



2012 Annual Report

Submitted to

Governor Earl Ray Tomblin

&

Joint Committee on Government and Finance

Submitted by

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MESSAGE FROM THE EXECUTIVE DIRECTOR



It is a pleasure to present to you the 2012 Fiscal Year Annual Report for the Herbert Henderson Office of Minority Affairs (HHOMA) that reflects the work that has begun during my four-month tenure. It is an honor and a privilege to be appointed by Governor Earl Ray Tomblin as the first Executive Director for the office that functions as part of the Governor's Cabinet.

In keeping with the spirited late Civil Rights Attorney, Herbert Henderson, and his lifelong quest for equal rights for all human beings; it is my intent to work diligently in the ongoing efforts for both civil and basic human rights that foster equity for the minority citizens of this state.

This office and will provide a forum for open dialogue on issues that affect minorities in West Virginia, develop strategies that promote equity and make recommendations on how we can improve life here and improving programs and services to serve our minority groups' needs.

This Annual Report and subsequent reports will serve to highlight the continuous commitment to equity for the citizens throughout the state who are discriminated against and/or do not receive or have access to the programs and services that are readily available to non-minorities.

Respectfully,

Carolyn L. Stuart, Ph.D.
Executive Director
Herbert Henderson Office of Minority Affairs

VISION, MISSION, VALUES, AND GOAL STATEMENTS

MISSION: The Herbert Henderson Office of Minority Affairs (**HHOMA**) is to provide a forum to discuss issues and concerns of minority communities and assist with efforts to develop strategies to improve the delivery of services to minorities.

VISION: HHOMA envisions acceptance and involvement as **Equally Qualified, United, Innovative, Transformers, Yearning for equality in programs and services for minorities across the state.**

DIVERSITY: HHOMA is committed to fostering diversity by encouraging and modeling an environment of inclusion where individuals' differences are respected, appreciated, and celebrated.

VALUES: HHOMA promotes the following values:

Integrity – We are committed to building trust with minorities through honesty, fairness, consistency, and follow-through.

Leadership – We are committed to supporting minorities in their quest for equity and equality.

Collaboration – We are committed to sharing knowledge and resources that builds statewide partnerships among minority citizens, government, and private entities.

Responsiveness – We are committed to providing programs and services in a dignified, respectful, nondiscriminatory manner.

Accountability – We are committed to prudently managing the activities of the office.

GOAL & OBJECTIVE

- GOAL:** The overarching goal is to make recommendations to the Governor and Legislature related to policies that affects the minority population of our state.
- OBJECTIVE:** The main objective of the office is to serve as an advocate to the minority communities and as liaison to the Governor regarding issues affecting minorities across the state.

STRATEGIC GOALS

The HHOMA has identified six areas targeted as priorities for the office.

1. **Education** – Participate in and/or convene forums for discussions with the Department of Education, Community and Technical College System of WV, Higher Education Policy Commission, Superintendents, Higher Education Presidents, and constituents to develop best practice strategies to improve the educational outcomes for the children of our state.
2. **Workforce Development** – Develop collaborative partnerships to foster the implementation of the Workforce Development Legislation in the manner intended.
3. **Minority Health** – Collaborate with the Department of Health and Human Resources (DHHR) and its Bureau for Public Health (BPH) to have a fully staffed Office of Minority Health that will offer programs and services to minorities throughout the state.
4. **Social Service** – Facilitate collaboration among state, non-profit, public, and private sector agencies to identify the needs of minority communities, identify gaps in services and develop strategies to provide needed services and programs.
5. **Justice** – (i.e., adult and juvenile) – Collaborate with various partners to develop programs that promotes justice equity for minorities entering, serving sentences, and/or leaving the justice system.
6. **Economic Development** – Collaborate with federal, state, and local government and with the private and public sector on efforts to promote economic development opportunities and initiatives.

2012 HIGHLIGHTS

- Governor Tomblin appoints Executive Director (i.e., Carolyn L. Stuart, Ph.D.)
- Invited Activities
 - Keynote Speaker (Branch & Youth Council, Williamson Branch NAACP)
 - NAACP Events (10/20/12, 11/16/12, 12/8/12, 1/12/13, 1/13/13)
 - Human Rights Commission (HRC) Events (10/18/12, 12/13/12)
 - State Public Health System Assessment (11/27-30/12 & 12/06/12)
 - Student Chapter of the NAACP and Charleston Institute Chapter of Delta Sigma Theta Sorority, Inc. First Presidential Debate Watch (10/03/12)
 - Mountaineer Energy Forum (9/27/12)
 - Reconnecting McDowell Fall Partner Meeting (9/20/12)
 - Charleston Area Alliance; Inclusion=Innovation (12/19/12)
- Committee Service
 - Reconnecting McDowell
 - Justice Reinvestment
- Partnerships
 - DHHR
 - HRC
 - Military Affairs and Public Safety (MAPS)
 - Major General Hoyer

FINDINGS

To date, meetings have been held with seven of the nine Cabinet Secretaries. The Chancellors of the West Virginia Higher Education Policy Commission and Community and Technical College System of West Virginia, the Commissioner of the Bureau of Senior Services and the Executive Director of the Herbert Henderson Office of Minority Affairs (HHOMA) are included in the Governor's Cabinet. Due to time constraints, day-to-day operations that have to be addressed, prior commitments, etc., I was not able to meet with the Department of Administration and Environmental Protection Cabinet Secretaries. I was not able to meet with the Chancellors or the Commissioner. Presented below are the findings from the meetings.

I met with the Cabinet Secretaries in an effort to learn first-hand what each department does and what programs and services are available for minorities through their respective departments. How each department views diversity and what strategies they have in place for effectively dealing with minority issues, what impact each department has on minority communities and their presenting issues, and to ascertain how each Secretary perceives her or his department in terms of public opinion were some of the issues discussed. I also wanted to educate the departments on what HHOMA's charge is and to discuss partnerships that would be beneficial to both agencies. In speaking with each Cabinet Secretary, I received the utmost respect. The discussions were candid and with the exception of one, the Cabinet Secretaries seemed to be aware of the issues that we discussed. One Secretary reported not being aware of some of the issues I presented. By the end of each meeting, with the exception of one department, there were some strategies identified that would be implemented immediately.

AVAILABILITY OF STATEWIDE PROGRAMS AND SERVICES FOR MINORITIES

After meeting with the Cabinet Secretaries and subsequently with Deputy Secretaries, Commissioners and Directors, it was clear that there is a lack of programs and services that are specifically aimed at serving minorities, and, that there is little minority representation in positions that inform policy. There are some Small Business Development Programs such as Disadvantaged Business Enterprise (DBE). While legislation was passed to put into place the Office of Minority Health, the office has never been established.

In an October 17, 2011 document, it was reported that The Bureau for Public Health (BPH); a division of the Department of Health and Human Resources (DHHR) was reorganized approximately three years ago. Since that time, there has been a vacant position for a Public Health Advisor for Minority Health and Health Disparities. The only funded program that is currently in existence is the Racial and Ethnic Approaches to Community Health across West Virginia (REACH WV) program. This five-year program expired in September 2012. In a meeting with Associate Director Chuck Thayer and Deputy Commissioner Nancye Bazzle of the PBH, it was reported that REACH does not specifically target minorities; the targeted population is economically disadvantaged. In addition, it was reported that minority groups would most likely be served as many fall into the economically disadvantaged category. The message from the conversation and from the October 17, 2011 document conflict in that the document states “The main focus of REACH WV is to use a community based participatory approach to develop programs and interventions to affect policy and systems changes by addressing the social conditions that impact the health of our minority citizens.” Funding is an issue in establishing the Office of Minority Affairs and subsequent meeting are necessary to address this issue.

West Virginia has numerous programs and services currently in existence that would effectively serve minorities. The problem lies in the lack of coordination. Within agencies, across agencies and with state and federal programs and services the coordination efforts are in some cases nonexistent. As a result, funds go to new programs and services, creating duplication of efforts. A common theme regarding those programs and services is that they are difficult to access by many minority groups. Access is moving toward the technology age, which poses a problem in minority communities due to unavailability of technology in those communities. The unavailability could be the result of the rural terrain of the community or to economic disadvantage.

AVAILABILITY OF FUNDING FOR PROGRAMS AND SERVICES FOR MINORITIES

Legislation is passed to address minority issues. The legislation is not implemented due to funding, and when there is some funding to implement legislation, there are insufficient human and financial resources available to provide effective programs and/or services. Legislation often has attached to it the caveat of seeking funding to maintain the operation of the office. This is evidenced by the legislature budgeting \$176,000.00 for the HHOMA. The budget is for two staff, programs and services and the operation of the office to include supplies travel, advertisement and promotion, printing, lodging, etc. In this instance, the salaries of the Executive Director and Administrative Assistant are just below 3/4s of the total budget. The budget has a direct bearing on the caliber of employees hired and the types of services provided. Staff assumes more duties

that lead to burnout and high turnover rates. When agencies/departments such as mine are responsible for securing funds to keep the office operating, it opens the door for scrutiny regarding the effectiveness of the office.

PLANNING, DELIVERY AND EVALUATION OF PROGRAMS AND SERVICES FOR MINORITIES

In an effort to provide programming that promotes diversity and cultural and ethnic sensitivity, there has to be a concentrated effort to have a planning team that is culturally, ethnically, and regionally diverse. Such a team would include more than just racially diverse individuals. Relationship building to develop trust is a first step in the planning process. Needs Assessments are critical to the planning of minority programs and services, as they allow all stakeholders to have a voice in every aspect of the program/service.

Minority groups receive and participate in minority programs and services best when provided by individuals that resonate with minority groups. The individual does not have to be part of the minority group, but instead has to exhibit empathy and knowledge of the group. Having one person seen as speaking for all minorities does not lend itself to collaboration, partnerships, and wide spread community building. Listening and following-up are two of the most effective delivery tools for use with not only minority groups, but with any group.

Evaluation of minority programs and services appears to be an area that needs closer examination. In looking at existing programs and services, the evaluation methods vary greatly, there is a lack of rigorous evaluations and the same evaluators examines the program year after year. This contributes to evaluator bias as well as highlighting the more positive aspects while downplaying the areas that need to be improved.

DISTRIBUTION OF RESOURCES

Financial resources are concentrated in specific areas. Justification for such distribution of wealth is based on population. With population the deciding factor, there is an unfair advantage to less populated counties. Other justifications include the proximity to state government and being the capitol city. It is difficult to conclude the effectiveness of other areas of the state because funding opportunities may be written in a manner that favors a specific area.

RECOMMENDATIONS

After meeting with various individuals to identify the issues that minorities face regarding programs and services, there are 13 recommendations put forth for consideration. The recommendations are as follows:

1. To build public trust and confidence regarding minority affairs and the fostering equity in programs and services for minorities across the state, begin at the level of the Governor's Office by developing a diversity statement. This shows the support and commitment the Governor has regarding diversity, equality, and equity for minority groups across the state. There is no financial cost associated with this recommendation. Gaining the public's trust and support is invaluable.
2. Governor's staff would participate in annual diversity trainings. The Division of Personnel and other agencies such as Equal Employment Opportunity Council could be looked to provide such trainings with no costs associated.
3. Establish a multicultural diversity commission comprised of leaders from around the state with expertise in the areas of justice, social services, education, workforce development, economic development, and health. Ensure that consumers of services are part of the commission. Convene monthly conference calls. Convene quarterly meetings in a different region each quarter. Set length of service of the commission members to four-year appointments in an effort to get input from a variety of community leaders. The four-year term helps to avoid the appearance of the same few community leaders speaking for the state's minority population. This team would provide direction regarding planning and delivery of services to minority communities. Planning, implementation and evaluation would be sub-committees of the commission. Current best practice evaluation methods need to be identified and the most appropriate methodology utilized for the program/service being evaluated.
4. Legislative audits and the Office of Research and Strategic Planning can be used for evaluating programs and services.
5. Through legislation, allocate funds that ensures programs and services are provided in an effective manner. This will eliminate ending programs and services due to inability to secure outside funding.

6. Assemble a team that would include a grant writer, grant administrator and a financial officer with a proven record of accomplishment in identifying, applying for, and receiving funding. Local, state, federal, public and private sectors and foundations would be potential funding sources. The team would be responsible for submitting proposals for various state agencies. Individual agencies that have the expertise and staffing could continue to seek their own funding. There are a number of options to explore to develop a team that can be assembled with no additional costs associated with this recommendation. By identifying current state employees who have the skill set and proven record of accomplishments, a team is assembled at no cost. Should a skilled team not be available through already existing staff, develop contracts with agencies who seek the team's services as a way to fund the team. Contract funds will come from existing agency budgets and will cover salaries. Each agency contract with the team and that money is used to cover salaries is a third option.
7. DHHR would serve as the state's information and referral clearinghouse for state programs and services to include contracts, small business development, workforce development, and procurement. Staffing would come through already existing staffing. Staff would be responsible for keeping abreast of the current programs and services available, areas served, populations served, and criteria for participation. Linkage and referral would occur and outcomes tracked. Tracking would generate statewide data regarding information dissemination, access to services, participation in services, and overall satisfaction with the effectiveness of the information and referral clearinghouse. No additional costs are associated with this recommendation.
8. Hold agencies responsible for enacting legislation to include funding programs and services whose target population is minorities. Require agencies to be open and transparent through regular updates regarding the status of funding. Convene stakeholder meetings to develop strategies for enacting legislation. Examine current programs and services that may already address the needs and that will eliminate duplication of efforts and add no additional financial needs.
9. Require the Department of Health and Human Resources to put into place the Office of Minority Health. Require financial and human resources be in place to provide services effectively. Identify a skilled work force for the office. This recommendation would have an associated cost of \$200,000.00-\$300,000.00.
10. The addition of a Deputy Director for the HHOMA would allow the Executive director to convene more forums around the state while the Deputy Director could carry out day-to-day activities. The Deputy would stand in for the Executive Director in all business matters. This would help with the efforts to have a statewide presence. This recommendation would come with a cost of \$50,000.00-\$60,000.00 that includes all benefits.
11. Amend legislation that the HHOMA will provide funding to organizations.

12. Amend legislation in an effort to provide opportunities for programs and services throughout the state.

13. Use criteria other than population to give the entire state an opportunity to implement programs and services to various areas throughout the state.

There are a sufficient number of programs and services available throughout the state that can be reorganized to include a more specific focus on minorities without adding the significant financial burden of funding new programs. Reallocation of funds, appropriate staffing, rigorous evaluations and departmental oversight is critical to begin the reorganization process. Intradepartmental and interdepartmental efforts will be required. Consumer input throughout the entire process is needed.