

# Accountability Report Transmittal Form

Agency Name: South Carolina Commission for Minority Affairs

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## SOUTH CAROLINA COMMISSION FOR MINORITY AFFAIRS

### ANNUAL ACCOUNTABILITY REPORT Fiscal Year 2006-2007

#### **Section I - Executive Summary:**

##### I-1. Mission and Values

The mission of the South Carolina Commission for Minority Affairs is to serve as a think-tank that provides leadership, focus and direction in addressing problems of deprivation and poverty among the State's minority population. According to state statute, the Commission exists **“to study the causes and effects of the socioeconomic deprivation of minorities and to implement programs necessary to address inequities confronting minorities in the State.”** The Commission is unique in that it is the only such agency of its kind established in State government whose sole purpose relates to minorities, the issues confronting them, groups representing them, policies/laws affecting them, and initiatives directed toward bringing a greater level of prosperity to them. The Commission serves as a statewide clearinghouse for information about minorities.

In an effort to achieve its mission, the goals and objectives of the agency are regularly reviewed and updated by the Board and staff. As the agency carries out its stated mission, the values of the organization represent the guiding principles or the things about which we as a staff care the most. We strive to demonstrate our commitment to these guiding principles in all our interactions with others. The work of the South Carolina Commission for Minority Affairs is guided by the following values:

#### Honesty

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

#### Excellence

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

## Respect

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

## Commitment to Fostering Positive Change

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

## Accountability

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

## Customer Satisfaction

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

### I-2. Major Achievements from Past Year

A. State Recognition Program continued and to date have granted State acknowledgement to five (5) Native American “Tribes”; six (6) Native American “Groups”; and one (1) Special Interest Organization. Because of the State Recognition Program, the Department of Health and Environmental Control contracted with the Commission to coordinate the delivery of information about Pandemic Influenza to the Native American community. Additionally, the Department of Mental Health, the Department of Alcohol and Other Drug Abuse Services, and the University of South Carolina have all either collaborated or entered into Memorandums of Understanding with the Commission, as a means to reach this and other minority populations in the State.

B. Increased visibility of the African American, Hispanic/Latino, and Native American communities by holding the first Statewide Minority Issues Conference to raise awareness of the issues common to each community, while also highlighting the differences. This also afforded the minority communities, who often find themselves in competition for the same limited resources, to work together to identify ways to collaborate regarding the alleviation of poverty in the various minority communities.

C. Contracted with the Consortium for Latino Immigration Studies at the University of South Carolina and experts from the Darla Moore School of Business to study the socio/economic impact of the growing Latino population in the State. The study was unveiled at the 2007 Statewide Hispanic/Latino conference and represents the first comprehensive study that examines the impact of South Carolina’s fastest growing population. The new report is available on the Commission’s website at: <http://www.state.sc.us/cma>.

D. In collaboration with New Carolina – South Carolina’s Council on Competitiveness, the South Carolina Chamber of Commerce, the State Department of Education, the South Carolina Education Oversight Committee, First Steps, and other partners, the Commission coordinated the establishment of a Statewide Parent Involvement Advisory Network and WEB based toolkit to assist communities establish strong parental involvement programs statewide.

E. Started an initiative to raise support for the passage of early childhood education legislation that would grant the Commission authority to document successful programs shown to close the achievement gap. Additionally, a cost benefits analysis documenting the socioeconomic impact of early childhood education will be included. The on-going study will continue through 2008 and will provide legislators with information to help them fund programs that make a difference in long-term student achievement.

F. Assisted the General Assembly with drafting immigration legislation that addresses the presence of non-U.S. citizens in the State. The legislation is expected to pass early in 2008.

G. Assisted an increased number of organizations regarding requirements for becoming chartered in the State of South Carolina as a non-profit corporation and requirements for Exemption under Section 501(c)(3) of the Internal Revenue Code.

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

The Board of the Commission has approved nine key strategic goals. They represent present and future goals and are as follows:

1. Adequate and stable base budget funding necessary to carry out the agency’s mission and to accomplish yearly goals established as part of the strategic planning process.
2. The agency is highly respected for its work and is supported by the Governor, Legislature, the minority constituent population and citizens of South Carolina because they understand and support our mission.
3. Well-informed policymakers and leaders, i.e., the Governor, members of the General Assembly, agency heads and others, who are equipped with appropriate knowledge to bring about positive change regarding the problems and concerns of minorities in South Carolina. An increased interest, awareness, and sensitivity to the specific needs of various ethnic groups, **evidenced by the passage of public policies that better serve the needs of minorities and all citizens of the State.**
4. A first class research arm of the agency, capable of providing accurate, timely and pertinent information to state, local and other leaders in the area of research and planning for a **greater economic future.**
5. An informed public aware of the existence of the Commission and recognizes the Commission as the agency to contact regarding obtaining information and assistance related to minority issues.
6. Implementation of African American Strategic Plan that addresses systemic causes of poverty and deprivation.
7. Development and implementation of Strategic Plan of Action for the Hispanic/Latino community that addresses poverty and deprivation, in addition to specific cultural and linguistic issues.

8. Development and implementation of Strategic Plan of Action for the Native American community that unifies the community around meeting specific needs and bring them into the economic mainstream.
9. Initiate contact with other minority populations to identify and address any deprivation issues.

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

Opportunities:

- A. The enabling statute of the Commission affords the agency the authority to work with all minority populations which provides an opportunity for coordinated services, especially in those areas where the issues and problems related to deprivation and poverty are the same or similar.
- B. With the establishment of advisory committees for each group served through the Commission, it provides an opportunity for conversations among the groups to address issues that put the groups at odds with each other.
- C. Having all groups served by the same agency provides opportunity for the State's minority population to speak with one voice as they influence public policy issues that affect them.
- D. Funding can be used to assist all groups rather than having all groups competing for the same limited funding.
- E. The Commission serves as a think-tank within state government, which positions it to collaborate with other state entities on the same footing. The research function of the agency has been advanced significantly because of our contractual partnerships with higher education institutions.
- F. Acknowledgement by the General Assembly that CMA can assist when addressing issues uniquely associated with minority populations within the State, i.e., immigration, Pre-4 education, etc.

Barriers:

- A. The complexity of the issues and the solutions to resolving issues require expertise from many disciplines. Limited funding and positions make it difficult to address numerous systemic issues in an expeditious manner. More research dollars are needed so that studies are ongoing on many fronts that provide viable solutions to addressing poverty and deprivation.
- B. The lack of state specific data to the degree needed about each minority population to determine trends and benchmarks. **Data collection elements and distribution is controlled by other state entities. Getting access to the information can be problematic since our statute does not provide for this authority.**
- C. Complexity of addressing systemic socio-economic issues during times of decreased social and state funding.

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

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

**Section II – Organizational Profile:**

II-1. Products/Services

Method of Delivery

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

II-2. Customers

Requirements/Expectations

- Minority Populations
  - Treat with Respect
  - Help Obtain Services
  - Eliminate Obstacles and Barriers to Services
  - Provide Information
  - Minority Business Opportunities
  - Direct Help to the Poor
  - Help address problems in their community
- Organizations, i.e., nonprofits, churches, etc.
  - Consultation
  - Training
  - Help Obtain Funding
  - Capacity Building

- State Agencies
  - Assistance Reaching Minority Populations
  - Train Staff about Cultural Differences
  - Collaboration in Delivery of Services
  
- Legislature
  - Information and Data
  - Timely Response to Constituent Needs
  - Thoroughly Researched Policy
  - Recommendations
  
- CMA Board
  - Well Managed Agency
  - Programs that Meet the Needs of All Groups
  - Build Capacity to Help all Communities Prosper
  - Fairness
  
- CMA Staff
  - Fairness
  - Good Work Environment
  - Feedback/Evaluations
  - Bonus Pay and Recognition
  - Respect
  
- Local Leaders
  - Information and Data
  - Consultation
  - One-on-One Attention
  - Direction
  - Timely Response

II-3. Key Stakeholders (Other than Customers)

- Taxpayers of the State of South Carolina

II-4. Key Suppliers and Partners

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

II-5. Operation Location

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

## II-6. Number of Employees

- Unclassified 1
- Classified 7
- Temporary (Intermittent) 1
- Contractual -Varies

## II-7. Regulatory Environment

- Not applicable/Non-Regulatory

## II-8. Strategic Challenges

- Complexity of Working with Very Diverse Populations
- Cultural Differences
- Conflicting Issues Across Groups – Example: Immigration
- Small Staff and Budget to Cover Broad Array of Issues and Problems
- State Leadership Willingness to Address Issues Contributing to Poverty
- Apathy
- It's My Turn
- Lack of Collaboration Among State Agencies
- Lack of Data Collection by State Agencies
- Lack of Shared Data Collection Systems

## II-9. Performance Improvement System

In August 2006, the Commission held the first Statewide Minority Issues Conference, where participants were asked to provide feedback to the agency about the public's knowledge of the existence of the agency and what we do. The surveys clearly showed that most people have some limited knowledge of the work of the Commission. Those who did have knowledge were extremely impressed by the work of the Commission. This information will provide a benchmark from which to improve, in anticipation of better meeting the needs of the various customers/populations we serve. For the first time in the history of the agency, we have enough staff (8 persons) that can focus on aligning their work product toward meeting the standards of the Malcolm Baldrige performance excellence criteria. It will be incremental, but we now have for the first time program activity areas where a full time staff person is assigned, who can focus full time on improvements. We made significant improvements in the area of human resources management with the establishment of an Office of Human Resources. Additionally, the function has been upgraded and is coordinated by a skilled professional employee rather than a paraprofessional.

II-10. Organizational Structure

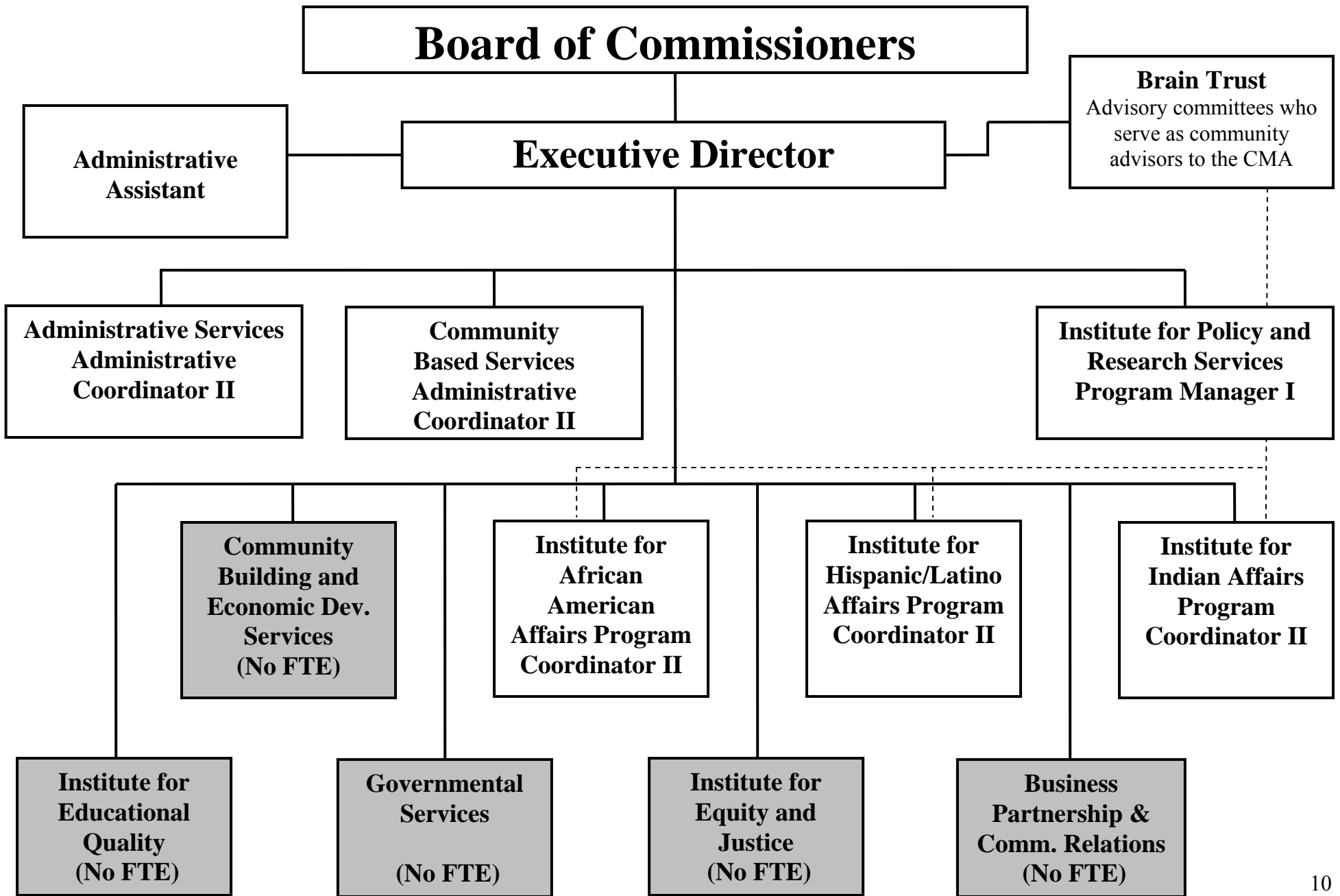
The Executive Director coordinates the work of the Commission on a daily basis, with oversight provided by a nine member Board of Commissioners. By State statute, the Board is required to meet a minimum of four times a year.

**Organization Chart  
As of June 30, 2007**

(See next page)



# **L46 - South Carolina Commission for Minority Affairs**



## Section III - Elements of Malcolm Baldrige Award Criteria

### Category 1 - Leadership

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

The Commission for Minority Affairs has a nine-member Board of Commissioners that provides oversight and assists with determining the vision and direction of the agency. Through the development of the agency's Strategic Plan and the Agency Head Performance Planning Process, the Board members assist the Executive Director with determining the short and long-term goals of the agency. The Executive Director regularly meets with the Program Coordinators individually and the staff collectively to deploy and communicate the short and long term directions through informal communication and staff meetings, as well as to constituent minority populations through yearly forums and meetings.

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

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

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

Each employee is expected to demonstrate ethical behavior through interactions internally

and with persons visiting or seeking assistance through the agency. It is a part of the culture of the organization. The agency has established policies regarding inappropriate office behavior. Teamwork is a critical part of this agency's culture and teamwork is possible because of the ethical behavior of all personnel associated with the agency. Additionally, all members of the Board and senior member staff received training on the Ethics Law during our agency retreat and strategic planning process.

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

On an ongoing basis, each Program Coordinator assigned to work with a specific minority population identifies the immediate need, i.e., the three major minority groups of the State, Hispanics/Latinos, Native Americans, and African Americans. Meetings with the leadership and grassroots constituents of these groups continue to be held regularly to keep the Commission focused on how to meet their needs. Three Advisory Committees were created to represent the interest of these populations. The Executive Director also regularly meets with members of the executive and legislative branches of government to ensure that the agency is providing the services expected by these customers and stakeholders.

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

The Commission serves as a catalyst to bring about needed change in public policies and programs that affect minorities. Prior to embarking on any initiative, the Commission solicits information from the minority group(s) that will be affected by the work of the Commission. This is done through the Advisory Committee process that we have built into our operations. For example, prior to introducing legislation to bring all minority groups under the oversight of the Commission, many meetings were held to discuss their needs and their expectations. We conducted research and presented that information to public policy makers and others who can bring about change. Oftentimes, we are not in control of how our research, reports and data are used to impact public policy or how persons may interpret the information presented to them. Certainly, we make every effort to report the information in a manner that highlights and supports our position on a given issue or policy. The media oftentimes presents information in ways that may bring about an unintended result, which may have a positive or negative impact. We can only make sure that the information presented is factual. What happens with it is often out of our control.

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

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

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

Goals	Key Performance Measures (Frequency)
Recurring State Funding/Legislative Support	<input type="checkbox"/> Adequate Funding (Yearly)
Catalyst for Increased Minority Programs and Services	<input type="checkbox"/> Passage of Positive Public Policies (Yearly) <input type="checkbox"/> Executive and Legislative Support (On-going) <input type="checkbox"/> Constituent Support for CMA (On-going)
First Class Research Division	<input type="checkbox"/> Benchmarked as an Industry Leader (On-going) <input type="checkbox"/> Increased Demand for Information and Services (Ongoing) <input type="checkbox"/> Research Partnerships with State Colleges and Universities
Recognized As a Clearinghouse for Minority Issues	<input type="checkbox"/> Benchmarked as Industry Leader (Ongoing) <input type="checkbox"/> Development and Placement of Statistical Data and Reports on Agency Website (Monthly, Quarterly, Annually, Ongoing) <input type="checkbox"/> Increased Demand for Information and Services (Ongoing) <input type="checkbox"/> Completion of Grant Proposals with State Agencies and Partners (Quarterly, Semi-Annually, Annually) - Ongoing

1.6 How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness and the effectiveness of management throughout the organization? How do their personal actions reflect a commitment to the organizational values?

As stated earlier in this document, the Commission has just begun the formal process of surveying constituent populations about their knowledge of the organization and the services we provide. Our performance review findings are primarily gathered informally from persons associated with the Advisory Committees. Based upon input from these committee members, we make every effort to respond in a timely manner to any concerns. We respond in a timely fashion to FOI Act requests and seek to provide openness in everything that we do. Honesty, respect for those with whom we serve, and a commitment to fostering positive change are foremost in the minds of management and staff on a daily basis.

Because of the size of the agency, no formal management assessment is conducted because of the issue of anonymity. The staff of eight work as a team and when there are problems

that need addressing related to management leadership or organizational performance, we usually discuss the problems and/or situation in private meetings and identify ways to make sure performance improves. This process affords the Executive Director the opportunity to identify those areas where better leadership, supervision and communication could have been provided. As a result, changes are made based upon the recommendations of all staff to ensure agency efficiency and effectiveness.

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

The Commission throughout the years has had only limited hiring opportunities. However, every effort has been made to hire people who bring with them many skill sets that can provide additional strength and future leadership capacity for the organization. Of the current eight employees, one is a state retiree and the Executive Director is in the TERI program. The Executive Director has begun the process of delegating more administrative responsibilities to other staff personnel to ensure that the agency will be in a position to make a smooth transition as senior staff leaves the agency. Also, three Coordinators are currently enrolled in management training programs – the Certified Public Manager Program, The Executive Institute, and the nationally recognized Education Leadership Fellowship Program.

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

Bonuses are regularly awarded to all employees for their contributions contributing to the success of the agency's efforts. Employees are given great flexibility to determine how to proceed with working with the populations they have been hired to serve. This allows for innovation. We still have a way to go in connecting the staff with the agency's strategic goals and their individual performance objectives.

- 1.9 How does senior leadership actively support and strengthen the communities in which your organization operates? Include how senior leaders and employees contribute to improving these communities.

Actively supporting and strengthening the communities in which we operate is part of our mission. We garner support from the populations at the local level. All communities of color hold events that support the needs of the community and as much as possible, the Commission through sponsorship and representation, attend and participate in as many of these activities as possible. Many of these events are in the evenings and weekends, which add to the work-week for staff. However, we encourage the staff to attend those events that are reasonable while maintaining enough time to spend with their own families. Attending powwows, festivals and other events held by the minority groups allow us to meet with the populations with whom we work, as well as provide an opportunity for us to expose more people to the work of the Commission in their communities. The agency head is often asked to speak at various meetings and to serve on committees that function to support and

strengthen communities of color. Also, the agency head chairs all the advisory committees of the Commission in order to make sure that issues and concerns are heard by senior management, thus increasing the likelihood that matters get the full attention of staff and others seeking to improve these communities of color.

## **Category 2 - Strategic Planning**

2.1 What is your Strategic Planning process, including KEY participants, KEY process steps, and how does it address:

- a. Your organization's strengths, weaknesses, opportunities, and threats;
- b. Financial, regulatory, societal and other potential risks;
- c. Shifts in technology or the regulatory environment;
- d. Human resource capabilities and needs;
- e. The opportunities and barriers you described in the Executive Summary, (question 4);
- f. Business continuity in emergencies;
- g. Your ability to execute the Strategic Plan?

Strategic planning is usually held once a year during the Board's Retreat and Strategic Planning meeting. During this retreat, board members receive detail briefings from the Executive Director and staff regarding our enabling legislation, and current activity and programs that support the mission of the agency.

Since the first Strategic Plan was developed in the late 90's and updated in 2001, the scope of work for the Commission has grown significantly. The current board and staff of the Commission will undertake the development of a new Strategic Plan September 30 - October 2, 2007. This process will be professionally facilitated by staff from the University of South Carolina's Institute for Governmental Research and Service. Items (a-g) above will be addressed.

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

As indicated above, we will be developing new action plans based upon the development of an updated Strategic Plan. These action plans will be developed by staff once the goals and objectives have been formally determined. The action steps will become part of the Employee Performance Management System and performance tracked through this formal process. As a part of the planning process, we will have to determine the number of staff needed to accomplish the goals and objectives as determined by the Board and staff. The allocation of current resources and efforts to obtain additional resources will be the responsibility of the Executive Director.

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

In the past, we have communicated and deployed strategic objectives, action plans, and

performance measures through informal discussions with staff personnel responsible for accomplishing the objectives. Formally, it became part of the Employee Performance Management System.

2.4 How do you measure progress on your action plan?

No formal system of measurement is currently in place. However, with the creation of a new Strategic Plan and the hire of the Program Manager for Policy and Research, setting up a system for measuring the success or lack thereof of the work of the agency is of top priority.

We know that progress occurs but we must determine the correct measurement tool and benchmark for each area of work. Efforts will be made to incorporate the Strategic Plan recommendations made during the September 30 – October 2 Board Training into the development of measurement tools and benchmarks for each area of work. These recommendations will be developed and approved during the 2007-2008 Fiscal Year.

2.5 How do your strategic objectives address the strategic challenges you identified in your Organizational Profile?

- Complexity of Working with Very Diverse Populations
- Cultural Differences
- Conflicting Issues Across Groups – Example: Immigration
- Small Staff and Budget to Cover Broad Array of Issues and Problems
- State Leadership Willingness to Address Issues Contributing to Poverty
- Apathy
- It's My Turn
- Lack of Collaboration Among State Agencies
- Lack of Data Collection by State Agencies
- Lack of Shared Data Collection System

The strategic objectives address only the most critical of the challenges noted such as lack of sufficient staffing and budget. The agency can perform very specific actions to eliminate this challenge. However, many of the challenges are abstract in nature and most often require staff to work around the challenges rather than attacking them head on.

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

We have not formally evaluated our informal process to date. Even though we have discussed our mission, goals and objectives yearly with the Board, the formal process to establish measurable goals will help to focus us during our yearly, monthly and weekly discussions with staff, both formally and informally.

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

The plan is not available on the website.



### Category 3 – Customer Focus

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

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

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

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

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

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

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

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

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

We regularly interact with the populations therefore, feedback is personal and up-front. When there are activities where a survey of satisfaction is appropriate, one is done. We use this information to help us not to repeat whatever a group may find unacceptable. However, to date, we have had only a few situations where our work was not considered outstanding when viewed from the big perspective of staff size and resources.

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

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

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

The Executive Director regularly meets with legislators and executive staffers in both the Executive and Legislative branches of government to establish and maintain positive relationships. This insures that they are in tune to the needs and requirements of these customers. Also, the Commission has formed collaborative partnerships with different organizations as a means to communicate and gain input on the needs of certain groups. Because the Commission does not have a designated staff person to work with every group that seeks our assistance, for example the local elected and appointed officials, we partner with other organizations to help meet their needs. Therefore, we work through organizations that already support these groups and contribute what we can to assist with specific efforts, such as the Black Mayor's Conference. This affords us an opportunity to learn about the needs of Black Mayors and to interact with them.

#### **Category 4 – Measurement, Analysis, and Knowledge Management**

Currently, the agency has no formal performance measurement system that captures performance data in a qualitative manner. The upcoming Strategic Planning session will help us accomplish this goal.

#### **Category 5 – Workforce Focus**

- 5.1 How do you organize and manage work: to enable employees to develop and utilize their full potential, aligned with the organization's objectives, strategies, and action plans; and to promote cooperation, initiative, empowerment, innovation and your desired organizational culture?

The work of this agency is organized around the specific groups that this agency was created to assist, and the support services that are needed to support the staff that provides the services to each group. Because each Program Coordinator has close ties to the community with which they work, they have the flexibility to work outside the traditional norms to meet the needs of their specific group, as well as demonstrate their own unique skills and abilities in working with these various populations. As a small staff, creativity and initiative are recognized and acknowledged through the bonus program available for us in State government. Teamwork is essential in this small organization and this is constantly reiterated to staff as projects unfold. This has allowed staff to demonstrate skills and abilities that may not show up in their performance during the normal daily work process. Professionalism is the standard within the organizational culture and employees who need direction in maintaining this standard are provided constructive assistance and counseling to ensure that the culture remains professional both internally and externally.

5.2. How do you evaluate and improve your organization's human resources related processes?

This is the first time in the history of the agency that we have a professional human resources function and officer. When an employee left the agency, it afforded us the opportunity to bring in a new employee with experience in this area. This year all personnel policies were updated and new policies added. A new orientation process was put in place and seminars of interest to current employees were held. To date, we have not formally put in place a process to improve on what we have now, but what we currently have is certainly an improvement from past years.

5.3 How do you identify and address key developmental and training needs, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation and safety training? How do you evaluate the effectiveness of this education and training and how do you encourage on the job use of new knowledge and skills?

Currently, the Executive Director supervises all employees of the agency. There are plans underway to change this structure due to agency growth. The Executive Director identifies a need and recommends appropriate training to meet the need. The Employee Performance Management System is used to document needed training. As stated earlier, several employees currently are involved in management/leadership training as a means to address succession planning. Additionally, a new employee orientation plan was created and has been used successfully. The first emergency/safety plan for the agency was recently developed by the Human Resources Officer and is ready for distribution to all employees. We will encourage demonstration of increased knowledge from training opportunities afforded employees. As of the writing of this document, employees have only begun their programs of study.

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

To date, it has not. If an employee lacks certain skills needed to perform the requirements of

an action plan, every effort will be made to attain additional training for the employee if that is the most cost effective means to get the plan implemented.

- 5.5 How does your employee performance management system, including feedback to and from employees, support high performance and contribute to the achievement of your action plans?

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

- 5.6 How do you motivate your employees to develop and utilize their full potential?

We provide room for employees to demonstrate their interest and to take the lead on projects that demonstrate their full potential. We regularly use the bonus program to show our appreciation for their initiative and hard work. We uphold a high standard of professionalism that will benefit any employee should they leave the agency to take another job. We afford employees the opportunity to attend training that will help them develop their work skills.

Because we are small, we know when an employee is not satisfied and/or lacks motivation. When we determine that this is the case, we meet with the employee to determine what needs to be done to help the employee be happy, as well as become more productive and motivated. If we cannot meet the needs of the employee, we recommend outside help. Additionally, we work hard to maintain an environment where each employee will want to come to work.

- 5.7 What formal and/or informal assessment methods and measures do you use to determine employee well being, satisfaction, and motivation. How do you use other measures such as employee retention and grievances? How do you determine priorities for improvement?

We have no formal surveys or assessment tools to date. However, employee attendance, use of sick leave, terminations and grievances all point to problems in the workplace. Attention is given to the use and occurrence of all of these to determine employee satisfaction. Because we are small, formal numerical instruments have not been used in the past. However, we are growing and use of these instruments may be more statistically appropriate.

- 5.8 How do you maintain a safe, secure, and healthy work environment? (Include you workplace preparedness for safety and disasters.)

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

of any problems as well as to notify them of work schedules and any other relevant information. As stated earlier, the agency is in the process of issuing its first formal policy on emergency/safety issues. This plan covers medical, fire, severe weather, bomb threat, extended power loss, and workplace violence.

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

**Category 6 - Process Management**

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

**Category 7 - Results**

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

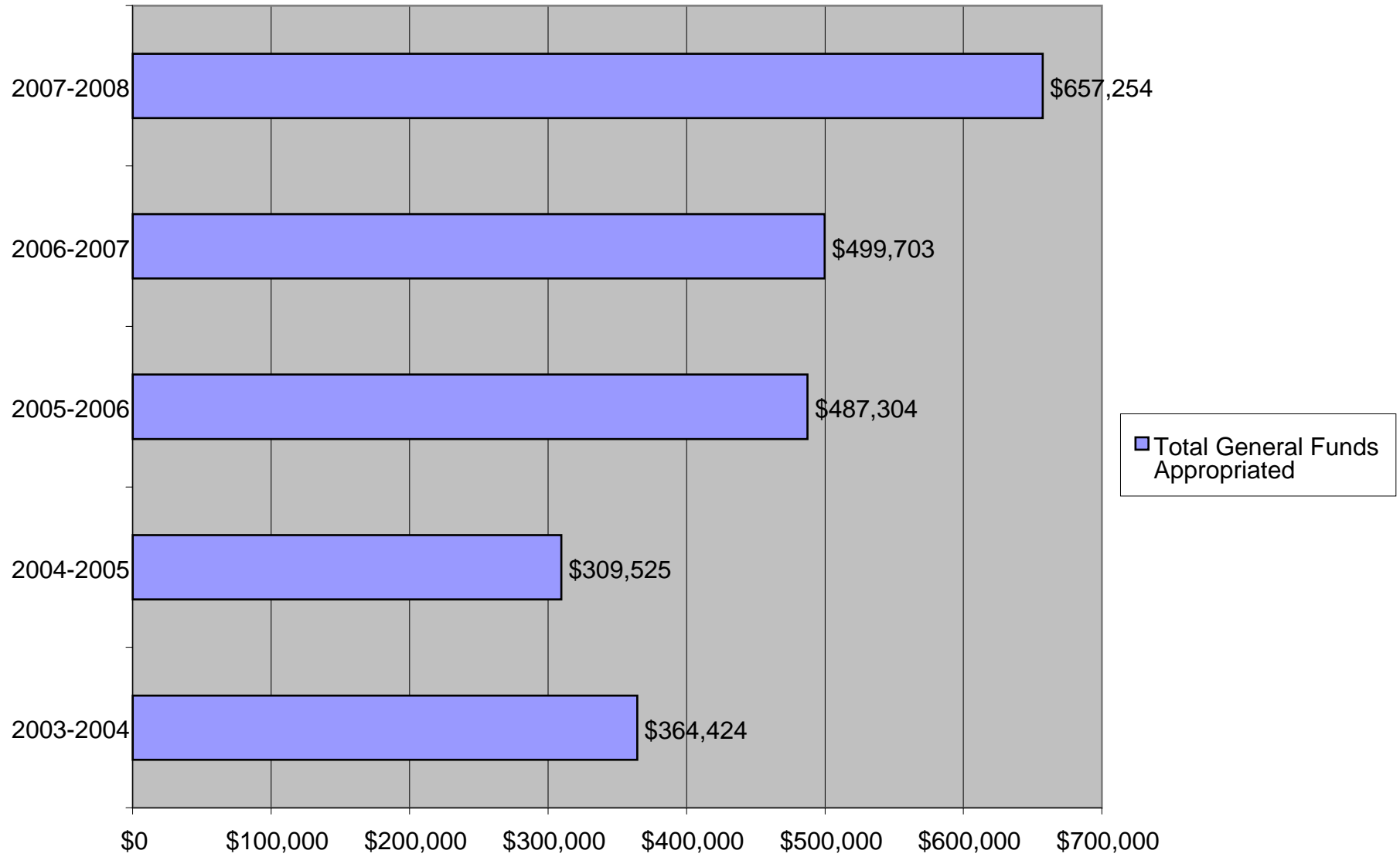
Goals	Key Performance Measures (Frequency)
Recurring State Funding/Legislative Support	<input type="checkbox"/> Adequate Funding (Yearly)
Catalyst for Increased Minority Programs and	<input type="checkbox"/> Passage of Positive Public Policies (Yearly)

Services	<input type="checkbox"/> Executive and Legislative Support (On-going) <input type="checkbox"/> Constituent Support for CMA (On-going)
First Class Research Division	<input type="checkbox"/> Benchmarked as an Industry Leader (On-going) <input type="checkbox"/> Increased Demand for Information and Services (Ongoing) <input type="checkbox"/> Research Partnerships with State Colleges and Universities
Recognized As a Clearinghouse for Minority Issues	<input type="checkbox"/> Benchmarked as Industry Leader (Ongoing) <input type="checkbox"/> Development and Placement of Statistical Data and Reports on Agency Website (Monthly, Quarterly, Annually) - Ongoing <input type="checkbox"/> Increased Demand for Information and Services (Ongoing) <input type="checkbox"/> Completion of Grant Proposals with State Agencies and Partners (Quarterly, Semi-Annually, Annually) - Ongoing

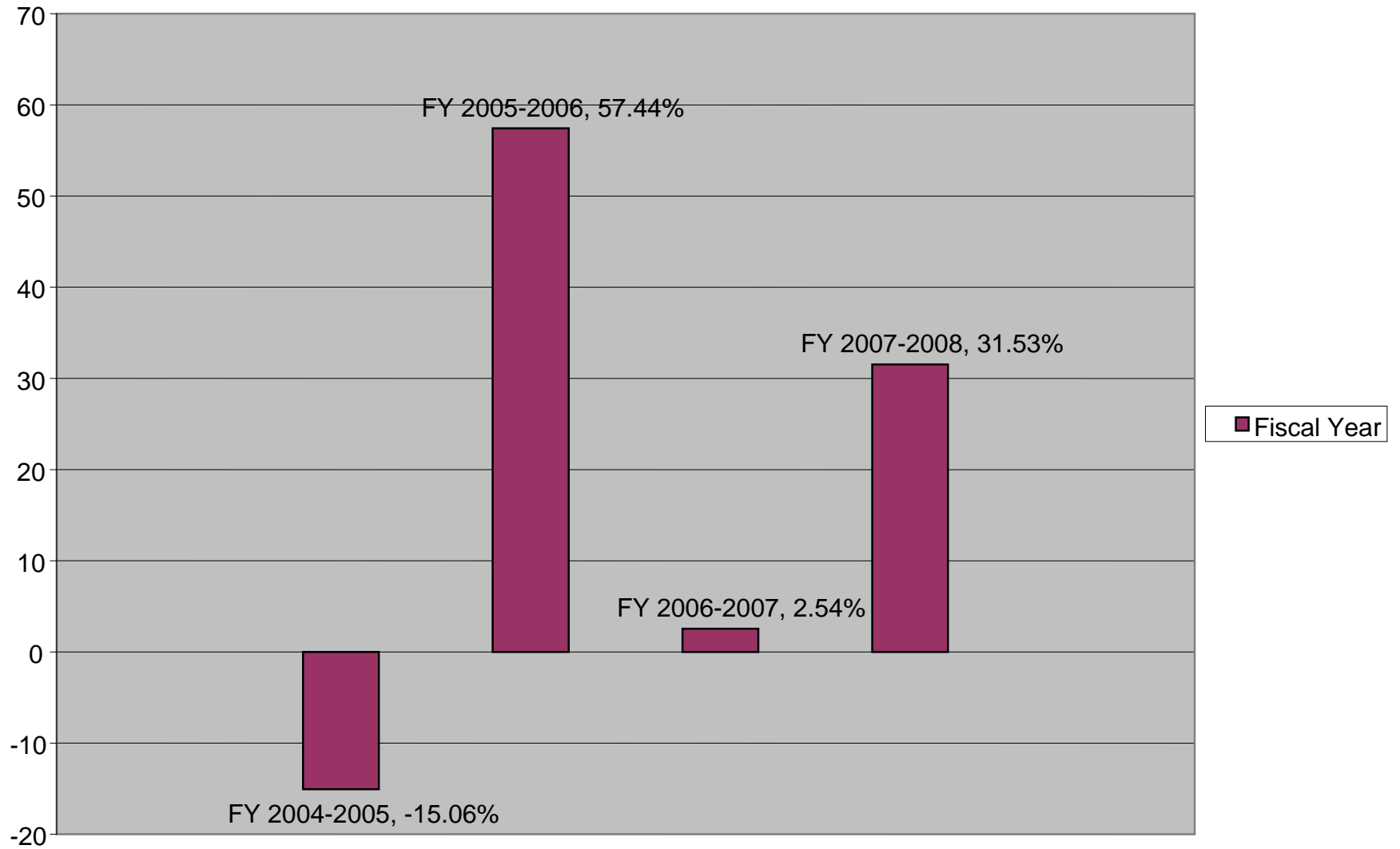
**Key Performance Levels and Trends**

A. Adequate Funding – See progression of funding for agency over the past five fiscal years. This increase in funding relates back to Section I – Executive Summary, Item I-3/ Key Strategic Goals for Present and Future Years. Charts 7.1-1 and 7.1-2 show the increase in legislative funding to support the work of the Commission to accomplish its mission.

**Chart 7.1-1: Total CFMA General Fund**



**Chart 7.1-2: Percent Growth in General Fund Appropriations to the**





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

<u>Legislation</u>	<u>Status</u>
✚ Bill Amending CMA Statute - Include All Ethnic Minorities in State	Passed – June 2003
✚ Native American State Recognition	Passed – June 2004
✚ Education and Economic Development Act Personal Pathways to Success	Passed – June 2005
✚ SAVE Proviso (Student Achievement and Vision Education)	Vetoed – June 2007
✚ S392/H3032 Immigration Bills	Pending
✚ SAVE Proviso (Student Achievement and Vision Education)	Resubmitted

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

- C. Executive and Legislative Support – As indicated by the budget chart and the legislative profile of activity, the Commission has the support necessary to effectuate change.
- D. Constituent Support for CMA – We did not have in place a survey document or mechanism to measure constituent support. However, we had close to 400 people in attendance at the 2006 Statewide Minority Issues Conference. By all indications, all populations were pleased with the work of the Commission.

All Advisory Committees met over the course of the fiscal year and communicated their issues and concerns to the staff. This is important because we cannot achieve our mission unless we are engaged in dialogue with the communities served by the agency. Building trust takes time with each community. Overall, the dialogue with the Native American community remained steady during the fiscal year. The dialogue with the Hispanic/Latino community increased significantly because of the increased debate nationally and locally about illegal immigration.

Much work remains to be done within the African American community to engage the leadership and to form cohesiveness. This remains the largest of the minority populations and as such is more aligned to various established affiliations. This makes obtaining change difficult.

- E. During the last 2006-2007, the Commission began the process of establishing the agency as an industry leader, the single point of contact, and clearinghouse for statistical data and reports regarding minority populations. The agency was able to develop formal ties with major state agencies that produce statistical data and provide agency reports to other state agencies and the public. These outcomes are summarized in the chart below.

<b><u>Name of State Agency</u></b>	<b><u>Outcome Measure</u></b>	<b><u>Date Established, (Frequency)</u></b>
SC Budget and Control- Office of Research and Statistical Services	State, County, Zip Code and Place Level Census Data Interagency Database Census Maps	October 2006, Ongoing January 2007, Ongoing
SC Department of Health and Environmental Control	Vital Statistics Data	November 2006, Ongoing
SC Department of Corrections - SLED	County Level Corrections and Crime Statistics	November 2006, Ongoing
SC Office of Minority Health	Health Statistics – Minority Statistics	November 2006, Ongoing
SC Department of Education	Education Statistics	February 2007, Ongoing
SC Children’s Law Office	Juvenile Justice Minority Statistics	October 2006, Ongoing
SC Department of Social Services	State, County, Family Independence – Temporary Assistance To Needy Family Statistics – Foster Care Statistics	March 2007, Ongoing

Additionally, the Commission continued to coordinate the collection of statistical data through the formation of multi-agency partnerships. During the FY2007-2008, a major effort will be made to work closely with the SC Budget and Control Board - Division of Research and Statistical Services Interagency Data System Initiative. This initiative seeks to develop a cooperative agreement between the Budget and Control Board and participating state agencies to exchange data and work together to address issues impacting the citizens of South Carolina.

A second effort undertaken during FY2006-2007 was to establish the agency as a first class Research Institute. The Commission developed a research partnership with two units at the University of South Carolina: (1) the Darla Moore School of Business; and (2) the Consortium for Latino Immigration Studies. Through this research partnership, the Commission funded the first comprehensive study that examines the impact of the

growth of the Hispanic/Latino population in South Carolina. The report entitled, *The Economic and Social Implications of the Growing Latino Population in South Carolina*, was released August 30, 2007 and is available on the Commission's website at: <http://www.state.sc.us/cma>.

Additionally, a Memorandum of Agreement (MOA) between the Commission and the USC - Institute for the Partnership to Eliminate Health Disparities within the Arnold School of Public Health was signed. The MOA focuses on a partnership between the two organizations to conduct research and develop policies to address the health concerns of minority populations. In addition, the partnership agreement focuses on efforts to write grants and related proposals. Similar efforts will be undertaken during 2007-2008 to form new partnerships with each of the state's Historically Black Colleges and Universities and to continue to develop research partnership with each of the state's three research universities.

- F. An Outcomes Reporting Process to capture the results of performance levels and trends was conceptualized. Portions of this work will be incorporated into the overall agency's Strategic Planning Process and accountability effort in FY 2007-2008.
- G. The agency increased its efforts to identify relevant statistical data and reports for each minority population served. Identification and selection of appropriate statistical data products to be placed on the agency's website was identified. Additional funding for the acquisition of a larger file server and related computer hardware and software to store the newly created data and reports was approved by the General Assembly and included in the FY2007-2008 budget.
- H. The addition of new staff during FY2006-2007 allowed the agency to focus on the development and writing of grant proposals totaling approximately \$1,450,000. These four grants focused respectively on addressing increase educational outcomes, eliminating health disparities among never-screened or rarely screened women, improving emergency preparedness in vulnerable Hispanic and Native American communities across South Carolina, and increasing minority contract awards through improved minority business development opportunities with state government. As of the completion of this Accountability Report, the agency has yet to receive notification of any potential grant awards. These grant funding decisions are typically made during the last two weeks of September, and will be discussed during the next Accountability Reporting period.

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

Our key measure for customer satisfaction is currently based upon word of mouth feedback and customer interaction with the agency. Over the past two fiscal years, we have built relationships with three groups, namely African Americans, Native Americans and Hispanics/Latinos to determine what the community performance expectations include. This on-going work has led to the passage of legislation expanding the scope of the agency and

created new regulations for the agency. It was the support of our customers that helped secure the passage of both pieces of legislation. The agency has not to date instituted a formal performance measurement system that is distributed to our customers on a regular bases. However, for the past two fiscal years, the Commission held conferences where the focus was centered on the needs of the various populations. The evaluation tool for each conference indicated that each group benefited tremendously from these opportunities for partnership, cooperation, and collaboration.

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

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

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

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

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

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

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

	<b>Base Budget</b>	<b>Reductions</b>	<b>Customer Base</b>
FY 2000	\$437,405.00		AA
FY 2001	\$447,563.00		AA, Hispanic
FY 2002	\$437,881.00	-\$37,526.00	AA, NA, Hispanic

FY 2003	\$364,424.00	-\$40,466.00	All Ethnic Minorities
FY 2004	\$309,525.00	-\$51,255.00	All Ethnic Minorities
FY 2005	\$487,304.00		All Ethnic Minorities
FY 2006	\$499,703.00		All Ethnic Minorities
FY 2007	\$657,254.00		All Ethnic Minorities

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

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

The scope of the Commission’s work is statewide and affects not only the well being of minorities, but also all citizens of the State. In spite of our small staff size, the Commission’s performance levels continue to be exceptional. We saved the state significant cost in personnel and administrative overhead by contracting for research services rather than hiring staff. Additionally, we saved \$5,000 in software cost this fiscal year by simply partnering with the University of South Carolina and using their licensure agreement as a partner to purchase high end software.

We have had private sponsorship dollars to cover significant portions of the cost for conferences. This has saved the State approximately \$20,000.00 in just the current fiscal year. The Commission makes every effort to be responsible with the resources given to the agency.

- 7.4 What are your performance levels and trends for the key measures of Human Resource Results (i.e., work system performance, employee learning and development, employee well-being, employee satisfaction, diversity, and retention)?

The Commission has had a history of doing more with less. Due to budget cuts, in FY2003-2004, the agency had only four employees, including the Executive Director. As of FY 2006-2007, the Commission has funding for all eight FTE’s. Two new FTE’s will be added in FY07-08 making a total of 10 positions. There was no employee turn over during the FY6-07 year of this report. We have one of the most diverse populations in State government: Five African Americans, one Caucasian, one Caucasian/Hispanic, and one Native American. Employment with the agency spans the period one year up to 25 years.

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

Not Applicable to the Commission.

## Accountability Report Appropriations/Expenditures Chart

### Base Budget Expenditures and Appropriations

Major Budget Categories	FY 05-06 Actual Expenditures		FY 06-07 Actual Expenditures		FY 07-08 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$229,536.48	\$229,536.48	\$326,070.00	\$236,070.00	\$486,096	\$396,096
Other Operating	\$168,628.14	\$168,628.14	\$403,795.00	\$186,795.00	\$371,178	\$154,178
Special Items						
Permanent Improvements						
Case Services						
Distributions to Subdivisions						
Fringe Benefits	\$76,140.18	\$76,140.18	\$100,838.00	\$76,838.00	\$130,980	\$106,980
Non-recurring						
<b>Total</b>	\$ 474,305	\$ 474,305	\$ 830,703	\$ 499,703	\$ 988,254	\$657,254

### Other Expenditures

Sources of Funds	FY 04-05 Actual Expenditures	FY 05-06 Actual Expenditures
Supplemental Bills		
Capital Reserve Funds		
Bonds		

### Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 05-06 Budget Expenditures	FY 06-07 Budget Expenditures	Key Cross References for Financial Results*
I. Administration	All program activities related to African Americans, Hispanic/Latinos, Native Americans, and other ethnic groups. Also, all administration operations of the agency.	<b>State:</b> 398,164.62 <b>Federal:</b> <b>Other:</b> <b>Total:</b> 398,164.62 <b>% of Total Budget:</b> 88%	<b>State:</b> 729,865.00 <b>Federal:</b> <b>Other:</b> <b>Total:</b> 729,865.00 <b>% of Total Budget:</b> 88%	7.3
II. Employee Benefits	Fringe benefits program for all employees of the agency.	<b>State:</b> 76,140.18 <b>Federal:</b> <b>Other:</b> <b>Total:</b> 76,140.18 <b>% of Total Budget:</b> 12%	<b>State:</b> 100,838.00 <b>Federal:</b> <b>Other:</b> <b>Total:</b> 100,838.00 <b>% of Total Budget:</b> 12%	7.3
		<b>State:</b> <b>Federal:</b> <b>Other:</b> <b>Total:</b> <b>% of Total Budget:</b>	<b>State:</b> <b>Federal:</b> <b>Other:</b> <b>Total:</b> <b>% of Total Budget:</b>	
		<b>State:</b> <b>Federal:</b> <b>Other:</b> <b>Total:</b> <b>% of Total Budget:</b>	<b>State:</b> <b>Federal:</b> <b>Other:</b> <b>Total:</b> <b>% of Total Budget:</b>	
		<b>State:</b> <b>Federal:</b> <b>Other:</b> <b>Total:</b> <b>% of Total Budget:</b>	<b>State:</b> <b>Federal:</b> <b>Other:</b> <b>Total:</b> <b>% of Total Budget:</b>	

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

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



## Strategic Planning

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 06-07 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures*
I. Administration	Increased research capacity	Agency obtained and hired Program Manager - Policy and Research; additionally, agency negotiated contractual agreement to study economic impact of Hispanics in the State. The Hispanic Study was completed and released to the public August 30, 2007.	7.3
I. Administration	Implementation of African American Strategic Plan	Coordinated Parent Involvement Initiative; continued work on overseeing the implementation of EEDA 2005, and served on four of the five implementation subcommittees to ensure positive impact on minority students.	7.2
I. Administration	Development and implementation of Strategic Plan of Action for Hispanic /Latino community.	Worked with the South Carolina General Assembly to draft immigration. Held first Statewide Minority Issues Conference which addressed the plight of the growing Hispanic/Latino population and their impact on other minority populations in the State.	7.2
I. Administration	Development of and implementation of a Native American Strategic Plan	Began the process of refocusing the leadership of the Native American population towards community needs assessment as a means to move the community forward. Preliminary planning was begun. Partnered with DHEC to implement Pandemic Awareness campaign.	7.2
I. Administration	Initiate contact with other minority populations to identify deprivation issues.	The Administrative Program Coordinator successfully convened discussions with the Asian population, specifically, the Korean community. Plans are ongoing to establish an Asian American Advisory Committee.	7.2
I. Administration	Adequate and Stable Base Budget Funding	Initial goal to have representatives on staff that can communicate with the various community groups has for the most part been accomplished. Focus is now moving toward addressing specific issues known to contribute to poverty and deprivation.	7.3
I. Administration	Contractual Public Relations Program	Despite no additional full-time personnel or contractual services, the presence of Program Coordinators has served to increase the awareness of people about the work of the agency. However, much remains to be done in this area.	N/A

\* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.