

Legislative Oversight Committee

South Carolina House of Representatives

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Program Evaluation Report

SC Commission for Minority Affairs

September 29, 2017

PROGRAM EVALUATION REPORT

The contents of this report and the attached Excel documents are considered sworn testimony from the Agency Director.

SC Commission for Minority Affairs

Date of Submission: *September 29, 2017*

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Agency Online Resources

Website address: www.cma.sc.gov

Online Quick Links:

Please provide any links to the agency website agency representatives would like listed in the report for the benefit of the public.

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QUESTIONS

Please type responses to each question directly below the question. For the questions which ask agency representatives to complete an Excel chart, please complete the chart and attach it to the end of this document when submitting the Adobe (.pdf) version.

Agency Snapshot

1. What are 3-4 agency successes?

A. Increased State Appropriations – Since FY 2013-14, the agency’s state appropriations have increased significantly from \$337,678 (FY2013-14) to \$1,028,806 (FY2017-18). The increased funding, which has enhanced the agency’s ability to serve the needs of the state’s minority populations, is certainly appreciated and is seen as a definite success overtime.

B. The Native American Initiative and the State Recognition of Native American Entities – In 2003 the agency’s Native American Affairs Initiative was established with the expanding of the agency’s statute to include all minorities in the state. The Native American Initiative serves as a liaison to federal, state, and local government units as well as private organizations on behalf of Native American persons in this state. To date, the Commission has awarded State Recognition on behalf of the State of South Carolina as follows:

- State Recognized Tribes (9)
- State Recognized Groups (4)
- State Recognized Special Interest Organizations (2)

C. Community Based Services Initiative – The agency’s Community Based Services Initiative has been successful in assisting nonprofit organizations to gain nonprofit corporation status granted by the Office of the South Carolina Secretary of State and tax exempt status (501 c 3) granted by the Internal Revenue Service (IRS). A number of those nonprofit organizations have provided necessary and valuable services to members of minority communities.

D. Emergency Preparedness Language Access. – The Commission works closely with the SC Emergency Management Division and assists the agency with “getting the word out” to members of the state’s growing Hispanic population to insure that persons who only speak Spanish or limited English receive vital emergency preparedness information in Spanish.

E. Minority Business Initiative – Under its Rural Business Enterprise Grant (RBEG) awarded in 2013, the agency was instrumental in creating and or saving approximately eighty (80) micro-businesses. The grant required that, at a minimum, thirty (30) jobs be created and/or saved in twenty-nine (29) rural counties in the state. The 80 jobs created and/or saved substantially exceeded the required number of 30.

2. What are 3-4 agency challenges or issues? These may include things agency representatives already have a plan to improve.

A. Its Mission - The Commission's statute provides that the Commission shall (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; (2) work with minority officials on the state, county, and local levels of government in disseminating statistical data and its impact on their constituencies; (3) provide for publication of a statewide statistical abstract on minority affairs; (4) provide statistical analyses for members of the General Assembly on the state of minority communities as the State experiences economic growth and changes; (5) determine, approve, and acknowledge by certification state recognition for Native American Indian entities; (6) establish advisory committees representative of minority groups, as the Commission considers appropriate to advise the Commission; (7) act as liaison with the business community to provide programs and opportunities to fulfill its duties under this chapter; (8) 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; and (9) perform other duties necessary to implement programs. Given that the Commission only has one location in the state, that being Columbia, and is a very small agency with only ten (10) full-time employees, fulfilling its mission is a definite challenge.

B. The Lack of Adequate Funding – The lack of adequate funding has been a challenge since the creation of the agency. Although, the agency's budget has increased significantly of the past several years, given the scope of its mission, funding for the agency is still deemed to be less than that which is required for the agency to perform at its optimum level. The Commission's statute states that the Commission shall provide the minority community with a single point of contact for statistical and technical assistance in the areas of research and planning for a greater economic future; work with minority officials on the state, county, and local levels of government in disseminating statistical data and its impact on their constituencies; provide for publication of a statewide statistical abstract on minority affairs; and provide statistical analyses for members of the General Assembly on the state of minority communities as the state experiences economic growth and changes. However, since its inception, the agency has only had one researcher. During the FY 2016-17 budget process, additional funds in the amount of \$298,500 were requested to hire four (4) additional researchers. However, the request was denied. Additionally, the agency's statute provides that the Commission 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. However, the agency has only been able to comply with this mandate on a limited basis because it does not have a grant writer. The agency's 2016-2107 budget request included funding to hire a grant writer to enhance its ability to fully comply with the mandate of seeking federal and other funding. Unfortunately, funds to hire a grant writer were also so denied. Therefore, adequate funding for the agency continues to be a challenge.

C. Measuring of outcomes – Because of the nature of its mission the Commission must collaborate with other agencies and organizations if it is to be successful in its quest to provide programs and opportunities to address inequities confronting the state's minority populations and to plan for a greater economic future for minorities. The Commission often serves as a catalyst to facilitate economic prosperity and social equity for minorities in South Carolina with direct services being provided by partnering agencies and organizations. Therefore, measuring the ultimate outcomes of such efforts is challenging given that the partnering agencies may or may not report their outcomes to the Commission since the agency has no authority to mandate them to do so.

3. What are 3-4 emerging issues agency representatives anticipate having an impact on agency operations in the upcoming five years?

A. The Growth of the State's Hispanic Population – The continuing and projected growth of the state's Hispanic population will have a definite impact upon on the agency and its operation as it seeks to meet the increasing needs of this growing population.

B. State Recognition of Native Americans – State Recognition of Native American entities is being challenged by the federal government and federal tribes. The outcomes of such opposition may emerge as an issue the agency must confront during the upcoming five years.

C. Increasing Concerns Over Race Relations in the State - Race relations among the state's various minority populations (*Native Americans, African American, Hispanics, Asians, etc.*) and their ability to work together for their common good will certainly impact the agency and its operation during the upcoming five years. While, in my opinion, race relations in this state are relatively good, the declining state of race relations nationally could have a negative impact upon race relations in this state and the willingness of members of minority communities to work together for their common good.

D. Increasing Number of Individuals and Families Experiencing Poverty – The increasing number of individuals and families seeking social and economic services is an emerging issue that the Commission will have to address during the upcoming five years. As the number of improvised persons in the state increases, so will the demand for services. The Commission does not provide "direct" social or economic services to the public. However, and it is often the public's perception that the agency does or should.

[Agency Legal Directives, Plan & Resources \(Study Step 1: Agency Legal Directives, Plan and Resources\)](#)

4. Please provide the major events history of the agency by year, from its origin to the present, in a bulleted list. Include the names of each director with the year the director started and major events (e.g., programs added, cut, departments/divisions changed, etc.).

Major events in the history of the agency include:

- 1993 - The agency was created when signed into law by Governor Carroll A. Campbell.
- 2000 - Hispanic leaders met with Governor Jim Hodges to discuss the state's growing Hispanic population which led to the commission of an Ad Hoc Committee to study issues confronting this growing population and ultimately the establishment of the Hispanic Initiative at the Commission;
- 2002 – The agency received a Notable State Document Award for its *State of Minorities Abstract*.
- 2003 – The agency's statute was amended to authorize the Commission to work on the behalf of all minorities in the state as opposed to working exclusively on behalf of African Americans.
- The creation of the agency's Native American initiative.
- 2004 – The creation of the agency's Hispanic initiative and the hiring of the agency's Hispanic Coordinator to administer the initiative.

- 2005 – State Recognition of the first Native American entity.
- 2006 – The agency received a Notable Document Award for its 2004 Edition of the *Statistical Profile by Counties* document.
- 2007 – The agency entered into a partnership with the SC Emergency Management Division to outreach to the Hispanic community during emergencies.
- 2008 - The creation of the agency’s Small and Minority Business Assistance initiative and the hiring of a coordinator to administer the initiative.
 - The agency’s statute amended to include its Human Trafficking Initiative.
- 2009 - The completion of the agency’ Student Achievement and Vision Education (SAVE) report.
- 2013 – Partnered with Midlands Technical College to administer the ASSIST grant.
 - Produced the state’s first *Native American Community Needs Assessment* report.
- 2016 – The agency developed a Human Trafficking Resource Notebook.
- 2017 – Creation of the agency’s “Working Together Works” initiative to establish a statewide plan to address issues of poverty and deprivation among the state’s minority populations.
 - Hiring of the agency’s Human Trafficking Coordinator to administer its Human Trafficking initiative.

5. Please provide information about the body that governs the agency, if any, and to whom the agency head reports. Explain what the agency’s enabling statute outlines about the agency’s governing body (e.g., board, commission, etc.), including, but not limited to: total number of individuals in the body; whether the individuals are elected or appointed; who elects or appoints the individuals; the length of term for each individual; whether there are any limitations on the total number of terms an individual can serve; whether there are any limitations on the number of consecutive terms an individual can serve; the names of the individuals currently on the governing body, date elected/appointed, and term number; and any other requirements or nuisances about the body which the agency believes is relevant to understanding how it and the agency operate. If the governing body operates differently than outlined in statute, please describe the differences.

The agency is governed by a Board of Commissioners consisting of nine members and the Governor ex officio. The agency’s statute provides that the Governor must appoint one person from each of the seven congressional districts of the state and two persons from the state at large upon the advice and consent of the Senate. The members serve for a term of four years and until their successors are appointed and qualify. Vacancies are filled in the same manner as original appointment for the remainder of the unexpired term. A majority of the members of the Commission must be African American. The current Board of Commissioners is comprised of the following members:

- Mr. Kenneth Battle, Chairman, First District (appointed 6/17/2015; 2nd term pending)
- Dr. Kent T. Washington, Second District (appointed 6/18/2015; term number - 1)
- Dr. Lamont Flowers, Third District (appointed 6/30/2013; term number -2)
- Ms. Karen McGill, Fourth District (appointed 2/12/2015; term number – 1)
- Dr. William B. James, Fifth District (appointed 6/30/2015; term number -2)
- Reverend Eddie C. Guess, Sixth District (appointed 5/9/2007; term number 3)

- Reverend Michelle Law-Gordon, Seventh District (appointed 6/3/2016; term number - 1)
- Mr. Louie Chavis, At-Large (appointed 5/4/2009; term number - 3)
- Ms. Tia S. Brewer-Footman, Governor’s Designee (appointed 7/10/2013, term number - 1)

6. Please provide information about the agency's internal audit process, if any, including: whether the agency has internal auditors; a copy of the internal audit policy or charter; the date the agency first started performing audits; the names of individuals to whom internal auditors report; the general subject matters audited; name of person who makes the decision of when an internal audit is conducted; whether internal auditors conduct an agency-wide risk assessment routinely; whether internal auditors routinely evaluate the agency’s performance measurement and improvement systems; the total number of audits performed in the last five fiscal years; and the date of the most recent Peer Review of Self-Assessment by the SC State Internal Auditors Association or other entity (if other entity, name of that entity).

The agency does not have an internal audit process. Agency audits are conducted by the Office of the State Auditor.

7. Please complete the **Laws Chart**, which is a tab in the attached Excel document.
8. Please complete the **Deliverables Chart**, which is a tab in the attached Excel document.
9. Please complete the **Potential Harm Chart**, which is a tab in the attached Excel document.
10. Please complete the **Organizational Units Chart**, which is a tab in the attached Excel document.
11. Please complete the **Comprehensive Strategic Finances Chart**, which is a tab in the attached Excel document, to provide the Committee information on how the agency spent its funding in 2015-16.
12. Please provide the following information regarding the amount of funds remaining at the end of each year that the agency had available to use the next year (i.e., in 2011-12, insert the amount of money left over at the end of the year that the agency was able to carry forward and use in 2012-13), for each of the last five years.

| Year | <u>2012-13</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2015-16</u> | <u>2016-17</u> |
|---|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| Amount Remaining at end of year that agency could use the next year | State: Other: Federal: | State: Other: Federal: | State: Other: Federal: | State: Other: Federal: | State: Other: Federal: |

Performance (Study Step 2: Performance)

13. Please complete the **Performance Measures Chart**, which is a tab in the attached Excel document.
14. After completing the Performance Measure Chart, please provide the following: Graphs/Charts which show trends over the last five time periods for at least three performance measures (separate graph/chart for each performance measure) agency representatives believe are vital to knowing whether the agency is successful.

15. Please complete the **Comprehensive Strategic Plan Summary Chart**, which is a tab in the attached Excel document.

Agency Ideas/Recommendations (Study Step 3: Recommendations)

16. Please list any ideas agency representatives have for internal changes at the agency that may improve efficiency and outcomes. These can be ideas that are still just ideas, things agency representatives are analyzing the feasibility of implementing, or things agency representatives already have plans for implementing. For each, include as many of the following details as available:
 - a. Stage of analysis;
 - b. Presented and Approved by Board/Commission;
 - c. Performance measures impacted and predicted impact;
 - d. Costs of the Objective(s) that will be impacted and the anticipated impact; and
 - e. Anticipated implementation date.

1. Convening quarterly meetings of the staff to review agency and program goals, to present new goals and projects and to critique agency processes for improvements. This is only an idea at this time. Agency representatives will analyze the feasibility of implementing this recommendation.

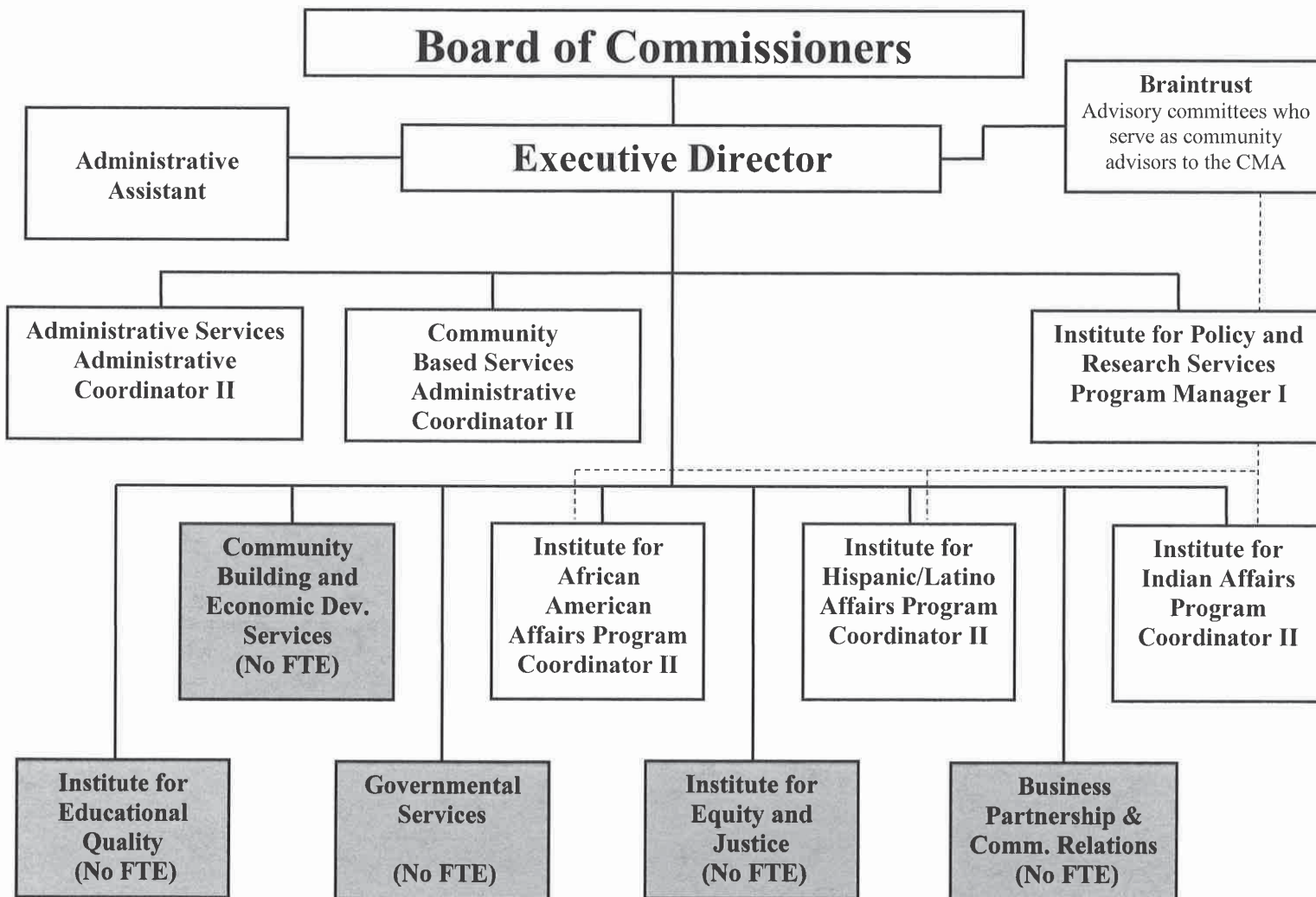
2. Agency staff should work to build and maintain positive rapport with community partners in order to expand its reach into minority communities and to increase its effectiveness in serving the needs of members of minority communities. This is only an idea at this time. Agency representatives will analyze the feasibility of implementing this recommendation.

3. As the minority population grows and the need for services provided by the agency increases, in order to adapt to the changing needs of the minority population, new personnel positions will need to be created and or filled (*i.e., IT Specialist, Government Relations Coordinator, Community Partnerships and Development Coordinator*). Agency representatives have had a preliminary discussion regarding this recommendation. However, we are in the early stage of analysis and have not determined its predicted impact, costs, or anticipated implementation date.

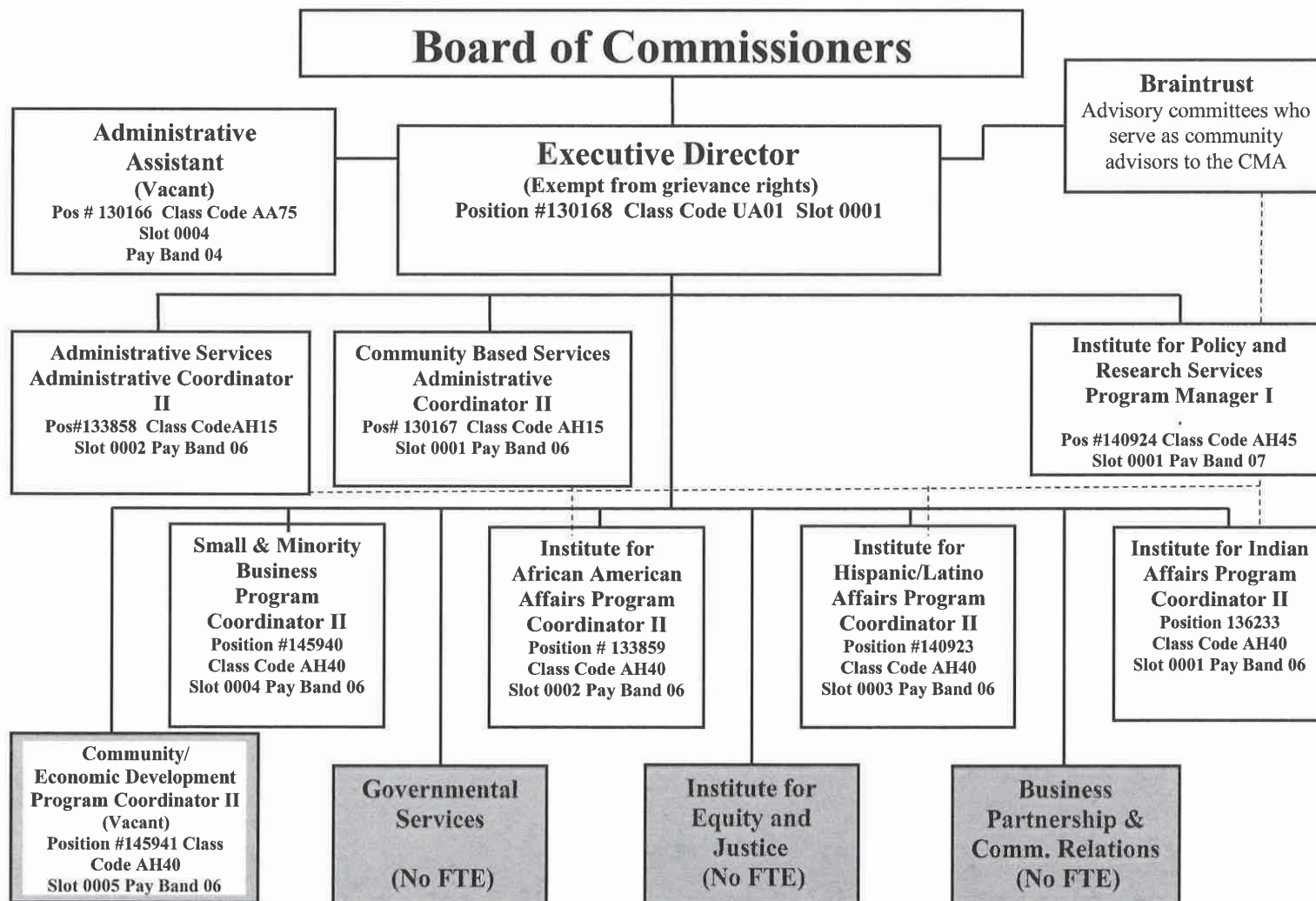
SC Commission for Minority Affairs - Glossary of Terms

| <u>Term</u> | <u>Meaning of the Term, Phrase or Acronym</u> |
|--|--|
| 501 (c) (3) | Tax exempt status grant nonprofit organization by the IRS |
| AEO | Association for Enterprise Development |
| RBEG | Rural Business Enterprise Grant |
| IRS | Internal Revenue Service |
| Microbusiness | A business with 5 or fewer employees and \$50,000 or less in working capital. |
| Minorities | Persons of ethnic minority descent. |
| SAVE | Student Achievement and Vision Education (SAVE). |
| State Recognized Group | A number of individuals assembled together, which have different characteristics, interests and behaviors that do not denote a separate ethnic and cultural heritage today, as they once did. The group is composed of both Native American Indians and other ethnic races. They are not all related to one another by blood. A tribal council and governmental authority unique to Native American Indians govern them. |
| State Recognized Special Interest Org. | An assembly of people who have united for the common purpose of promoting Native American culture and addressing socio-economic deprivation among people of Indian origin. The organization is made up of Native American Indians and other ethnic races. A tribal council or other form of governing body provides oversight and management. Membership is not required. They may be organized as a private nonprofit corporation under the laws of South Carolina. |
| State Recognized Tribe | An assembly of Indian people comprising numerous families, clans, or generations together with their descendants, who have a common character, interest, and behavior denoting a separate ethnic and cultural heritage, and who have existed as a separate community, on a substantially continuous basis throughout the past 100 years. In general, core members of the tribe are related to each other by blood. |

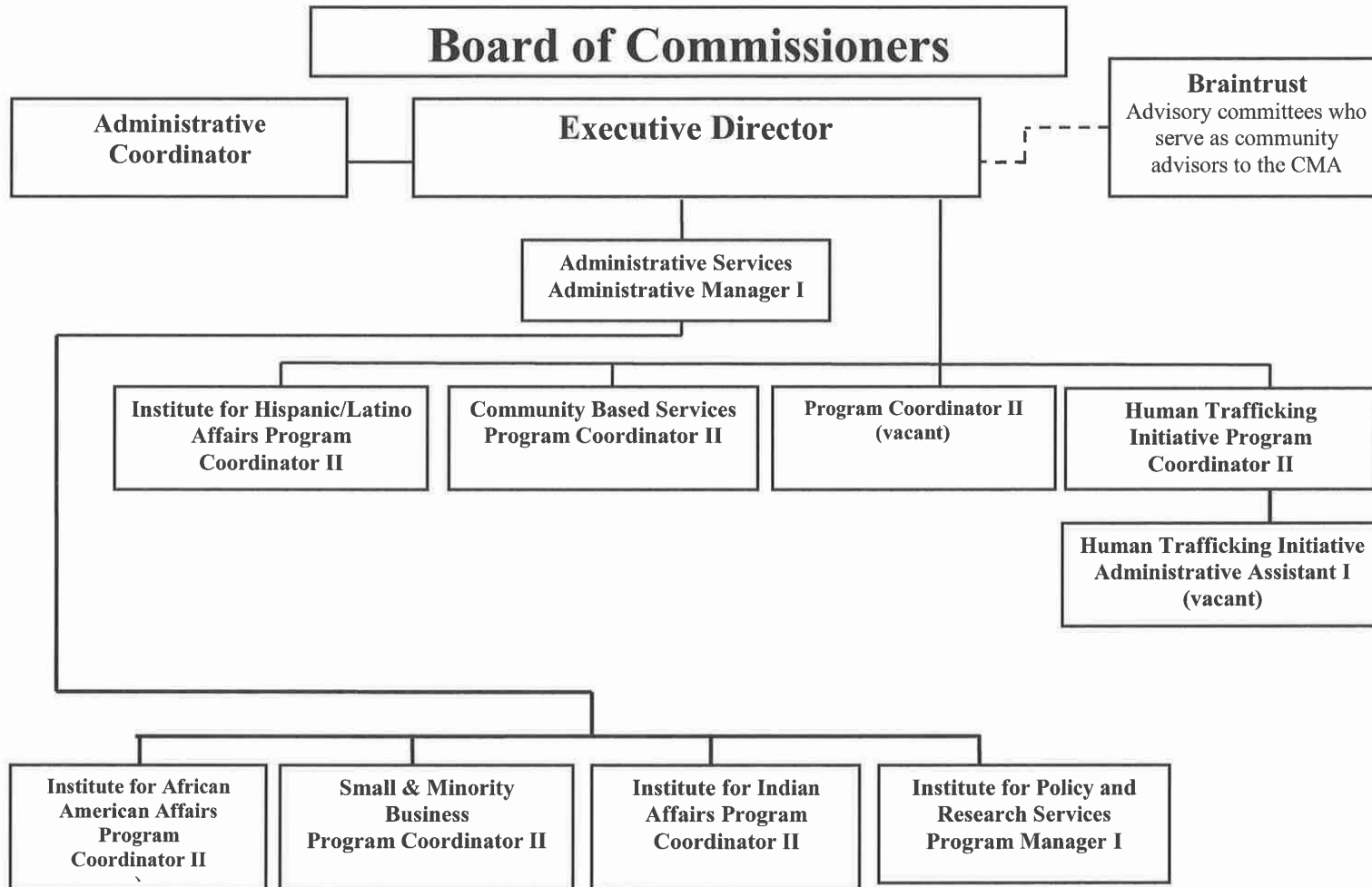
L46 - South Carolina Commission for Minority Affairs (2007)



L46 - South Carolina Commission for Minority Affairs (2009)



L46 - South Carolina Commission for Minority Affairs (2018)



Laws

(Study Step 1: Agency Legal Directives, Plan and Resources)

| | |
|---------------------------|---------------------------------|
| Agency Responding | Commission for Minority Affairs |
| Date of Submission | 29-Sep-17 |

| | |
|--|-----|
| Is the agency authorized to promulgate regulations? (Y/N) | Yes |
| If yes, has the agency promulgated regulations? (Y/N) | Yes |

Note: Delete any rows not needed; Add any additional rows needed

| Item # | Law Number | Jurisdiction | Type of Law | Statutory Requirement and/or Authority Granted | Does this law specify who the agency must serve? (Y/N) | Does this law specify a deliverable the agency must or may provide? (Y/N) |
|--------|---|--------------|-------------|--|--|---|
| | <i>Below is from agency's Acct. Report</i> | | | | | |
| 1 | Code of Laws, Title 1, Chapter 31, Section 1-31-10 | State | Statute | Creation of the Commission for Minority Affairs | yes | yes |
| 2 | Code of Laws, Title 1, Chapter 31, Section 1-31-20 | State | Statute | Commission to meet at least quarterly and its purpose | yes | yes |
| 3 | Code of Laws, Title 1, Chapter 31, Section 1-31-30 | State | Statute | Hiring of Executive Director and other personnel; appropriations | no | no |
| 4 | Code of Laws, Title 1, Chapter 31, Section 1-31-40 | State | Statute | Powers and duties of the Commission | yes | yes |
| 5 | Code of Laws, Title 1, Chapter 31, Section 1-31-50 | State | Statute | Promulgation of regulations to carry out duties | Yes | Yes |
| 6 | Code of Laws, Title 8, Chapter 30, Section 8-30-10 | State | Statute | Establish and maintain a 24-hour toll-free telephone number and electronic website to receive, record, collect and report allegations of federal and state human trafficking laws or related provisions of SC law. | yes | yes |
| 7 | Code of Laws, Title 8, Chapter 30, Section 8-30-20 | State | Statute | Authority for Executive Director to hire personnel for the 24-hour toll-free telephone number and website | No | Yes-Implied |
| 8 | Code of Laws, Title 12, Chapter 21, Article 1, Section 12-21-4200 | State | Statute | Disbursement of BINGO revenues | No | No |
| 9 | Code of Laws, Title 20, Chapter 1, Article 1, Section 20-1-20 | State | Statute | Persons who may perform marriage (State Recognized tribal entities) | Yes | Yes-Implied |
| 10 | Code of Laws, Title 50, Chapter 11, Article 1, Section 50-11-515 | State | Statute | Use of wild turkey feathers in Native American Indian art | Yes | Yes-Implied |

Laws

(Study Step 1: Agency Legal Directives, Plan and Resources)

| Item # | Law Number | Jurisdiction | Type of Law | Statutory Requirement and/or Authority Granted | Does this law specify who the agency must serve? (Y/N) | Does this law specify a deliverable the agency must or may provide? (Y/N) |
|--------|--|--------------|-------------|--|--|---|
| | <i>Below is what is requested in PER, agency should fill in the last two columns, add the applicable regulations (e.g., see Chapter 139) and also research and add any additional applicable laws or regulations</i> | | | | | |
| 1 | Code of Regulations, Chapter 139, Article 1, Section 139-100 | State | Regulation | Purpose of State Recognition for Native American Entities | Yes | Yes |
| 2 | Code of Regulations, Chapter 139, Article 1, Section 139-105 | State | Regulation | Criteria for State Recognition of Native American Entities | Yes | Yes |
| 3 | Code of Regulations, Chapter 139, Article 1, Section 139-106 | State | Regulation | Native American Advisory Committee membership and duties | Yes | Yes |
| 4 | Code of Regulations, Chapter 139, Article 1, Section 139-108 | State | Regulation | Creation and membership of the State Recognition Committee | Yes | Yes |
| 5 | Code of Regulations, Chapter 139, Article 1, Section 139-109 | State | Regulation | Power and Duties of the State Recognition Committee | Yes | Yes |
| 6 | Code of Regulations, Chapter 139, Article 2, Section 139-200 | State | Regulation | Purpose of Advisory Committees | Yes | Yes |
| 7 | Code of Regulations, Chapter 139, Article 2, Section 139-202 | State | Regulation | Power and Duties of the Advisory Committees | Yes | Yes |
| 8 | | | | | | |
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| 16 | | | | | | |

Deliverables

(Study Step 1: Agency Legal Directives, Plan and Resources)

| | |
|---------------------------|---------------------------------|
| Agency Responding | Commission for Minority Affairs |
| Date of Submission | 29-Sep-17 |

Note: Delete any rows not needed; Add any additional rows needed

How to Format Law Citations under "Applicable Laws" column:

When adding law(s), please cite them as follows and, if there are multiple laws, separate them with a “;”:

State Constitution: Article # . Title of Article . Section # . Title of Section (Example - Article IV. Executive Department. Section 12. Disability of Governor)

State Statute: ## - ## - ## . Name of Provision . (Example - 1-1-110. What officers constitute executive department.)

Federal Statute: Title # . U.S.C. Section # (Any common name for the statute)

State Regulation: Chapter # - Section # (Any common name for the regulation)

Federal Regulation: Title # C.F.R. Section # (Any common name for the regulation)

State Proviso: Proviso ##.# (Proviso Description), 2015-16 (or whichever year is applicable) Appropriations Act Part 1B (Example - 117.9 (GP: Transfers of Appropriations), 2014-15 Appropriations Act, Part 1B.)

| Item # | Deliverable (i.e. service or product) | Applicable Laws | Does the law(s)... A) Specifically REQUIRE the agency provide it (must or shall)? B) Specifically ALLOW the agency to provide it (may)? C) Not specifically address it? | Deliverable Component (if needed) - If deliverable is too broad to complete the remaining columns, list each product/service associated with the deliverable, and complete the remaining columns | Does the agency evaluate customer satisfaction? (Y/N) | Is the agency permitted by statute, regulation, or proviso to charge for it? (Y/N) | Does the agency know the... | | |
|--------|---|--|--|--|---|--|-----------------------------|--|-------------------------------------|
| | | | | | | | cost per unit? (Y/N) | annual # of potential customers? (Y/N) | annual # of customers served? (Y/N) |
| 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, Title 1, Chapter 31, Section 1-31-40 | Require | | Yes | No | No | Yes | Yes |
| 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, Title 1, Chapter 31, Section 1-31-40 | Require | | Yes | No | no | yes | yes |
| 3 | Provide for publication of a statewide statistical abstract on minority affairs; | Code of Laws, Title 1, Chapter 31, Section 1-31-40 | Require | | Yes | No | No | Yes | Yes |
| 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, Title 1, Chapter 31, Section 1-31-40 | Require | | No | No | No | No | No |

Deliverables

(Study Step 1: Agency Legal Directives, Plan and Resources)

| Item # | Deliverable (i.e. service or product) | Applicable Laws | Does the law(s)... A) Specifically REQUIRE the agency provide it (must or shall)? B) Specifically ALLOW the agency to provide it (may)? C) Not specifically address it? | Deliverable Component (if needed) - If deliverable is too broad to complete the remaining columns, list each product/service associated with the deliverable, and complete the remaining columns | Does the agency evaluate customer satisfaction? (Y/N) | Is the agency permitted by statute, regulation, or proviso to charge for it? (Y/N) | Does the agency know the... | | |
|--------|---|---|--|--|---|--|-----------------------------|--|-------------------------------------|
| | | | | | | | cost per unit? (Y/N) | annual # of potential customers? (Y/N) | annual # of customers served? (Y/N) |
| 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, Title 1, Chapter 31, Section 1-31-40* No longer required due to Federal changes. | Require | | No | No | No | No | No |
| 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, Title 1, Chapter 31, Section 1-31-40; Section 1-31-50; Title 20, Chapter 1, Article 1, Section 20-1-20; Title 50, Chapter 11, Article 1, Section 50-11-515; Code of Regulations, Chapter 139, Article 1, Section 139-100; Section 139-105; Section 139-108; Section 139-109 | Require | | Yes | No | No | Yes | Yes |
| 7 | Establish advisory committees representative of minority groups, as the commission considers appropriate to advise the commission | Code of Laws, Title 1, Chapter 31, Section 1-31-40; Code of Regulations, Chapter 139, Article 1, Section 139-106; Article 2, Section 139-200; Section 139-202 | Require | | Yes | No | No | Yes | Yes |
| 8 | Act as liaison with the business community to provide programs and opportunities to fulfill its duties under this chapter | Code of Laws, Title 1, Chapter 31, Section 1-31-40 | Require | | Yes | No | No | No | Yes |
| 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, Title 1, Chapter 31, Section 1-31-40 | Require | | No | No | No | No | No |

Deliverables

(Study Step 1: Agency Legal Directives, Plan and Resources)

| Item # | Deliverable (i.e. service or product) | Applicable Laws | Does the law(s)... A) Specifically REQUIRE the agency provide it (must or shall)? B) Specifically ALLOW the agency to provide it (may)? C) Not specifically address it? | Deliverable Component (if needed) - If deliverable is too broad to complete the remaining columns, list each product/service associated with the deliverable, and complete the remaining columns | Does the agency evaluate customer satisfaction? (Y/N) | Is the agency permitted by statute, regulation, or proviso to charge for it? (Y/N) | Does the agency know the... | | |
|--------|--|--|--|--|---|--|-----------------------------|--|-------------------------------------|
| | | | | | | | cost per unit? (Y/N) | annual # of potential customers? (Y/N) | annual # of customers served? (Y/N) |
| 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, Title 1, Chapter 31, Section 1-31-40; Section 1-31-50; Title 20, Chapter 1, Article 1, Section 20-1-20; Title 50, Chapter 11, Article 1, Section 50-11-515; Code of Regulations, Chapter 139, Article 1, Section 139-100; Section 139-105; Section 139-108; Section 139-109; Code of Regulations, Chapter 139, Article 1, Section 139-106; Article 2, Section 139-200; Section 139-202 | Require | | No | No | No | No | No |
| 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, Title 8, Chapter 30, Section 8-30-10; Section 8-30-20 | Require | | No | No | No | No | No |

Potential Harm

(Study Step 1: Agency Legal Directives, Plan and Resources)

| | |
|---------------------------|---------------------------------|
| Agency Responding | Commission for Minority Affairs |
| Date of Submission | 29-Sep-17 |

Note: Delete any rows not needed; Add any additional rows needed

| Item # | Deliverable (i.e. service or product) | Does the law(s)... A) Specifically REQUIRE the agency provide it (must or shall)? B) Specifically ALLOW the agency to provide it (may)? C) Not specifically address it? | Deliverable Component (if needed) (If deliverable is too broad to complete the remaining columns, list each product/service associated with the deliverable, and complete the remaining columns) | Greatest potential harm to the public if deliverable is not provided | 1-3 recommendations to the General Assembly, other than \$, for how the General Assembly can help avoid the greatest potential harm | Other state agencies whose mission the deliverable may fit within |
|--------|---|--|--|---|---|---|
| 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; | Require | 1 | 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. | 1. Provide additional FTE 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 | N/A |
| 2 | Work with minority officials on the state, county, and local levels of government in disseminating statistical data and its impact on their constituencies; | Require | 1 | 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. | 1. Provide additional FTE 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 | N/A |
| 3 | Provide for publication of a statewide statistical abstract on minority affairs; | Require | 1 | 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). | 1. Provide additional FTE 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 | N/A |

Potential Harm
(Study Step 1: Agency Legal Directives, Plan and Resources)

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|---|---|---------|---|--|---|-----|
| 4 | Provide statistical analyses for members of the General Assembly on the state of minority communities as the State experiences economic growth and changes; | Require | 0 | 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. | 1. Provide additional FTE 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 | N/A |
| 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; | Require | 0 | This is no longer applicable due to a change in the Federal Voting Rights Act. | 1. N/A 2. 3. | N/A |
| 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; | Require | 0 | 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. | 1. Provide additional FTE 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 | N/A |
| 7 | Establish advisory committees representative of minority groups, as the commission considers appropriate to advise the commission | Require | 0 | 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. | 1. Provide additional FTE 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 | N/A |

Potential Harm
(Study Step 1: Agency Legal Directives, Plan and Resources)

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|----|---|---------|---|--|---|-----|
| 8 | Act as liaison with the business community to provide programs and opportunities to fulfill its duties under this chapter | Require | 0 | 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. | 1. Provide additional FTE 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 | N/A |
| 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; | Require | 0 | 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. | 1. Provide additional FTE 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 | N/A |
| 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; | Require | 0 | 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. | 1. Provide additional FTE 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 | N/A |
| 11 | Establish and maintain a twenty-four hour toll free telephone number and electronic website in accordance with Section 8-30-10; | Require | 0 | 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. | 1. Provide additional FTE 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 | N/A |

| | | |
|---|---|---|
| 0 | 0 | 0 |
| 0 | 0 | 0 |
| 0 | 0 | 0 |

Organizational Units
(Study Step 1: Agency Legal Directives, Plan and Resources)

| | |
|---------------------------|---------------------------------|
| Agency Responding | Commission for Minority Affairs |
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| | |
|--|---|
| Did the agency have an exit interview and/or survey, evaluation, etc. when employees left the agency in 2014-15; 2015-16; or 2016-17? (Y/N) | 2014-15: n/a no terminations 2015-16: no 2016-17: n/a no terminations |
|--|---|

Note: Delete any rows not needed; Add any additional rows needed

| Organizational Unit | Role of Organizational Unit | Turnover Rate in the organizational unit in 2014-15; 2015-16; and 2016-17? | Did the agency evaluate and track employee satisfaction in the organizational unit in 2014-15; 2015-16; and 2016-17? (Y/N) | Did the agency allow for anonymous feedback from employees in the organizational unit in 2014-15; 2015-16; and 2016-17? (Y/N) | Did any of the jobs in the organizational unit require a certification (e.g., teaching, medical, accounting, etc.) in 2014-15; 2015-16; and 2016-17? (Y/N) | If yes, for any years in the previous column, did the agency pay for, or provide in-house, classes/instruction/etc. needed to maintain all, some, or none of the required certifications? |
|--|---|--|--|---|--|---|
| African American Affairs Program Initiative | The African American Affairs Initiative is responsible for confronting the disparate facts regarding African-Americans by working with local, state, and federal entities, as well as other organizations to develop strategies and be a catalyst to improve conditions in our community. | 2014-15: 0 2015-16: 0 2016-17: 0 | 2014-15: no 2015-16: no 2016-17: no | 2014-15: no 2015-16: no 2016-17: no | 2014-15: no 2015-16: no 2016-17: no | 2014-15: 2015-16: 2016-17: |
| Hispanic/Latino Affairs Program Initiative | The Hispanic Latino Affairs Initiative addresses issues concerning the Hispanic Latino community of South Carolina to include economic, education, health, public safety, human rights and other pertinent issues that affect the Hispanic community. | 2014-15: 0 2015-16: 0 2016-17: 0 | 2014-15: no 2015-16: no 2016-17: no | 2014-15: no 2015-16: no 2016-17: no | 2014-15: no 2015-16: no 2016-17: no | 2014-15: 2015-16: 2016-17: |
| Native American Affairs Program Initiative | The Native American Affairs Initiative serves as the South Carolina Indian Affairs Office with the mission to establish the framework to ensure social equity and economic prosperity for all Native American Indian citizens throughout the State of South Carolina through policy change, education, and increased awareness. | 2014-15: 0 2015-16: 0 2016-17: 0 | 2014-15: no 2015-16: no 2016-17: no | 2014-15: no 2015-16: no 2016-17: no | 2014-15: no 2015-16: no 2016-17: no | 2014-15: 2015-16: 2016-17: |
| Small and Minority Business Program Initiative | The Small and Minority Business promotes social and economic self-sufficiency primarily for disadvantaged minorities by providing entrepreneurial education and training, business technical assistance and provides information for microloan programs | 2014-15: 0 2015-16: 0 2016-17: 0 | 2014-15: no 2015-16: no 2016-17: no | 2014-15: no 2015-16: no 2016-17: no | 2014-15: no 2015-16: no 2016-17: no | 2014-15: 2015-16: 2016-17: |
| Community Based Services Initiative | The Community Based Services Initiative provides and strengthens minority non-profit organizations and church affiliates with technical assistance, capacity building, collaboration and partnerships to better serve communities. | 2014-15: 0 2015-16: 1 2016-17: 0 | 2014-15: no 2015-16: no 2016-17: no | 2014-15: no 2015-16: no 2016-17: no | 2014-15: no 2015-16: no 2016-17: no | 2014-15: 2015-16: 2016-17: |
| Institute for Policy and Research Services | The mission of Research and Policy Services is to provide current statistical data, conduct simple to complex applied statistical and survey research, conduct policy analysis of state and federal legislation, and to help disseminate key statistical information to state leaders for profit and non profit organizations, and to individual citizens in the State of South Carolina. These research services assist the SC Commission for Minority Affairs in achieving its agency mission in utilizing research to help to study the causes and effects of socioeconomic poverty and deprivation in South Carolina. | 2014-15: 0 2015-16: 0 2016-17: 0 | 2014-15: no 2015-16: no 2016-17: no | 2014-15: no 2015-16: no 2016-17: no | 2014-15: no 2015-16: no 2016-17: no | 2014-15: 2015-16: 2016-17: |
| Human Trafficking Initiative | The Human Trafficking and Immigration Initiative is responsible for addressing and raising awareness on issues regarding human trafficking and immigration laws and provides opportunities for reporting via the hotlines concerning the issues addressed. | 2014-15: DNE 2015-16: 0 2016-17: 0 | 2014-15: DNE 2015-16: no 2016-17: no | 2014-15: DNE 2015-16: no 2016-17: no | 2014-15: DNE 2015-16: no 2016-17: no | 2014-15: 2015-16: 2016-17: |

Comprehensive Strategic Finances

(Study Step 1: Agency Legal Directives, Plan and Resources)

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|---------------------------|---------------------------------|
| Agency Responding | Commission for Minority Affairs |
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If the agency feels additional explanation of data provided in any of the sections below would assist those reading the document in better understanding the data please add a row under the applicable section, like the sample "Additional Notes" row under the first section, and type the additional explanation.

| Line # | 2016-17 Comprehensive Strategic Spending | Total | | | | | |
|---|---|---------------------|---------------------|-------------------|-------------------|------------------|-----------------|
| Revenue Sources | | | | | | | |
| 1A | Revenue Source (do not combine recurring with one-time and please list the revenue sources deposited in the same Fund in SCEIS in consecutive columns) | N/A | General Fund | | Bingo | Other Funds | USDA |
| 2A | Recurring or one-time? | N/A | Recurring | | Recurring | Non Recurring | Non Recurring |
| 3A | State, Federal, or Other? | N/A | State | | State | Other Funds | Federal |
| | Additional Explanation: | | | | | | |
| Revenue Generated Last Year | | | | | | | |
| 4A | Total revenue generated by June 30, 2016 (end of 2015-16) | \$ 916,556 | \$ 748,046 | \$ 131,000 | \$ 15,125 | \$ 22,386 | |
| 5A | Does this revenue remain with the agency or go to the General Fund? | N/A | Agency | Agency | Agency | Agency | Agency |
| Funds in SCEIS where Revenue deposited | | | | | | | |
| 6A | Fund # (Expendable Level - 8 digit) (full set of financials available for each through SCEIS); same Fund may be in multiple columns if multiple revenue sources are deposited into it | N/A | 10010000 | | 30350000 | 30980000 | 50550000 |
| 7A | Fund Description | N/A | General Fund | | Operating Revenue | Donations | Federal |
| Cash Balances at Start of Year | | | | | | | |
| 8A | Cash balance as of July 1, 2016 (start of FY 2016-17) (see instructions for how to enter cash balances) | \$ 87,975 | \$ 39,585 | \$ 29,240 | \$ 27,062 | \$ (7,913) | |
| General Appropriations Act Programs | | | | | | | |
| 9A | State Funded Program # | N/A | 0100.000000.000 | | 0100.000000.000 | 0100.000000.000 | 0100.000000.000 |
| 10A | State Funded Program Description in the General Appropriations Act | N/A | Administration | | Administration | Administration | Administration |
| Amounts Appropriated and Authorized | | | | | | | |
| 11A | Amounts appropriated, and amounts authorized, to the agency for 2015-16 that were not spent AND the agency is authorized to spend in 2016-17 | \$ 95,887 | \$ 39,585 | \$ 29,240 | \$ 27,062 | \$ - | |
| 12A | 2016-17 Appropriations & Authorizations to agency (start of year) | \$ 1,129,010 | \$ 998,010 | \$ 131,000 | \$ - | \$ - | |
| 13A | Total Appropriated and Authorized (i.e. allowed to spend) at start of 2016-17 | \$ 1,224,897 | \$ 1,037,595 | \$ 160,240 | \$ 27,062 | \$ - | |
| 14A | 2016-17 Appropriations & Authorizations to agency (during the year) | \$ 48,429 | \$ 22,719 | \$ - | \$ 825 | \$ 24,885 | |
| 15A | Total Appropriated and Authorized (i.e. allowed to spend) by end of 2016-17 | \$ 1,273,326 | \$ 1,060,314 | \$ 160,240 | \$ 27,887 | \$ 24,885 | |
| How Spending is Tracked | | | | | | | |
| 16A | Database(s) through which expenditures are tracked | N/A | SCEIS, Excel | | SCEIS, Excel | SCEIS, Excel | SCEIS, Excel |

Comprehensive Strategic Finances
(Study Step 1: Agency Legal Directives, Plan and Resources)

| Spent toward Agency's 2016-17 Comprehensive Strategic Plan - By Strategy at a minimum, and if possible, by Objective | | Total | | | | |
|--|---|--------------|----------------|----------------|---------------------------|---------------------|
| 17A | Funding Source | N/A | General Fund | Bingo | Other Funds Authorization | USDA |
| 18A | If funding source is multi-year grant, # of years, including this yr, remaining | N/A | | | | |
| 19A | External restrictions (from state/federal govt, grant issuer, etc.), if any, on how the agency can use the funds | N/A | | | | reimbursement based |
| 20A | State Funded Program Description in the General Appropriations Act | N/A | Administration | Administration | Administration | Administration |
| 21A | Total Appropriated and Authorized (i.e. allowed to spend) by the end of 2016-17 | \$ 1,273,326 | \$ 1,060,314 | \$ 160,240 | \$ 27,887 | \$ 24,885 |
| | Prior to receiving these report guidelines, did the agency have a comprehensive strategic plan? (enter Yes or No in the cell to the right) | no | | | | |
| | Goal 1 - Be the single point of contact for statistical data and information for South Carolina regarding minority communities, poverty and socio-economic deprivation. | n/a | n/a | n/a | n/a | n/a |
| | Strategy 1.1 - Disseminate relevant statistical data and information to legislators and stakeholders regarding poverty, socio-economic deprivation and minority populations. | \$ 54,118 | \$ 48,464 | \$ 5,655 | \$ - | \$ - |
| | 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 30% 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. | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Objective 1.1.3 - Produce the "FY 17-18 SC County Statistical Abstract Recommendations Report" to a minimum of 175 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. | \$ 31,367 | \$ 28,570 | \$ 2,797 | \$ - | \$ - |
| | Objective 1.2.1 - Document challenges regarding data collection from other state agencies. | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Goal 2 - Address the needs of minority populations through collaboration and engagement with legislators, public officials and stakeholders to effect change. | n/a | n/a | n/a | n/a | n/a |
| | Strategy 2.1 - Establish liaison relationships with policy makers, officials and stakeholders to assist with the creation of policy, legislation and community engagement. | \$ 98,010 | \$ 84,218 | \$ 13,792 | \$ - | \$ - |
| | 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 2017. | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Objective 2.1.2 - Conduct one (1) annual survey of a minimum of 450 individuals/organizations to measure visibility and increase awareness to obtain feedback by March 2017. | \$ - | \$ - | \$ - | \$ - | \$ - |

Comprehensive Strategic Finances
(Study Step 1: Agency Legal Directives, Plan and Resources)

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|--|------------|------------|-----------|--------|-----------|------|------|
| Objective 2.1.3 - Publish one (1) annual report of survey responses to the CMA Board and stakeholders by June 2017 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 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 2017 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 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. | \$ 47,406 | \$ 40,540 | \$ 6,866 | \$ - | \$ - | \$ - | \$ - |
| 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. | \$ 31,675 | \$ 28,878 | \$ 2,797 | \$ - | \$ - | \$ - | \$ - |
| 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 2017 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 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 2017. | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Goal 3 - Address the needs of minority populations through technical assistance, capacity building, outreach and program initiatives. | n/a | n/a | n/a | n/a | n/a | n/a | n/a |
| Strategy 3.1 - Revise agency and program initiatives to address needs of minority populations (African American, Asian American, Hispanic/Latino, and Native American Indian). | \$ 56,962 | \$ 50,096 | \$ 6,866 | \$ - | \$ - | \$ - | \$ - |
| Objective 3.1.1 - Conduct a minimum of one (1) agency-wide strategic planning meeting for new "CMA Agency Strategic Plan" by December 2016. | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Objective 3.1.2 - Research and identify a minimum of one (1) unique need for each population served by the CMA by March 2017 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Objective 3.1.3 - Develop one (1) draft "CMA Agency Strategic Plan" internal document by December 2016 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Objective 3.1.4 - Within 30 days of plan completion, CMA will begin to align program initiatives with agency strategic plan. | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Strategy 3.2 - Determine and approve new technical assistance, information and referral and outreach process and/or policy. | \$ 54,717 | \$ 44,994 | \$ 9,723 | \$ - | \$ - | \$ - | \$ - |
| Objective 3.2.1 - Implement internal CMA technical assistance, outreach, capacity building and information/referral forms by September 2016 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Strategy 3.3 - Implementation of capacity building, outreach, minority specific and micro-business assistance initiatives and training. | \$ 347,477 | \$ 285,517 | \$ 45,112 | \$ 160 | \$ 16,688 | \$ - | \$ - |
| Objective 3.3.1 - 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. | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Comprehensive Strategic Finances
(Study Step 1: Agency Legal Directives, Plan and Resources)

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|---|-----|--------|-----|--------|-----|-------|-----|---|
| Objective 3.3.2 - Establish 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 2017 | \$ | - | \$ | - | \$ | - | \$ | - |
| Objective 3.3.3 - Establish Native American Indian program to strengthen family units by reducing recidivism and unemployment among Native American Indian inmates and providing referral services, counseling and cultural services to inmates and their families. | \$ | - | \$ | - | \$ | - | \$ | - |
| Objective 3.3.4 - Establish Indian Child Welfare Act program through the Commission to assist State and Federal agencies in and outside of South Carolina with compliance to the law. | \$ | - | \$ | - | \$ | - | \$ | - |
| Objective 3.3.5 - Create an agreement with SC DSS and Catawba Indian Nation to provide Indian Child Welfare Act Expert Witnesses for South Carolina ICWA cases in which an Expert Witness is needed. | \$ | - | \$ | - | \$ | - | \$ | - |
| Objective 3.3.6 - Establish internship and/or mentoring program for Native American Affairs program. | \$ | - | \$ | - | \$ | - | \$ | - |
| Goal 4 - Secure adequate funding through the state budget and other sources to support work to eliminate the contributing factors causing poverty in South Carolina's minority communities. | n/a | | n/a | | n/a | | n/a | |
| Strategy 4.1 - Increase state funding to the SC Commission for Minority Affairs to a minimum of one dollar (\$1) per minority person in South Carolina to administer all program areas and initiatives. | \$ | 26,923 | \$ | 24,126 | \$ | 2,797 | \$ | - |
| 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 2016 | \$ | - | \$ | - | \$ | - | \$ | - |
| Strategy 4.2 - Research and assess currently funded poverty and minority programs within the state to identify and reduce gaps in services. | \$ | 65,863 | \$ | 58,997 | \$ | 6,866 | \$ | - |
| Objective 4.2.1 - Create one (1) strategic framework document and/or work plan for accomplishing a multi-year research project by December 2016 | \$ | - | \$ | - | \$ | - | \$ | - |
| 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. | \$ | 51,860 | \$ | 44,994 | \$ | 6,866 | \$ | - |
| Objective 4.3.1 - Complete all contractual obligations for the US Department of Agriculture's "Rural Business Enterprise Grant" (RBEG) and one (1) final report by March 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 2017 | \$ | - | \$ | - | \$ | - | \$ | - |

Comprehensive Strategic Finances
(Study Step 1: Agency Legal Directives, Plan and Resources)

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|--|---------------------|-------------------|-------------------|---------------|------------------|-------------|
| 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 2017 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 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 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Goal 5 - Increase agency capacity through staff training opportunities. | n/a | n/a | n/a | n/a | n/a | n/a |
| Strategy 5.1 - Provide professional development opportunities for agency staff. | \$ 63,669 | \$ 53,946 | \$ 9,723 | \$ - | \$ - | \$ - |
| 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. | \$ 40,595 | \$ 33,642 | \$ 6,953 | \$ - | \$ - | \$ - |
| 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 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Goal 6 - Establish a Human Trafficking Initiative | n/a | n/a | n/a | n/a | n/a | n/a |
| Strategy 6.1 - To begin establishing a statewide hotline according to state legislation, to include the reporting of violations of human trafficking laws. | \$ 35,744 | \$ 28,878 | \$ 6,866 | \$ - | \$ - | \$ - |
| Objective 6.1.1 - At a minimum, two (2) CMA staff will serve on the SC Human Trafficking Task Force for FY16-17 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Objective 6.1.2 - Review and revise the "SC CMA Human Trafficking Policy and Procedures Manual" by March 2017. | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Objective 6.1.3 - Train a minimum of two (2) CMA staff members on Human Trafficking issues by December 2016 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Objective 6.1.4 - Begin developing and implementing the statewide hotline by June 2017. | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Goal 7 - Provide the minority community with assistance and information pertaining to the Voting Rights Act submissions. | n/a | n/a | n/a | n/a | n/a | n/a |
| Strategy 7.1 - Disseminate relevant information to citizens in South Carolina regarding the Voting Rights legislation. | \$ 31,765 | \$ 28,967 | \$ 2,797 | \$ - | \$ - | \$ - |
| Objective 7.1.1 - Partner with a voting coalition | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Objective 7.1.2 - Collaborate with the Department of Justice and the SC Attorney General's office to receive information pertaining to the Voting Rights Initiative. | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Objective 7.1.3 - Collaborate with the SC State Election Commission to obtain statistical data on voting by county and precinct on behalf of South Carolina's minority populations. | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Spent toward Agency's Comprehensive Strategic Plan | \$ 1,038,152 | \$ 884,827 | \$ 136,476 | \$ 160 | \$ 16,688 | \$ - |

22A

Comprehensive Strategic Finances
(Study Step 1: Agency Legal Directives, Plan and Resources)

| | | | | | | | | |
|-----|---|--------------|------|------|------|------|------|------|
| 23A | Spent/Transferred not toward Agency's Comprehensive Strategic Plan | Total | | | | | | |
| | Unrelated Purpose #1 - insert description: | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Insert any additional unrelated purposes | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 24A | Total spent/transferred not toward agency's strategic plan | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

| | | | | | | | |
|---|---|--------------|----------------|----------------|----------------|----------------|--|
| Appropriations and Authorizations remaining at end of year | | Total | | | | | |
| 25A | Revenue Source | N/A | General Fund | Bingo | Other Funds | USDA | |
| 26A | Recurring or one-time? | N/A | Recurring | Recurring | Non Recurring | Non Recurring | |
| 27A | State, Federal, or Other? | N/A | State | State | Other Funds | Federal | |
| 28A | State Funded Program Description in the General Appropriations Act | N/A | Administration | Administration | Administration | Administration | |
| 29A | Total Appropriated and Authorized (i.e. allowed to spend) by end of 2016-17 | \$ 1,273,326 | \$ 1,060,314 | \$ 160,240 | \$ 27,887 | \$ 24,885 | |
| 30A | (minus) Spent to Achieve Agency's Comprehensive Strategic Plan | \$ 1,038,152 | \$ 884,827 | \$ 136,476 | \$ 160 | \$ 16,688 | |
| 31A | (minus) Spent/Transferred not toward Agency's Comprehensive Strategic Plan | \$ - | \$ - | \$ - | \$ - | \$ - | |
| 32A | Amount of appropriations and authorizations remaining | \$ 235,175 | \$ 175,486 | \$ 23,764 | \$ 27,727 | \$ 8,197 | |

| | | | | | | |
|-------------------------------------|--|--------------|--------------|-------------------|-----------|----------|
| Cash Balances at end of year | | Total | | | | |
| 33A | Fund Description | N/A | General Fund | Operating Revenue | Donations | Federal |
| 34A | Cash balance as of June 30, 2017 (end of FY 2016-17) (enter the cash balance for each Fund only once; it should appear in the column where the Fund is first listed) | \$ 161,761 | \$ 102,073 | \$ 23,764 | \$ 27,727 | \$ 8,197 |

Line # 2017-18 Comprehensive Strategic Budgeting

| | | | | | | |
|------------------------|--|--------------|--------------|-----------|---------------|---------------|
| Revenue Sources | | Total | | | | |
| 1B | Revenue Source (do not combine recurring with one-time and please list the revenue sources deposited in the same Fund in SCEIS in consecutive columns) | N/A | General Fund | Bingo | Other Funds | USDA |
| 2B | Recurring or one-time? | N/A | Recurring | Recurring | Non Recurring | Non Recurring |
| 3B | State, Federal, or Other? | N/A | State | State | Other Funds | Federal |
| | Additional Explanation: | | | | | |

| | | | | | | |
|------------------------------------|--|--------------|--------------|------------|--------|-----------|
| Revenue Generated Last Year | | Total | | | | |
| 4B | Total revenue generated by June 30, 2017 (end of 2016-17) (BUDGETED) | \$ 1,177,439 | \$ 1,020,729 | \$ 131,000 | \$ 825 | \$ 24,885 |
| 5B | Does this revenue remain with the agency or go to the General Fund? | N/A | Agency | Agency | Agency | Agency |

| | | | | | | |
|---|---|--------------|--------------|-------------------|-----------|----------|
| Funds in SCEIS where Revenue deposited | | Total | | | | |
| 6B | Fund # (Expendable Level - 8 digit) (full set of financials available for each through SCEIS); same Fund may be in multiple columns if multiple revenue sources are deposited into it | N/A | 10010000 | 30350000 | 30980000 | 50550000 |
| 7B | Fund Description | N/A | General Fund | Operating Revenue | Donations | Federal |

| | | | | | | |
|---------------------------------------|---|--------------|------------|-----------|-----------|----------|
| Cash Balances at Start of Year | | Total | | | | |
| 8B | Cash balance as of July 1, 2017 (start of FY 2017-18) (see instructions for how to enter cash balances) | \$ 161,761 | \$ 102,073 | \$ 23,764 | \$ 27,727 | \$ 8,197 |

General Appropriations Act Programs **Total**

Comprehensive Strategic Finances
(Study Step 1: Agency Legal Directives, Plan and Resources)

| | | | | | | |
|---|--|---------------------|---------------------|-------------------|---------------------------|---------------------|
| 9B | State Funded Program # | N/A | 0100.000000.000 | 0100.000000.000 | 0100.000000.000 | 0100.000000.000 |
| 10B | State Funded Program Description in the General Appropriations Act | N/A | Administration | Administration | Administration | Administration |
| Amounts Appropriated and Authorized | | Total | | | | |
| 11B | Amounts appropriated, and amounts authorized, to the agency for 2016-17 that were not spent AND the agency is authorized to spend in 2017-18 | \$ 153,564 | \$ 102,073 | \$ 23,764 | \$ 27,727 | \$ - |
| 12B | 2017-18 Appropriations & Authorizations to agency (start of year) | \$ 1,151,729 | \$ 1,020,729 | \$ 131,000 | \$ - | \$ - |
| 13B | Total Appropriated and Authorized (i.e. allowed to spend) at start of 2017-18 | \$ 1,305,293 | \$ 1,122,802 | \$ 154,764 | \$ 27,727 | \$ - |
| 14B | 2017-18 Appropriations & Authorizations to agency (during the year) (BUDGETED) | \$ 69,452 | \$ 8,077 | \$ - | \$ 1,375 | \$ 60,000 |
| 15B | Total Appropriated and Authorized (i.e. allowed to spend) by end of 2017-18 (BUDGETED) | \$ 1,374,745 | \$ 1,130,879 | \$ 154,764 | \$ 29,102 | \$ 60,000 |
| How Spending is Tracked | | Total | | | | |
| 16B | Database(s) through which expenditures are tracked | N/A | SCEIS, Excel | SCEIS, Excel | SCEIS, Excel | SCEIS, Excel |
| Budgeted toward Agency's 2017-18 Comprehensive Strategic Plan - By Strategy at a minimum, and if possible, by Objective | | Total | | | | |
| 17B | Funding Source | N/A | General Fund | Bingo | Other Funds Authorization | Federal |
| 18B | If funding source is multi-year grant, # of years, including this yr, remaining | N/A | 0 | 0 | 0 | 0 |
| 19B | External restrictions (from state/federal govt, grant issuer, etc.), if any, on how the agency can use the funds | N/A | 0 | 0 | 0 | reimbursement based |
| 20B | State Funded Program Description in the General Appropriations Act | N/A | Administration | Administration | Administration | Federal |
| 21B | Total Appropriated and Authorized (i.e. allowed to spend) by end of 2017-18 (BUDGETED) | \$ 1,374,745 | \$ 1,130,879 | \$ 154,764 | \$ 29,102 | \$ 60,000 |
| Prior to receiving these report guidelines, did the agency have a comprehensive strategic plan? (enter Yes or No in the cell to the right) | | no | | | | |
| Goal 1 - Be the single point of contact for statistical data and information for South Carolina regarding minority communities, poverty and socio-economic deprivation. | | n/a | n/a | n/a | n/a | n/a |
| Strategy 1.1 - Disseminate relevant statistical data and information to legislators and stakeholders regarding poverty, socio-economic deprivation and minority populations. | | \$ 117,101 | \$ 110,490 | \$ 6,612 | \$ - | \$ - |
| 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. | | \$ - | \$ - | \$ - | \$ - | \$ - |
| 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. | | \$ - | \$ - | \$ - | \$ - | \$ - |

Comprehensive Strategic Finances
(Study Step 1: Agency Legal Directives, Plan and Resources)

| | | | | | |
|--|------------|------------|-----------|------|------|
| 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. | \$ 34,258 | \$ 30,504 | \$ 3,754 | \$ - | \$ - |
| 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. | \$ - | \$ - | \$ - | \$ - | \$ - |
| Goal 2 - Address the needs of minority populations through collaboration and engagement with legislators, public officials and stakeholders to effect change. | n/a | n/a | n/a | n/a | n/a |
| Strategy 2.1 - Establish liaison relationships with policy makers, officials and stakeholders to assist with the creation of policy, legislation and community engagement. | \$ 104,053 | \$ 89,304 | \$ 14,749 | \$ - | \$ - |
| 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 2017. | \$ - | \$ - | \$ - | \$ - | \$ - |
| Objective 2.1.3 - Publish one (1) annual report of survey responses to the CMA Board and stakeholders by June 2017 | \$ - | \$ - | \$ - | \$ - | \$ - |
| 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 2017 | \$ - | \$ - | \$ - | \$ - | \$ - |
| 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. | \$ 53,226 | \$ 45,403 | \$ 7,823 | \$ - | \$ - |
| 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. | \$ 34,435 | \$ 30,681 | \$ 3,754 | \$ - | \$ - |
| 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 2017 | \$ - | \$ - | \$ - | \$ - | \$ - |
| 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 2017. | \$ - | \$ - | \$ - | \$ - | \$ - |
| Goal 3 - Address the needs of minority populations through technical assistance, capacity building, outreach and program initiatives. | n/a | n/a | n/a | n/a | n/a |
| Strategy 3.1 - Review and revise agency and program initiatives to address needs of minority populations (African American, Asian American, Hispanic/Latino, and Native American Indian). | \$ 112,899 | \$ 101,007 | \$ 11,891 | \$ - | \$ - |

Comprehensive Strategic Finances
(Study Step 1: Agency Legal Directives, Plan and Resources)

| | | | | | | |
|--|------------|------------|-----------|-----------|-----------|------|
| 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 microbusiness assistance initiatives and training. | \$ 285,192 | \$ 160,583 | \$ 35,509 | \$ 29,100 | \$ 60,000 | |
| 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. | | | | | | |
| Objective 3.2.7 - Establish a grant and resource clearinghouse for Hispanic communities by June 2018. | | | | | | |
| Strategy 3.3 - Increase collaboration and/or partnerships to address emergency preparedness needs of SC minority populations | \$ 48,615 | \$ 43,784 | \$ 4,831 | \$ - | \$ - | \$ - |
| 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 | \$ 171,325 | \$ 159,433 | \$ 11,891 | \$ - | \$ - | \$ - |

Comprehensive Strategic Finances
 (Study Step 1: Agency Legal Directives, Plan and Resources)

| | | | | | |
|---|-----------|-----------|-----------|------|------|
| 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. | | | | | |
| Objective 3.4.5 - Establish state-wide public awareness campaigns to promote prevention of human trafficking and the immigration hotline by June 2018. | | | | | |
| Goal 4 - Reduce the contributing factors causing poverty in SC's minority populations. | n/a | n/a | n/a | n/a | n/a |
| 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. | \$ 29,684 | \$ 25,929 | \$ 3,754 | \$ - | \$ - |
| 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 2016 | \$ - | \$ - | \$ - | \$ - | \$ - |
| 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. | \$ 68,623 | \$ 60,800 | \$ 7,823 | \$ - | \$ - |
| Objective 4.2.1 - Create one (1) strategic framework document and/or work plan for accomplishing a multi-year research project by December 2016 | \$ - | \$ - | \$ - | \$ - | \$ - |
| 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. | \$ 87,206 | \$ 71,246 | \$ 15,960 | \$ - | \$ - |
| 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 June 2018. | \$ - | \$ - | \$ - | \$ - | \$ - |

Comprehensive Strategic Finances
(Study Step 1: Agency Legal Directives, Plan and Resources)

| | | | | | | | |
|-----|---|--------------|--------------|------------|-----------|-----------|------|
| | 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 2018 | | | | | | |
| | 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. | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Strategy 4.4 - Development of a state-wide strategy with recommendations for state agencies and partners to collaborate to reduce poverty in SC | \$ - | \$ 106,797 | \$ 7,823 | \$ - | \$ - | \$ - |
| | 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. | | | | | | |
| | Goal 5 - Increase agency capacity through staff development. | n/a | n/a | n/a | n/a | n/a | n/a |
| | Strategy 5.1 - Provide professional development opportunities for agency staff. | \$ 70,150 | \$ 59,470 | \$ 10,680 | \$ - | \$ - | \$ - |
| | Strategy 5.2 - Provide cross training opportunities for agency staff. | \$ 43,355 | \$ 35,446 | \$ 7,910 | \$ - | \$ - | \$ - |
| | | n/a | n/a | n/a | n/a | n/a | n/a |
| | | n/a | n/a | n/a | n/a | n/a | n/a |
| | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | n/a | n/a | n/a | n/a | n/a | n/a |
| | | n/a | n/a | n/a | n/a | n/a | n/a |
| | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 22B | Total Spent toward Agency's Comprehensive Strategic Plan (BUDGETED) | \$ 1,374,743 | \$ 1,130,879 | \$ 154,764 | \$ 29,100 | \$ 60,000 | |
| 23B | Spent/Transferred not toward Agency's Comprehensive Strategic Plan | | | | | | |
| | <i>Unrelated Purpose #1 - insert description:</i> | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Comprehensive Strategic Finances
(Study Step 1: Agency Legal Directives, Plan and Resources)

| | | | | | | | | | | | |
|---|---|----|--------------|----|----------------|----|-------------------|----|----------------|----|----------------|
| | <i>Insert any additional unrelated purposes</i> | \$ | - | \$ | - | \$ | - | \$ | - | \$ | - |
| 24B | Total spent/transferred not toward agency's strategic plan (BUDGETED) | \$ | - | \$ | - | \$ | - | \$ | - | \$ | - |
| Appropriations and Authorizations remaining at end of year | | | | | | | | | | | |
| 25B | Revenue Source | | Total | | General Fund | | Bingo | | Other Funds | | USDA |
| 26B | Recurring or one-time? | | N/A | | Recurring | | Recurring | | Authorization | | Non Recurring |
| 27B | State, Federal, or Other? | | N/A | | State | | State | | Other Funds | | Federal |
| 28B | State Funded Program Description in the General Appropriations Act | | N/A | | Administration | | Administration | | Administration | | Administration |
| 29B | Total Appropriated and Authorized (i.e. allowed to spend) by end of 2017-18 (BUDGETED) | \$ | 1,374,745 | \$ | 1,130,879 | \$ | 154,764 | \$ | 29,102 | \$ | 60,000 |
| 30B | (minus) Spent to Achieve Agency's Comprehensive Strategic Plan (BUDGETED) | \$ | 1,374,743 | \$ | 1,130,879 | \$ | 154,764 | \$ | 29,100 | \$ | 60,000 |
| 31B | (minus) Spent/Transferred not toward Agency's Comprehensive Strategic Plan (BUDGETED) | \$ | - | \$ | - | \$ | - | \$ | - | \$ | - |
| 32B | Amount of appropriations and authorizations remaining (BUDGETED) | \$ | 2 | \$ | (0) | \$ | (0) | \$ | 2 | \$ | - |
| Cash Balances at end of year | | | | | | | | | | | |
| 33B | Fund Description | | Total | | General Fund | | Operating Revenue | | Donations | | Federal |
| 34B | Cash balance as of June 30, 2018 (end of FY 2017-18) (enter the cash balance for each Fund only once; it should appear in the column where the Fund is first listed) (BUDGETED) | \$ | - | \$ | - | \$ | - | \$ | - | \$ | - |

Performance Measures
(Study Step 2: Performance)

| | |
|---------------------------|---------------------------------|
| Agency Responding | Commission for Minority Affairs |
| Date of Submission | |

| | |
|--|--|
| <p>Types of Performance Measures:</p> <p>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.</p> <p>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</p> <p>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.</p> <p>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</p> | <p>Note: Delete any rows not needed; Add any additional rows needed</p> |
|--|--|

| Performance Measure | Type of Measure | Agency selected; Required by State; or Required by Federal | Who performs the best in the country on this measure? (could be gov't, private, etc.) | Time Applicable | Target & Actual Results Time Period #1 | Target & Actual Results Time Period #2 | Target & Actual Results Time Period #3 | Target & Actual Results Time Period #4 | Target & Actual Results Time Period #5 (most recent completed time period) | Target Results Time Period #6 (current time period) |
|--|-----------------|--|---|----------------------------------|--|--|--|--|--|---|
| Statistical Reports (See List Below) | | | | July 1, 2016 - June 30, 2018 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:2 Actual:2 | Target:3 Actual:3 | Target:3 |
| 1A. 2017 SC County Statistical Abstract | Outcome | Required by State | government | December 1, 2016 - June 30, 2018 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:1 Actual:1 | Target:1 |
| 1B. 2016 State Of Minorities Report | Outcome | Required by State | government | December 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:1 |
| 1C. 2017 CMA Annual Survey | Input/Activity | Agency selected | government | December 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:2 Actual:2 | Target:2 Actual:2 | Target:1 |
| Other Agency Reports and Documents (See List Below) | | | | July 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:8 Actual:8 | Target:8 Actual:8 | Target:8 |
| 2A. 2015 CMA Key Findings Promulgation of Regulations Report | Input/Activity | Required by State | government | July 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:1 Actual:1 | Target:1 Actual:1 | Target:1 |
| 2B. Review of CMA Statute and Program Areas | Input/Activity | Required by State | government | July 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:1 Actual:1 | Target:1 Actual:1 | Target:1 |
| 2C. CMA Agency Strategic Plan | Input/Activity | Agency selected | government | July 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:1 Actual:1 | Target:1 Actual:1 | Target:1 |
| 2D. 2016 CMA Staff Internal Process and Procedures Manual (Update) | Input/Activity | Agency selected | government | July 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:1 Actual:1 | Target:1 Actual:1 | Target:1 |
| 2E. CMA Policies and Procedures Standards Document (Update) | Input/Activity | Agency selected | government | July 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:1 Actual:1 | Target:1 Actual:1 | Target:1 |
| 2F. CMA Staff Training Index | Input/Activity | Agency selected | government | July 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:1 Actual:1 | Target:1 Actual:1 | Target:1 |
| 2G. CMA Strategic Framework On Poverty and Minority Programs | Outcome | Agency selected | government | July 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:1 Actual:1 | Target:1 Actual:1 | Target:1 |
| 2H. CMA-GRIT Grant Final Report | Outcome | Agency selected | government | July 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:1 Actual:1 | Target:1 Actual:1 | Target:1 |
| 2I. CMA-RBEG Grant Final Report | Outcome | Agency selected | government | July 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:1 Actual:1 | Target:1 Actual:1 | Target:1 |

Performance Measures
(Study Step 2: Performance)

| Performance Measure | Type of Measure | Agency selected; Required by State; or Required by Federal | Who performs the best in the country on this measure? (could be gov't, private, etc.) | Time Applicable | Target & Actual Results Time Period #1 | Target & Actual Results Time Period #2 | Target & Actual Results Time Period #3 | Target & Actual Results Time Period #4 | Target & Actual Results Time Period #5 (most recent completed time period) | Target Results Time Period #6 (current time period) |
|--|-----------------|--|---|------------------------------|---|---|---|---|---|--|
| Statistical Surveys (See List Below) | | | | July 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:4 Actual:4 | Target:4 Actual:4 | Target:1 |
| 3A. CMA Annual Survey | Input/Activity | Agency selected | government | July 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:1 Actual:1 | Target:1 Actual:1 | Target:1 |
| 3B. CMA Technical Assistance Form | Input/Activity | Agency selected | government | July 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:1 Actual:1 | Target:1 Actual:1 | Target:0 |
| 3C. CMA Information and Referral Form | Input/Activity | Agency selected | government | July 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:1 Actual:1 | Target:1 Actual:1 | Target:0 |
| 3D. CMA Outreach Form | Input/Activity | Agency selected | government | July 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:1 Actual:1 | Target:1 Actual:1 | Target:0 |
| Public Policy and Legislation (See List Below) | | | | July 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:4 Actual:0 | Target:4 Actual:1 | Target:0 |
| 4A. S196-Human Trafficking | Outcome | Required by State | government | July 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:1 Actual:0 | Target:1 Actual:1 | Target:0 |
| 4B. S279-Small-Minority Business Assistance Office | Outcome | Required by State | government | July 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:1 Actual:0 | Target:1 Actual:0 | Target:0 |
| 4C. S356-State Recognition of Groups | Outcome | Required by State | government | July 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:1 Actual:0 | Target:1 Actual:0 | Target:0 |
| 4D. S674-Workers Compensation Act | Outcome | Required by State | government | July 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:1 Actual:0 | Target:1 Actual:0 | Target:0 |
| Funds Collected; Grants and Other Agency Funded Partnerships | Input/Activity | Required by State | government | July 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:1 Actual:1 | Target:1 Actual:1 | Target:2 |
| Technical Assistance, Capacity Building and Outreach To County Public and Congressional Officials (46 and 7), Legislators (134), Cities and Towns in SC (273) | Outcome | Agency selected | government | July 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:456 Actual:456 | Target:456 Actual:456 | Target:500 |
| Training - External | outcome | Agency selected | government | July 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:8 Actual:8 | Target:8 Actual:8 | Target:10 |
| Training - Internal | Input/Activity | Agency selected | government | July 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:3 Actual:3 | Target:8 Actual:8 | Target:10 |
| Research Partnerships (See List Below) | | | | July 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:8 Actual:8 | Target:15 Actual:15 | Target:13 |
| 9A. Research Partnerships and Collaborations | Input/Activity | Agency selected | government | July 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:1 Actual:1 | Target:3 Actual:3 | Target:3 |
| 9B. Partnerships and Collaborations - Federal, State, and Nonprofit Organizations | Input/Activity | Agency selected | government | July 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:5 Actual:5 | Target:10 Actual:10 | Target:10 |
| 9C. College and University Partnerships Related To The U. S. Department of Education | Input/Activity | Agency selected | government | July 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:1 Actual:1 | Target:1 Actual:1 | Target:0 |

Performance Measures
(Study Step 2: Performance)

| Performance Measure | Type of Measure | Agency selected; Required by State; or Required by Federal | Who performs the best in the country on this measure? (could be gov't, private, etc.) | Time Applicable | Target & Actual Results Time Period #1 | Target & Actual Results Time Period #2 | Target & Actual Results Time Period #3 | Target & Actual Results Time Period #4 | Target & Actual Results Time Period #5 (most recent completed time period) | Target Results Time Period #6 (current time period) |
|---|-----------------|--|---|------------------------------|--|--|--|--|--|---|
| 9D. Partnership With One Native American entity to identify grant opportunities | Input/Activity | Agency selected | government | July 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:1 Actual:1 | Target:1 Actual:1 | Target:0 |
| Events and Workshops (See List Below) | | | | July 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:9 Actual:11 | Target:8 Actual:10 | Target:7 |
| 10A. 2017 SC Statistical Abstract Event | Outcome | Required by State | government | July 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:1 Actual:1 | Target:1 Actual:1 | Target:0 |
| 10B. 2016-2017 Advisory Committee Meetings (Minimum of 6) | outcome | Required by State | government | July 1, 2016 - June 30, 2017 | Target:6 Actual: 6 | Target:6 Actual: 7 | Target:6 Actual: 8 | Target:6 Actual: 8 | Target:6 Actual: 8 | Target:6 |
| 10C. 2016-2017 SC Native American State Recognition Application Workshops | outcome | Required by State | government | July 1, 2016 - June 30, 2017 | Target:2 Actual: 2 | Target:2 Actual:2 | Target:2 Actual:2 | Target:2 Actual: 2 | Target:1 Actual:1 | Target:1 |
| Internal Planning Events (See List Below) | | | | July 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:3 Actual:3 | Target:2 |
| 11A. CMA Strategic Planning Meeting (1) | Input/Activity | Agency selected | government | July 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:1 Actual:1 | Target:1 |
| 11B. CMA Staff Professional Development Meetings (2) | Input/Activity | Agency selected | government | July 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:1 Actual:1 | Target:1 |
| 11C. CMA Staff Technical Assistance, Capacity Building, Information Referral Process Training (1) | Input/Activity | Agency selected | government | July 1, 2016 - June 30, 2017 | Target:0 Actual: 0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:0 Actual:0 | Target:1 Actual:1 | Target:0 |

Comprehensive Strategic Plan Summary
(Study Step 1: Agency Legal Directives, Plan and Resources; and Study Step 2: Performance)

| | |
|---------------------------|---------------------------------|
| Agency Responding | Commission for Minority Affairs |
| Date of Submission | |

| |
|-------------------------------------|
| Mission: Insert Mission here |
| Legal Basis: |
| Vision: Insert Vision here |
| Legal Basis: |

| 2016-17 | | 2017-18 | |
|---|---|---|---|
| Total # of FTEs available / Total # filled at start of year | Total amount Appropriated and Authorized to Spend | Total # of FTEs available / Total # filled at start of year | Total amount Appropriated and Authorized to Spend |
| Available: 12 Filled: 9 | \$ 1,273,326 | Available:12 Filled:10 | \$ 1,374,745 |
| Amount remaining \$ 1,038,152 | | Amount remaining \$ 2 | |

| 2017-18 Comprehensive Strategic Plan Part and Description (e.g., Goal 1 - Insert Goal 1; Strategy 1.1 - Insert Strategy 1.1; Objective 1.1.1 - Insert Objective 1.1.1) | Intended Public Benefit/Outcome: (Ex. Outcome = incidents decrease and public perceives that the road is safer) | 2016-17 | | 2017-18 | | Associated Performance Measures | Associated Organizational Unit(s) | Responsible Employee Name & Time staff member has been responsible for the goal or objective (e.g. John Doe (responsible less than 3 years) or Jane Doe (responsible more than 3 years)) | Does this person have input into the budget for this goal, strategy or objective? (Y/N) | Partner(s), by segment, the agency works with to achieve the objective (Federal Government; State Government; Local Government; Higher Education Institute; K-12 Education Institute; Private Business; Non-Profit Entity; Individual; or Other) |
|---|--|-------------------------------|--------------------|---|-----------------------|---------------------------------|------------------------------------|--|---|--|
| | | # of FTE equivalents utilized | Total amount spent | # of FTE equivalents planned to utilize | Total amount budgeted | | | | | |
| Goal 1 - Be the single point of contact for statistical data and information for South Carolina regarding minority communities, poverty and socio-economic deprivation. | | | | | | | | | | |
| Strategy 1.1 - Disseminate relevant statistical data and information to legislators and stakeholders regarding poverty, socio-economic deprivation and minority populations. | | 0.45 | 54118.34 | 0.45 | 117101.23 | | Research and Policy Services | Benjamin Washington responsible 10 years | Y | State Government, Higher Education, Federal Government, Local Government |
| 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. | | | | | | | | | | |
| 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 | 31367.14 | 0.13 | 34257.99 | | Research and Policy Services | Benjamin Washington responsible 10 years | Y | State Government |
| 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. | | | | | | | | | | |
| Goal 2 - Address the needs of minority populations through collaboration and engagement with legislators, public officials and stakeholders to effect change. | | | | | | | | | | |
| 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 | 98010.24 | 0.95 | 104053.13 | | Executive Director/Administration | Thomas Smith responsible 15+ Years | | State Government, Local Government, Higher Education, non Profit, |
| 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 | 47405.65 | 0.4 | 53225.82 | | Executive Director/Administration | Thomas Smith responsible 15+ Years | Y | State Government |
| 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 | 31675.03 | 0.15 | 34435.2 | | Native American Affairs Initiative | Marcy Hayden responsible 10 years | Y | State Government |
| 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. | | | | | | | | | | |

Comprehensive Strategic Plan Summary
(Study Step 1: Agency Legal Directives, Plan and Resources; and Study Step 2: Performance)

| 2017-18 Comprehensive Strategic Plan Part and Description (e.g., Goal 1 - Insert Goal 1; Strategy 1.1 - Insert Strategy 1.1; Objective 1.1.1 - Insert Objective 1.1.1) | Intended Public Benefit/Outcome: (Ex. Outcome = incidents decrease and public perceives that the road is safer) | 2016-17 | | 2017-18 | | Associated Performance Measures | Associated Organizational Unit(s) | Responsible Employee Name & Time staff member has been responsible for the goal or objective (e.g. John Doe (responsible less than 3 years) or Jane Doe (responsible more than 3 years)) | Does this person have input into the budget for this goal, strategy or objective? (Y/N) | Partner(s), by segment, the agency works with to achieve the objective (Federal Government; State Government; Local Government; Higher Education Institute; K-12 Education Institute; Private Business; Non-Profit Entity; Individual; or Other) |
|---|--|-------------------------------|--------------------|---|-----------------------|---------------------------------|-----------------------------------|--|---|--|
| | | # of FTE equivalents utilized | Total amount spent | # of FTE equivalents planned to utilize | Total amount budgeted | | | | | |
| Goal 3 - Address the needs of minority populations through technical assistance, capacity building, outreach and program initiatives. | | | | | | | | | | |
| 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 | 56962.03 | 0.85 | 112898.9 | | Executive Director/Administration | Thomas Smith responsible 15+ Years | Y | State Government, Higher Education, Non Profit |
| 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. | | | | | | | Executive Director/Administration | Thomas Smith responsible 15+ Years | Y | State Government, Higher Education, Non Profit |
| Strategy 3.2 - Conduct capacity building, outreach, minority specific and micro-business assistance initiatives and trainings | | 2.83 | 347476.55 | 2.26 | 285194.29 | | | | | |
| 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. | | | | | | | | | | |
| 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 | | DNE | | 0.15 | 48615.21 | | Executive Director/Administration | Thomas Smith responsible 15+ Years | Y | State Government, Federal Government, Non profits, Private Business |
| 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 | | DNE | | 1.41 | 171324.75 | | Executive Director/Administration | Thomas Smith responsible 15+ Years | Y | State Government, Higher Education, Non Profit |
| 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. | | | | | | | | | | |
| Objective 3.4.5 - Establish state-wide public awareness campaigns to promote prevention of human trafficking and the immigration hotline by June 2018. | | | | | | | | | | |
| Goal 4 - Reduce the contributing factors causing poverty in SC's minority populations. | | | | | | | | | | |
| 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 | 26923.39 | 0.08 | 29683.56 | | Executive Director/Administration | Thomas Smith responsible 15+ Years | Y | State Government, Higher Education, Non Profit |

Comprehensive Strategic Plan Summary
(Study Step 1: Agency Legal Directives, Plan and Resources; and Study Step 2: Performance)

| 2017-18 Comprehensive Strategic Plan Part and Description (e.g., Goal 1 - Insert Goal 1; Strategy 1.1 - Insert Strategy 1.1; Objective 1.1.1 - Insert Objective 1.1.1) | Intended Public Benefit/Outcome: (Ex. Outcome - incidents decrease and public perceives that the road is safer) | 2016-17 | | 2017-18 | | Associated Performance Measures | Associated Organizational Unit(s) | Responsible Employee Name & Time staff member has been responsible for the goal or objective (e.g. John Doe (responsible less than 3 years) or Jane Doe (responsible more than 3 years)) | Does this person have input into the budget for this goal, strategy or objective? (Y/N) | Partner(s), by segment, the agency works with to achieve the objective (Federal Government; State Government; Local Government; Higher Education Institute; K-12 Education Institute; Private Business; Non-Profit Entity; Individual; or Other) |
|---|--|-------------------------------|--------------------|---|-----------------------|---------------------------------|-----------------------------------|--|---|--|
| | | # of FTE equivalents utilized | Total amount spent | # of FTE equivalents planned to utilize | Total amount budgeted | | | | | |
| 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 | 65863.09 | 0.55 | 68623.26 | | Executive Director/Administration | Thomas Smith responsible 15+ Years | Y | State Government, Higher Education, Non Profit |
| 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 | 51859.99 | 0.87 | 87206.23 | | Executive Director/Administration | Thomas Smith responsible 15+ Years | Y | State Government, Higher Education, Non Profit |
| 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 CMAA 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. | | | | | | | | | | |
| Strategy 4.4 - Development of a state-wide strategy with recommendations for state agencies and partners to collaborate to reduce poverty in SC | | DNE | | 0.4 | 114620.16 | | Executive Director/Administration | Thomas Smith responsible 15+ Years | Y | State Government, Higher Education, Non Profit |
| 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. | | | | | | | | | | |
| Goal 5 - Increase agency capacity through staff training opportunities. | | | | | | | | | | |
| Strategy 5.1 - Provide professional development opportunities for agency staff. | | 0.48 | 63669.06 | 0.45 | 70150.24 | | Human Resources/Administration | Lauretha Whaley, responsible 10+ years | Y | State Government, Private Business Non Profit Entity |
| 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 | 40595.14 | 0.27 | 43355.38 | | Executive Director/Administration | Thomas Smith responsible 15+ Years | Y | State Government |
| 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 CMAA by December 2016. | | | | | 1304595.11 | | | | | |
| Spent/Transferred not toward Agency's Comprehensive Strategic Plan | | | | | | | | | | |
| <i>Unrelated Purpose #1 - insert description:</i> | | | | | | | | | | |
| <i>Insert any additional unrelated purposes</i> | | | | | | | | | | |