Natural Resources Subcommittee appreciates the agency's partnership in the oversight process. As discussed at our meeting on December 19, please provide the following information to the Subcommittee by Tuesday, January 16, 2018:

1. A list of South Carolina Micro-Enterprise Network (SCMEN) members.
2. Data on the assistance CMA has provided to businesses over the last three fiscal years, including number of individuals or businesses assisted and number of business plans provided.
3. Additional details about the micro-enterprise success stories cited by CMA representatives in the Subcommittee meeting on December 19, 2017, including type of assistance provided and approximate date.
4. Number of Native American and Hispanic or Latino entrepreneurs assisted by CMA in the last three fiscal years.
5. A list of individuals/consultants who have provided business services through CMA in the last five years.
6. Names of individuals who have been paid to speak at any of the SCMEN conferences, or any other CMA conference in the last five years. Please include the corresponding vendor name and amount paid to each individual.

Thank you for your service to the citizens of South Carolina and for your continued cooperation with the legislative oversight process. We look forward to continuing our discussions of the Commission for Minority Affairs at the next Subcommittee meeting in January.

Sincerely,

Handwritten signature of Bruce W. Bannister.

Bruce W. Bannister

Subcommittee Chair

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

AGENCY RESPONSE TO FOLLOW-UP LETTER

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Hispanic and Native American Businesses Assisted	19
Individuals/Consultants Who Have Provided Business Services	20
Paid Conference Speakers	21

Current SCMEN Member CONTACT LIST

Last Updated:

Organization Name	Services their company provide	Last Name	First Name
Sc Rural Workforce and Community Development	Technical assistance, Small Business Advocacy, Partnership, Education/ Training, Building Capacity	Spann	Dr. Ora
SCDOT	Education/Training, Marketing/ Outreach, Building Capacity, Technical Assistance, Procurement Assistance, General Business Management, Small Business Advocacy	Cromartie	Anthony
Clafin University	Education/Training, Marketing/ Outreach, Building Capacity, Technical Assistance, Grant Writing, Partnering/Collaborating	Davis	Dr. Robin
Utility Cost Savers/ Emet Nourishment	Education/Training, New Products and Services, Advocacy, Partnering/Collaborating, Fundraising	Landon	Juanita
Utility Cost Savers	Education/Training, Program Impact, Market and Outreach, Building Capacity, Advocacy, Small Business Advocacy, Partnering/Collaborating, Fundraising	Landon	Landis
Vista Logistics	Program Impact, Technical Assistance, Procurement Assistance, Generating Public Support, New Products and Services to meet Client needs, Advocacy, General Business Management, Small Business, Advocacy, Partnering/Collaborating	Katio	Lorenzo
Sandhills Business & Consulting LLC	Educatiuon Training, Technical Assistance, Technology	Jones	Karen
Lincoln Heritage/ Legal/ID Sheild	Education/Training, Marketing and Outreach,	Oliver	Totlyn
AMBE	N/A	McCray	Timothy
SC State University	Education	Guah	Matthew
N/A	N/A	Clemons	Bonita
LEE H. Moultrie & ASSOC	N/A	Moultrie	Lee
Beaufort County Black Chamber of Commerce	N/A	Honore	Shikara
Vibe Marketing/ Blaze Training Solutions	Marketing, Training	Dugar	Michelle
Mainstreet	Education/Training	Davis	Chuck
EduCare Unlimited	Education/Training	Mitchell	Marla
Jr. SEARCH #1 Empowering Youth	Youth Advocacy	Hamilton	Ginetta
Chat Counseling LLC	Small Business Advocacy, counseling, Training	Singleton	Willie
Mental Synergy	Coaching Development	Geiger	Angela
Sumter Chamber Minority business Outreach Council	Small Business Advocacy, counseling, Training	Jones	Rick
Make Me Over Eb LLC	Education Training	Looney	Ebony
City of Columbia OBO	Small Business Advocacy, Education/ Training	McBride	Angelo

Organization Name	Services their company provide	Last Name	First Name
SCSBDC	Education/Training	Salley	Cheryl
Clemson University	Small Business Advocacy, Education/ Training	Green	Stanley
Carolina Teen Center	Education/Training	Hart	Lisa
Know Money, Inc.	Education/Training, Technical Assistance	Hughes	Steven
N/A	Small Business Advocacy	Wade	Eric
Palmetto Nails	Education/Training, Small Business Advocacy	Harris	Shawn
N/A	Small Business Advocacy	Nelson	James
Prime & Prime Modeling	Education/Training	Pope	Shaka
Palmetto Communication	Small Business Advocacy	Ray	Alan
Michelin Development	Lending	Tully	John
Circulo hispanoamericano	Education/Training, Cultral Awarness	Salines	Maria

Businesses Served**Assistance Provided**

Company	Assistance provided
Need A Lift Transportation Services	Business Planning
AGMB Healthcare, Inc.	Loan Packaging
Queen's Caribbean Cuisine, LLC	NxLevel Student
Greenway Group,	Marketing Assistance
Professional Plaza	Marketing Assistance/Web Design
J Alexander Solutions	Marketing Plan
Geechee Joe's Food Truck Emporium	Business Plan
Addielee's, Inc.	Business Planning and Loan Packaging
Bonita's Tea.	Website
United as One Wedding Officiate Services	NxLevel Class
B.A.N.D.S	Business Plan (incompleted per client)
Fabulously Fit	Business planning/loan packaging. Client services received but incomplete due to client
Godd Tymes Sports Bar	Client received preliminary business planning services but decided not to complete.
Lanai Fitness	Business management and technical assistance.
Moped City	Business Management and Loan packaging. Client started but abandoned services
Native American Tool	Business management and technical assistance
Palmetto Health Family Pharmacy	Business Management and Financial assistance
J. D. Powers, LLC	Marketing Assistance

Businesses Served

Assistance Provided

A Plus Pesticide	Loan Package/Financial Assistance
Beta Design Enterprises, LLC	Business Management/ Technical Assistance Nx Level Graduate
Community Dry Cleaners	Marketing Assistance
Moemon Services, LLC, Company for	Procurement Assistance
Good Deeds Home Care	Business Plan
Geechee Joe's Food Truck	Business Plan
Pearly Detailing	Business Plan
ArcSouth Welding	Marketing Plan
J. Alexander Solutions	Marketing Plan

Company	Service Provided	Success	Job Created	Date Range of Service Provide
Need A Lift Transportation Services	Business Planning	Client started a transportation company and has employed 13 employees	13	2014-2015
AGMB Healthcare, Inc.	Loan Packaging	Client started out as an independent, sole proprietorship kidney dialysis clinic but successfully negotiated a buy-out by a larger competitor.	22	2014-2015
Queen's Caribbean Cuisine, LLC	NxLevel Student	This client opened a Caribbean restaurant in the Sumter, SC market.	12	2014-2015
Greenway Group,	Marketing Assistance	Mr. Taylor has expanded his business by competitively winning contracts with local school districts. He won his first two contracts worth approximately \$148,000	8	2013-2014
Professional Plaza	Marketing Assistance/Web Design	Ms. Jones successfully opened a beauty salon and events hall.	8	2014-2015
Addielee's, Inc.	Business Planning and Loan Packaging	Ms. Whitlock and her family needed funding for their restaurant and product line of chicken patties. The company received a small business loan to expand their capacity. Today, Addielee's chicken patties are in local grocery stores, and national franchised restaurants.	4	2013-2014

Success Stories

Micro Business Development Program

2013-2017

Bonita's Tea.	Website	Ms. Clemons sells Hibiscus herbal bottled tea. Her teas are on the shelves of large grocery store chains such as Whole Foods, and others. She has customers as far as New York.	5	2015-2016
United as One Wedding Officiate Services	NxLevel Class	Mr. Bridges took advantage of a golden opportunity; to provide Officiating services to the Sumter and surrounding markets for straight and/or gay marriages.	3	2015-2016

1. Number of Hispanics and Native American assisted in past three years
 - a. Hispanics/Latino: 4
 - b. Native American: 3

Individuals/Consultants who have provided business services through CMA last 5 years

Ebony Looney
Make Me Over EB
2431 Park Street
Columbia, SC 29201

Michele Dugar
Dugar & Associates Marketing
10 A Prices Court
Columbia, SC 29212

Haidee Stith
On Point Services, LLC
108 Valleydale Drive
Lexington, SC 29072

Gary Washington
Carolina Procurement Institute, Inc.
1815 Gervais Street
Columbia, SC 29201

Monica Jennings
MTJ Consulting Group
P. O Box 30
Ballentine, SC 29002

Jim Hardy
On Point Media, LLC
1226 Pickens Street, Suite 104
Columbia, SC 29201

Kelly Coulter
Kelly Coulter & Associates
173 Lakeport Dr.
Chapin, SC 29036

Beverly Nelson
Beta Dezine Enterprises
P. O. Box 3781
Sumter, SC 29151

Andria Cox
Viewpoint Perspective
3412 Bellingham Rd.
Columbia, 29203

Daffnee Cohen
Social Forza
14025 Beargrass Court
Winter Garden FL 34787

Paul D. Smith, Jr.
Best Carolina, LLC
141 Fallstaff Road
Columbia, SC 29229

Christine MacConnell
498 Albemarle Road Unit 405
Charleston, SC 29407

Individuals who have been paid to speak at any of the SCMEN Conferences or any CMA Conference

YEAR	VENDOR	SPEAKER	AMOUNT
2013			
Student Leadership Series	USHLI	Jimmy Cabera	\$2,500.00
Minority Business Conference	Kimberly Alleyne	Kimberly Alleyne	\$500.00
Minority Business Conference	Elisabeth Johnson	Elisabeth Johnson	\$500.00
Minority Business Conference	John Murdock	Johnson Murdock	\$718.14
Minority Business Conference	Patricia Scott	Patricia Scott	\$460.39
2014			
Student Leadership Series	USHLI	Carlos Ojeda	\$1,250.00
Minority Business Conference	Cameo	Claudia Viek	1,142.50
2015			
Minority Business Conference	Institute for Entrepreneurial Thinking	Melvin Gravely	\$7,044.20
Minority Business Conference	2 nd Look Capital	Timothy Hayes	\$1,960.85
Minority Business Conference	Reginald White	Reginald White	\$712.70
Working Together Works	Greensky Records	Charlie Lowery	\$2,000.00
Working Together Works	Aha Process	Michael Dames	\$2,000.00
2016			
Minority Business Conference	The Imani Group	Brendolyn Boseman	\$800.00
Minority Business Conference	Catherine Marshall	Catherine Marshall	\$1,510.70
Minority Business Conference	Stephen Hughes	Stephen Hughes	\$150.00
Minority Business Conference	2 nd Look Capital	Timothy Hayes	\$402.84

YEAR	VENDOR	SPEAKER	AMOUNT
2017			
Minority Business Conference	Neighborhood Works	Melissa L. Nemon	\$5,200.00
Minority Business Conference	Global Empowerment	Samira Gaines	\$721.15
Minority Business Conference	Callouch Williams Associate	Patricia William	\$244.00
Minority Business Conference	Prosperity Now	Jeremie Greer	\$337.40
Minority Business Conference	Cameo	Claudia Viek	\$996.75

Note: Some expenses include travel costs

PRODUCTS, SERVICES, AND CUSTOMERS

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

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

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

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

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

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

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

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

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

The other information it provided about these deliverables is shown in Table 2 below.²

Table 2. List of Deliverables

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

Applicable Laws	Customer satisfaction evaluated?	Does the agency know the...			Greatest potential harm to the public if deliverable is not provided
		cost/unit?	annual # of potential customers?	annual # of customers served?	
2. Work with minority officials on the state, county, and local levels of government in disseminating statistical data and its impact on their constituencies					
Code of Laws, §1-31-40	Yes	No	Yes	Yes	The agency will not be able to serve citizens, state agencies and other organizations through technical assistance and better access to cultural and community based research or statistical data for economic and community development.
3. Provide for publication of a statewide statistical abstract on minority affairs					
Code of Laws, §1-31-40	Yes	No	Yes	Yes	Without the production of the "State of Minorities Report," the agency will not be able to provide statistics on how minorities fare and compare to the majority population or information to the legislature with the hopes of influencing changes in policy and law(s).
4. Provide statistical analyses for members of the General Assembly on the state of minority communities as the State experiences economic growth and changes					
Code of Laws, §1-31-40	No	No	No	No	The agency will not be able to serve citizens, state agencies and other organizations through technical assistance and better access to cultural and community based research or statistical data for economic and community development.
5. Provide the minority community with assistance and information on Voting Rights Act submissions in the State, as well as other related areas of concern to the minority community					
Code of Laws, §1-31-40* <i>*No longer required due to Federal changes.</i>	No	No	No	No	This is no longer applicable due to a change in the Federal Voting Rights Act.
6. Determine, approve, and acknowledge by certification state recognition for Native American Indian entities; however, notwithstanding their state certification, the tribes have no power or authority to take any action which would establish, advance, or promote any form of gambling in this State					
Code of Laws, §1-31-40; §1-31-50; §20-1-20; §50-11-515 Code of Regs, §139-100; §139-105; §139-108; §139-109	Yes	No	Yes	Yes	Without the process of State Recognition, Native American entities will not have formal acknowledge from the State of South Carolina establishing a "government-to-government" relationship in addition to preventing access to programs and serves of at all levels of government and non-governmental agencies along with preventing compliance with Federal and State laws.

Applicable Laws	Customer satisfaction evaluated?	Does the agency know the...			Greatest potential harm to the public if deliverable is not provided
		cost/unit?	annual # of potential customers?	annual # of customers served?	
7. Establish advisory committees representative of minority groups, as the commission considers appropriate to advise the commission					
Code of Laws, §1-31-40; Code of Regs, §139-106; §139-200; §139-202	Yes	No	Yes	Yes	The agency will not be able to serve citizens, state agencies and other organizations through technical assistance and better access to cultural and community based research or statistical data for economic and community development.
8. Act as liaison with the business community to provide programs and opportunities to fulfill its duties under this chapter					
Code of Laws, §1-31-40	Yes	No	No	Yes	The agency will not be able to serve citizens, state agencies and other organizations through technical assistance and better access to cultural and community based research or statistical data for economic and community development.
9. Seek federal and other funding on behalf of the State of South Carolina for the express purpose of implementing various programs and services for African Americans, Native American Indians, Hispanics/Latinos, Asians, and other minority groups					
Code of Laws, §1-31-40	No	No	No	No	The agency will not be able to serve citizens, state agencies and other organizations through technical assistance and better access to cultural and community based research or statistical data for economic and community development.
10. Promulgate regulations as may be necessary to carry out the provisions of this article including, but not limited to, regulations regarding State Recognition of Native American Indian entities in the State of South Carolina					
Code of Laws, §1-31-40; §1-31-50; §20-1-20; §50-11-515; Code of Regs, §139-100; §139-105; §139-108; §139-109; §139-106; §139-200; §139-202	No	No	No	No	Without the process of State Recognition, Native American entities will not have formal acknowledge from the State of South Carolina establishing a “government-to-government” relationship in addition to preventing access to programs and serves of at all levels of government and non-governmental agencies along with preventing compliance with Federal and State laws.
11. Establish and maintain a twenty-four hour toll free telephone number and electronic website in accordance with Section 8-30-10					
Code of Laws, §8-30-10; §8-30-20	No	No	No	No	The agency will not be able to serve citizens, state agencies and other organizations through technical assistance and better access to cultural and community based research or statistical data for prevention and prosecution of labor law violations including all forms of human trafficking.

AGENCY RESOURCES

Overview

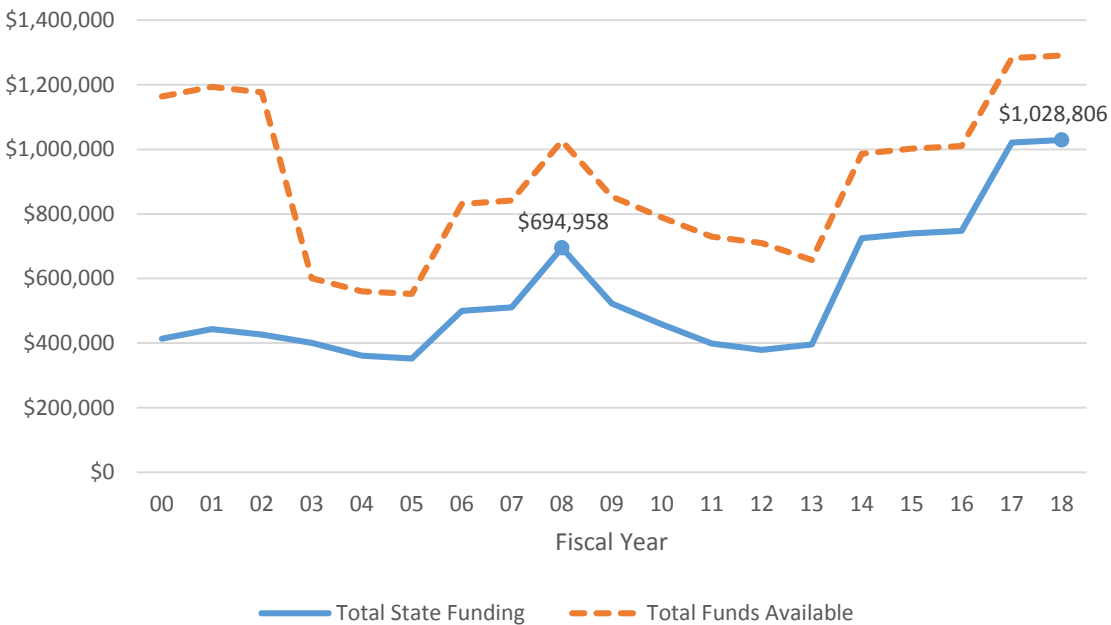
The agency provided this information about its resources in its Program Evaluation Report:³

Table 3. Overview of Resources

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

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

Graph 1. Agency Funding History



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

Revenue Sources

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

Table 4. Revenue Sources

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

AGENCY STRATEGIC PLAN & RESOURCE ALLOCATION

CMA provided its allocation of employees and funds to each goal and strategy in its strategic plan in its PER.⁵ This information is reproduced in the tables below. The agency also provided its performance measures in its PER.⁶ All performance measures are listed in Table 10. If the agency indicated that a performance measure was tied to a specific strategic goal,⁷ it is also listed in the table corresponding to that goal.

	<i>Strategies, Objectives, & Resource Allocation</i>	<i>Associated Performance Measures</i>
Goal 1 - Be the single point of contact for statistical data and information for South Carolina regarding minority communities, poverty and socio-economic deprivation.	Table 5A	Table 5B
Goal 2 - Address the needs of minority populations through collaboration and engagement with legislators, public officials and stakeholders to effect change.	Table 6A	Table 6B
Goal 3 - Address the needs of minority populations through technical assistance, capacity building, outreach and program initiatives.	Table 7A	Table 7B
Goal 4 - Reduce the contributing factors causing poverty in SC's minority populations.	Table 8A	Table 8B
Goal 5 - Increase agency capacity through staff training opportunities.	Table 9A	Table 9B

Table 5A. Goal 1 of Strategic Plan

Goal 1 - Be the single point of contact for statistical data and information for South Carolina regarding minority communities, poverty and socio-economic deprivation.	2016-17			2017-18 (budgeted)		
	# FTEs	Total Spent	% of All Agency Funds Available	# FTEs	Total Budgeted	% of All Agency Funds Available
Strategy 1.1 - Disseminate relevant statistical data and information to legislators and stakeholders regarding poverty, socio-economic deprivation and minority populations.	0.45	\$54,118	4%	0.45	\$117,101	9%
Objective 1.1.1 - Disseminate the "FY 17-18 South Carolina County Statistical Abstract" to 175 legislators and county officials by the end of FY 17-18						
Objective 1.1.2 - Present the "FY 17-18 SC County Statistical Abstract" to a minimum of 25% of policy makers, public officials and interested parties at one (1) state-wide event to collect feedback and suggestions for policy and research by the end of FY 17-18.						

Goal 1 - Be the single point of contact for statistical data and information for South Carolina regarding minority communities, poverty and socio-economic deprivation.	2016-17			2017-18 (budgeted)		
	# FTEs	Total Spent	% of All Agency Funds Available	# FTEs	Total Budgeted	% of All Agency Funds Available
Objective 1.1.3 - Produce the "FY 17-18 SC County Statistical Abstract Recommendations Report" to a minimum of 100 legislators, public officials and interested parties and make it publically available on the CMA website by the end of FY 17-18.						
Strategy 1.2 - Create policies and/or legislation to require 100% of state agencies collecting data to provide data sets and/or raw data to the SC Commission for Minority Affairs for research and analysis.	0.13	\$31,367	2%	0.13	\$34,258	2%
Objective 1.2.1 - Work to establish a "single" yet unified Memorandum of Understanding or Agreement between the Department of Revenue and Fiscal Affairs and the Commission regarding the ability to collect data from other state agencies.						
TOTAL FOR GOAL 1	0.58	\$85,485	7%	0.58	\$151,359	11%

Table 5B. Goal 1 - Associated Performance Measures

Performance Measure	Type		FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
1A. 2017 SC County Statistical Abstract	Outcome	Target	0	0	0	0	1	1
		Actual	0	0	0	0	1	
1B. 2016 State Of Minorities Report	Outcome	Target	0	0	0	0	0	1
		Actual	0	0	0	0	0	
6. Technical Assistance, Capacity Building and Outreach To County Public and Congressional Officials (46 and 7), Legislators (134), Cities and Towns in SC (273)	Outcome	Target	0	0	0	456	456	500
		Actual	0	0	0	456	456	
10A. 2017 SC Statistical Abstract Event	Outcome	Target	0	0	0	1	1	0
		Actual	0	0	0	1	1	

Please see Table 10 for a complete list of CMA's performance measures.

Table 6A: Goal 2 of Strategic Plan

Goal 2 - Address the needs of minority populations through collaboration and engagement with legislators, public officials and stakeholders to effect change.	2016-17			2017-18 (budgeted)		
	# FTEs	Total Spent	% of All Agency Funds Available	# FTEs	Total Budgeted	% of All Agency Funds Available
Strategy 2.1 - Establish liaison relationships with policy makers, officials and stakeholders to assist with the creation of policy, legislation and community engagement.	0.9	\$98,010	8%	0.95	\$104,053	8%
Objective 2.1.1 - Increase the data base containing elected officials, city and county officials, community contacts and stakeholders by at least 10% by June 2018.						
Objective 2.1.2 - Conduct one (1) annual survey of a minimum of 200 individuals/organizations to measure visibility and increase awareness to obtain feedback by March 2018.						
Objective 2.1.3 - Publish one (1) annual report of survey responses to the CMA Board and stakeholders by June 2018.						
Objective 2.1.4 - Conduct a minimum of two (2) Advisory Committee meetings per program initiative (Native American, Hispanic/Latino, and African American) to address the needs of our communities and build community engagement by June 2018.						
Strategy 2.2 - Promulgate regulations to carry out provisions outlined in CMA's statute to streamline programs, duties and functions to address the needs of the populations served.	0.35	\$47,406	4%	0.4	\$53,226	4%
Objective 2.2.1 - Review and revise Commission regulations as needed.						
Strategy 2.3 - Determine, approve and acknowledge by certification, state recognition for Native American Indian entities on behalf of the State of South Carolina.	0.15	\$31,675	2%	0.15	\$34,435	3%
Objective 2.3.1 - Conduct two (2) State Recognition application cycles (September 1 and April 1) in which applications (petitions) are submitted in accordance with current law by June 2018.						
Objective 2.3.2 - Conduct up to two (2) "State Recognition Application Workshops" pertaining to the state recognition process and application for entities interested in applying for state recognition by June 2017						
Objective 2.3.3 - Fulfill 100% of requirements for state recognition process for petition cycles 4/1/16 and 9/1/2016 by June 2018.						
TOTAL FOR GOAL 2	1.4	\$177,091	14%	1.5	\$191,714	14%

Table 6B. Goal 2 - Associated Performance Measures

Performance Measure	Type		FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
1C. 2017 CMA Annual Survey	Input/Activity	Target	0	0	0	2	2	1
		Actual	0	0	0	2	2	
2A. 2015 CMA Key Findings Promulgation of Regulations Report	Input/Activity	Target	0	0	0	1	1	1
		Actual	0	0	0	1	1	
2B. Review of CMA Statute and Program Areas	Input/Activity	Target	0	0	0	1	1	1
		Actual	0	0	0	1	1	
2C. CMA Agency Strategic Plan	Input/Activity	Target	0	0	0	1	1	1
		Actual	0	0	0	1	1	
3A. CMA Annual Survey	Input/Activity	Target	0	0	0	1	1	1
		Actual	0	0	0	1	1	
4C. S356-State Recognition of Groups	Outcome	Target	0	0	0	1	1	0
		Actual	0	0	0	0	0	
6. Technical Assistance, Capacity Building and Outreach To County Public and Congressional Officials (46 and 7), Legislators (134), Cities and Towns in SC (273)	Outcome	Target	0	0	0	456	456	500
		Actual	0	0	0	456	456	
7. Training - External	outcome	Target	0	0	0	8	8	10
		Actual	0	0	0	8	8	
10B. 2016-2017 Advisory Committee Meetings (Minimum of 6)	outcome	Target	6	6	6	6	6	6
		Actual	6	7	8	8	8	
10C. 2016-2017 SC Native American State Recognition Application Workshops	outcome	Target	2	2	2	2	1	1
		Actual	2	2	2	2	1	

Please see Table 10 for a complete list of CMA's performance measures.

Table 7A: Goal 3 of Strategic Plan

Goal 3 - Address the needs of minority populations through technical assistance, capacity building, outreach and program initiatives.	2016-17			2017-18 (budgeted)		
	# FTEs	Total Spent	% of All Agency Funds Available	# FTEs	Total Budgeted	% of All Agency Funds Available
Strategy 3.1 - Revise agency and program initiatives to address needs of minority populations (African American, Asian American, Hispanic/Latino, and Native American Indian).	0.45	\$56,962	4%	0.85	\$112,899	8%
Objective 3.1.1 - Conduct a minimum of one (1) agency-wide strategic planning meeting for new "CMA Agency Strategic Plan" by December 2017.						
Objective 3.1.2 - Research and identify a minimum of one (1) unique need for each population served by the CMA by March 2018.						
Objective 3.1.3 - Develop one (1) draft "CMA Agency Strategic Plan" internal document by December 2017.						
Objective 3.1.4 - Within 30 days of plan completion, CMA will begin to align program initiatives with agency strategic plan.						
Strategy 3.2 - Conduct capacity building, outreach, minority specific and micro-business assistance initiatives and trainings	2.83	\$347,477	27%	2.26	\$285,194	21%
Objective 3.2.1 - Review and amend as necessary, the "CMA Agency Training Index" that contains trainings provided internally and externally in the areas of capacity building, micro-business, outreach, minority-population specific.						
Objective 3.2.2 - Implement a minimum of ten (10) partnerships and collaborations through MOUs, grant agreements, committees, task forces and Board service to provide micro-business, capacity building, outreach and program services by June 2018.						
Objective 3.2.3 - Implementation of Native American Indian Program to strengthen family units by reducing recidivism and unemployment among Native American Indians inmates and providing referral services, counseling and cultural services to inmates and their families.						
Objective 3.2.4 - Implementation of an agreement with SC DSS and Catawba Indian Nation to provide Indian Child Welfare ACT (ICWA) expert witnesses for South Carolina cases in which an expert witness is needed.						
Objective 3.2.5 - Implement internship and/or mentoring program for Native American Affairs Initiative						
Objective 3.2.6 - Institute collaborative initiatives enlisting the use of HBCU's to improve reading and math skills to help decrease African American Male drop-out rates by June 2018.						

Goal 3 - Address the needs of minority populations through technical assistance, capacity building, outreach and program initiatives.	2016-17			2017-18 (budgeted)		
	# FTEs	Total Spent	% of All Agency Funds Available	# FTEs	Total Budgeted	% of All Agency Funds Available
Objective 3.2.7 - Establish a grant and resource clearinghouse for Hispanic communities by June 2018.						
Objective 3.2.1 - Implement internal CMA technical assistance, outreach, capacity building and information/referral forms by September 2016						
Strategy 3.3 - Increase collaboration and/or partnerships to address emergency preparedness needs of SC minority populations	<i>Strategy did not exist in FY 16-17.</i>			0.15	\$48,615	4%
Objective 3.3.1 - Provide outreach, technical assistance and support to SC Emergency Management Division for minority communities by June 2018						
Objective 3.3.2 - Establish partnerships and collaboration with Hispanic leaders and organizations to increase awareness of emergency preparedness by June 2018.						
Objective 3.3.3 - Provide outreach, technical assistance and support through an MOU to DHEC Emergency Preparedness Division for the "Bridging the Gap: Tribal Emergency Preparedness" Project by June 2018.						
Objective 3.3.4 - Provide outreach, technical assistance and support to state and federally recognized tribes to establish tribal emergency managers and preparedness plans by June 2018.						
Strategy 3.4 - Implementation of new Human Trafficking and Immigration initiatives at SC CMA	<i>Strategy did not exist in FY 16-17.</i>			1.41	\$171,325	12%
Objective 3.4.1 - Enter into an MOU with the statewide Human Trafficking Task Force managed through the SC Attorney General's Office to include the Commission for Minority Affairs as a member of the task force by June 2018.						
Objective 3.4.2 - Establish Polaris Project as the state's reporting hotline for sex trafficking calls and receiving reports that reflect sex trafficking trends in South Carolina by June 2018.						
Objective 3.4.3 - Establish an immigration hotline for the reporting, recording and collection of data regarding allegations of violations of federal immigration laws, provisions of South Carolina law by non United States citizens or immigrants, allegations of violations of any federal immigration laws or provisions in South Carolina law against any non United States citizen or immigrant, and labor trafficking by June 2018.						
Objective 3.4.4 - Hire program assistant to aid in the development of the Commission's program initiatives by December 2017.						

Goal 3 - Address the needs of minority populations through technical assistance, capacity building, outreach and program initiatives.	2016-17			2017-18 (budgeted)		
	# FTEs	Total Spent	% of All Agency Funds Available	# FTEs	Total Budgeted	% of All Agency Funds Available
Objective 3.4.5 - Establish state-wide public awareness campaigns to promote prevention of human trafficking and the immigration hotline by June 2018.						
TOTAL FOR GOAL 3	3.28	\$404,439	32%	4.67	\$618,033	45%

Table 7B: Goal 3 – Associated Performance Measures

Performance Measure	Type		FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
2D. 2016 CMA Staff Internal Process and Procedures Manual (Update)	Input/Activity	Target	0	0	0	1	1	1
		Actual	0	0	0	1	1	
2E. CMA Policies and Procedures Standards Document (Update)	Input/Activity	Target	0	0	0	1	1	1
		Actual	0	0	0	1	1	
2F. CMA Staff Training Index	Input/Activity	Target	0	0	0	1	1	1
		Actual	0	0	0	1	1	
3A. CMA Annual Survey	Input/Activity	Target	0	0	0	1	1	1
		Actual	0	0	0	1	1	
5. Funds Collected; Grants and Other Agency Funded Partnerships	Input/Activity	Target	0	0	0	1	1	2
		Actual	0	0	0	1	1	
6. Technical Assistance, Capacity Building and Outreach To County Public and Congressional Officials (46 and 7), Legislators (134), Cities and Towns in SC (273)	Outcome	Target	0	0	0	456	456	500
		Actual	0	0	0	456	456	
7. Training - External	outcome	Target	0	0	0	8	8	10
		Actual	0	0	0	8	8	
9A. Research Partnerships and Collaborations	Input/Activity	Target	0	0	0	1	3	3
		Actual	0	0	0	1	3	
11A. CMA Strategic Planning Meeting (1)	Input/Activity	Target	0	0	0	0	1	1
		Actual	0	0	0	0	1	
11B. CMA Staff Professional Development Meetings (2)	Input/Activity	Target	0	0	0	0	1	1
		Actual	0	0	0	0	1	

Please see Table 10 for a complete list of CMA's performance measures.

Table 8A: Goal 4 of Strategic Plan

Goal 4 - Reduce the contributing factors causing poverty in SC's minority populations.	2016-17			2017-18 (budgeted)		
	# FTEs	Total Spent	% of All Agency Funds Available	# FTEs	Total Budgeted	% of All Agency Funds Available
Strategy 4.1 - Secure adequate funding to the SC Commission for Minority Affairs budget to increase the budget to a minimum of \$2 per minority person to support work to address the needs of minority populations and administer all programs.	0.08	\$26,923	2%	0.08	\$29,684	2%
Objective 4.1.1 - Provide data and supporting information in the form of one (1) "talking points and/or quick fact sheets" document to present to budget analysts and legislators as needed by September 2017.						
Strategy 4.2 - Research and assess currently funded poverty and minority programs within the state to identify and reduce gaps in services by June 2020.	0.55	\$65,863	5%	0.55	\$68,623	5%
Objective 4.2.1 - Create one (1) strategic framework document and/or work plan for accomplishing a multi-year research project by December 2018.						
Objective 4.2.2 - Seek state, private foundation, and grant related funding to add a minimum of one full-time researcher during each fiscal year (two by FY 2017-2018, one in FY 2018-2019, and one in FY 2019 - 2020) for a total of four researchers by the end of fiscal year 2020.						
Strategy 4.3 - Seek federal and other funding on behalf of the state for the purpose of implementing various programs and services for minority groups (African American, Asian American, Hispanic/Latino, and Native American Indian) including business, economic development, capacity building and outreach.	0.43	\$51,860	4%	0.87	\$87,206	6%
Objective 4.3.1 - Implementation of new USDA Rural Business Development Grant (RBEG) by September 2017.						
Objective 4.3.2 - Research and identify a minimum of five (5) federal funding sources coming into South Carolina state agencies through block grants and other sources to determine future partnerships and collaborations by March 2018						
Objective 4.3.3 - Apply for a minimum of five (5) grants to support programs designed to alleviate factors contributing to poverty and deprivation by June 2018						
Objective 4.3.4 - Research and identify a minimum of five (5) partnerships and collaborations with federal, state and non-profit organizations to receive funds to support CMA programs by June 2017						
Objective 4.3.5 - Implementation of a new USDA Community Food Projects Grant for "Building Capacity for Tribal Food Sovereignty in SC by December 2017.						

Goal 4 - Reduce the contributing factors causing poverty in SC's minority populations.	2016-17			2017-18 (budgeted)		
	# FTEs	Total Spent	% of All Agency Funds Available	# FTEs	Total Budgeted	% of All Agency Funds Available
Strategy 4.4 - Development of a state-wide strategy with recommendations for state agencies and partners to collaborate to reduce poverty in SC	<i>Strategy did not exist in FY 16-17.</i>			0.4	\$114,620	8%
Objective 4.4.1 - Draft a Strategic Action Plan comprised of cumulative outcomes from stakeholder input, "Working Together Works" Poverty Summit findings, data analysis, and collaborative group processing by June 2018						
Objective 4.4.2 - Develop the framework for statewide "Let's Talk" community meetings to ensure that the proposed work effectively positions the agency to reduce the contributing factors causing poverty in SC's minority populations by August 2017.						
Objective 4.4.3 - Complete and present a final Strategic Action Plan comprised of cumulative outcomes from stakeholder input, "Working Together Works" Poverty Summit findings, "Let's Talk" community meetings, data analysis and collaborative group processing by June 2018.						
TOTAL FOR GOAL 4	1.06	\$144,646	11%	1.9	\$300,133	22%

Table 8B: Goal 4 – Associated Performance Measures


Performance Measure	Type		FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
2G. CMA Strategic Framework On Poverty and Minority Programs	Outcome	Target	0	0	0	1	1	1
		Actual	0	0	0	1	1	
2H. CMA-GRIT Grant Final Report	Outcome	Target	0	0	0	1	1	1
		Actual	0	0	0	1	1	
2I. CMA-RBEG Grant Final Report	Outcome	Target	0	0	0	1	1	1
		Actual	0	0	0	1	1	
5. Funds Collected; Grants and Other Agency Funded Partnerships	Input/Activity	Target	0	0	0	1	1	2
		Actual	0	0	0	1	1	
9B. Partnerships and Collaborations - Federal, State, and Nonprofit Organizations	Input/Activity	Target	0	0	0	5	10	10
		Actual	0	0	0	5	10	

Please see Table 10 for a complete list of CMA's performance measures.

Table 9A: Goal 5 of Strategic Plan

Goal 5 - Increase agency capacity through staff training opportunities.	2016-17			2017-18 (budgeted)		
	# FTEs	Total Spent	% of All Agency Funds Available	# FTEs	Total Budgeted	% of All Agency Funds Available
Strategy 5.1 - Provide professional development opportunities for agency staff.	0.48	\$63,669	5%	0.45	\$70,150	5%
Objective 5.1.1 - Each staff member attend a minimum one (1) professional development training opportunity that would enhance their professional development and performance by June 2017						
Objective 5.1.2 - Identify, establish and maintain memberships and participation in up to three (3) state and national organizations relevant to staff program areas by June 2017 (ongoing).						
Strategy 5.2 - Provide cross training opportunities for agency staff.	0.27	\$40,595	3%	0.27	\$43,355	3%
Objective 5.2.1 - Conduct a minimum of one (1) staff development meeting for staff to identify areas and duties for cross training on other program areas and duties within CMA by December 2016						
TOTAL FOR GOAL 5	0.75	\$104,264	8%	0.72	\$113,506	8%

Table 9B: Goal 5 – Associated Performance Measure

Performance Measure	Type		FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
8. Training - Internal	Input/Activity	Target	0	0	0	3	8	10
		Actual	0	0	0	3	8	

Please see Table 10 for a complete list of CMA’s performance measures.

AGENCY PERFORMANCE MEASURES

CMA provided its performance measures in its PER.⁸ The agency was asked to categorize each measure based on the definitions below:

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.















Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

The information on performance measures provided by CMA is reproduced in Table 10:

Table 10. Agency Performance Measures

Performance Measure	Type		FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
1. Statistical Reports (See List Below)		Target	0	0	0	2	3	3
		Actual	0	0	0	2	3	
1A. 2017 SC County Statistical Abstract	Outcome	Target	0	0	0	0	1	1
		Actual	0	0	0	0	1	
1B. 2016 State Of Minorities Report	Outcome	Target	0	0	0	0	0	1
		Actual	0	0	0	0	0	
1C. 2017 CMA Annual Survey	Input/Activity	Target	0	0	0	2	2	1
		Actual	0	0	0	2	2	
2. Other Agency Reports and Documents (See List Below)		Target	0	0	0	8	8	8
		Actual	0	0	0	8	8	
2A. 2015 CMA Key Findings Promulgation of Regulations Report	Input/Activity	Target	0	0	0	1	1	1
		Actual	0	0	0	1	1	
2B. Review of CMA Statute and Program Areas	Input/Activity	Target	0	0	0	1	1	1
		Actual	0	0	0	1	1	
2C. CMA Agency Strategic Plan	Input/Activity	Target	0	0	0	1	1	1
		Actual	0	0	0	1	1	
2D. 2016 CMA Staff Internal Process and Procedures Manual (Update)	Input/Activity	Target	0	0	0	1	1	1
		Actual	0	0	0	1	1	
2E. CMA Policies and Procedures Standards Document (Update)	Input/Activity	Target	0	0	0	1	1	1
		Actual	0	0	0	1	1	
2F. CMA Staff Training Index	Input/Activity	Target	0	0	0	1	1	1
		Actual	0	0	0	1	1	
2G. CMA Strategic Framework On Poverty and Minority Programs	Outcome	Target	0	0	0	1	1	1
		Actual	0	0	0	1	1	
2H. CMA-GRIT Grant Final Report	Outcome	Target	0	0	0	1	1	1
		Actual	0	0	0	1	1	
2I. CMA-RBEG Grant Final Report	Outcome	Target	0	0	0	1	1	1
		Actual	0	0	0	1	1	

Performance Measure	Type		FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
3. Statistical Surveys (See List Below)	Target		0	0	0	4	4	1
	Actual		0	0	0	4	4	
3A. CMA Annual Survey	Input/Activity	Target	0	0	0	1	1	1
	Actual		0	0	0	1	1	
3B. CMA Technical Assistance Form	Input/Activity	Target	0	0	0	1	1	0
	Actual		0	0	0	1	1	
3C. CMA Information and Referral Form	Input/Activity	Target	0	0	0	1	1	0
	Actual		0	0	0	1	1	
3D. CMA Outreach Form	Input/Activity	Target	0	0	0	1	1	0
	Actual		0	0	0	1	1	
4. Public Policy and Legislation (See List Below)	Target		0	0	0	4	4	0
	Actual		0	0	0	0	1	
4A. S196-Human Trafficking	Outcome	Target	0	0	0	1	1	0
	Actual		0	0	0	0	1	
4B. S279-Small-Minority Business Assistance Office	Outcome	Target	0	0	0	1	1	0
	Actual		0	0	0	0	0	
4C. S356-State Recognition of Groups	Outcome	Target	0	0	0	1	1	0
	Actual		0	0	0	0	0	
4D. S674-Workers Compensation Act	Outcome	Target	0	0	0	1	1	0
	Actual		0	0	0	0	0	
5. Funds Collected; Grants and Other Agency Funded Partnerships	Input/Activity	Target	0	0	0	1	1	2
	Actual		0	0	0	1	1	
6. Technical Assistance, Capacity Building and Outreach To County Public and Congressional Officials (46 and 7), Legislators (134), Cities and Towns in SC (273)	Outcome	Target	0	0	0	456	456	500
	Actual		0	0	0	456	456	
7. Training - External	outcome	Target	0	0	0	8	8	10
	Actual		0	0	0	8	8	
8. Training - Internal	Input/Activity	Target	0	0	0	3	8	10
	Actual		0	0	0	3	8	
9. Research Partnerships (See List Below)	Target		0	0	0	8	15	13
	Actual		0	0	0	8	15	
9A. Research Partnerships and Collaborations	Input/Activity	Target	0	0	0	1	3	3
	Actual		0	0	0	1	3	
9B. Partnerships and Collaborations - Federal, State, and Nonprofit Organizations	Input/Activity	Target	0	0	0	5	10	10
	Actual		0	0	0	5	10	
9C. College and University Partnerships Related To The U. S. Department of Education	Input/Activity	Target	0	0	0	1	1	0
	Actual		0	0	0	1	1	
9D. Partnership With One Native American entity to identify grant opportunities	Input/Activity	Target	0	0	0	1	1	0
	Actual		0	0	0	1	1	

Performance Measure	Type		FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
10. Events and Workshops (See List Below)		Target	0	0	0	9	8	7
		Actual	0	0	0	11	10	
10A. 2017 SC Statistical Abstract Event	Outcome	Target	0	0	0	1	1	0
		Actual	0	0	0	1	1	
10B. 2016-2017 Advisory Committee Meetings (Minimum of 6)	outcome	Target	6	6	6	6	6	6
		Actual	6	7	8	8	8	
10C. 2016-2017 SC Native American State Recognition Application Workshops	outcome	Target	2	2	2	2	1	1
		Actual	2	2	2	2	1	
11. Internal Planning Events (See List Below)		Target	0	0	0	0	3	2
		Actual	0	0	0	0	3	
11A. CMA Strategic Planning Meeting (1)	Input/Activity	Target	0	0	0	0	1	1
		Actual	0	0	0	0	1	
11B. CMA Staff Professional Development Meetings (2)	Input/Activity	Target	0	0	0	0	1	1
		Actual	0	0	0	0	1	
11C. CMA Staff Technical Assistance, Capacity Building, Information Referral Process Training (1)	Input/Activity	Target	0	0	0	0	1	0
		Actual	0	0	0	0	1	

ENDNOTES

- ¹ S.C. House of Representatives, House Legislative Oversight Committee, “2016-17 Agency Accountability Report,” under “Committee Postings and Reports,” under “House Legislative Oversight Committee,” under “Commission for Minority Affairs,” and then under “Oversight Reports and Studies”
<http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/MinorityAffairs/Reports%20&%20Audits%20-%20Reports%20and%20Reviews/Accountability%20Report%20-%202016-2017.pdf> (accessed November 15, 2017), pp. 19-26. Hereinafter, “[2016-17 Agency Accountability Report](#).”
- ² S.C. House of Representatives, House Legislative Oversight Committee, “Agency’s PER (Program Evaluation Report) (September 29, 2017),” under “Committee Postings and Reports,” under “House Legislative Oversight Committee,” under “Commission for Minority Affairs,” and then under “Oversight Reports and Studies”
<http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/MinorityAffairs/PER%20-%20Complete%20PDF.PDF> (accessed November 3, 2017), pp. 13-18. Hereinafter, “[Agency PER](#).”
- ³ [Agency PER](#), p. 35.
- ⁴ [Agency PER](#), pp. 20-31.
- ⁵ [Agency PER](#), pp. 35-37.
- ⁶ *Ibid.*
- ⁷ [2016-17 Agency Accountability Report](#), pp. 12-15.
- ⁸ [Agency PER](#), pp. 32-34.



- Website - <http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee.php>
- Phone Number - 803-212-6810
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- Location - Blatt Building, Room 228