



STRATEGIC PLAN

FISCAL YEARS 2013-2017

Texas Commission on the Arts

Investing in a Creative Texas

TEXAS COMMISSION ON THE ARTS STRATEGIC PLAN

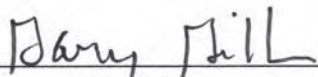
For the Fiscal Years 2013-17 Period

by

Texas Commission on the Arts

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David C. Garza	10/5/05 – 08/31/17	Brownsville
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June 22, 2012

Signed: 
Gary Gibbs, Executive Director

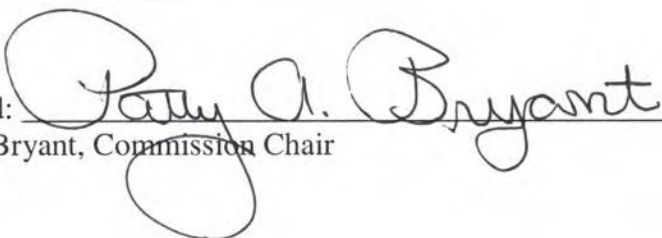
Approved: 
Patty A. Bryant, Commission Chair

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INTRODUCTION

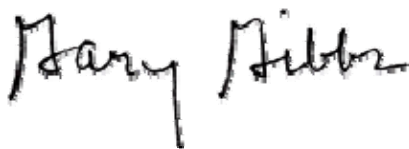
The mission of the Texas Commission on the Arts (TCA) is to advance our state economically and culturally by investing in a creative Texas. With this in mind, TCA used the strategic planning opportunity to reflect upon the past, evaluate the present, and envision the future. Over the past three years, the agency has worked closely with constituents and legislators to bring about significant, positive change. We continue to clarify our purpose as we consider recommendations from the field, as well as the priorities of state government.

The creative industries in Texas continue to experience growth. Recent economic studies by both the Texas Cultural Trust and the National Endowment for the Arts (NEA) determined that nonprofit arts organizations, along with the other creative industries, contribute a significant amount to the state's and nation's economy, providing employment opportunities for a large number of citizens and creating a climate that is attractive to business. Texas arts and cultural industries generate \$4.5 billion annually in taxable sales.

A recent NEA study also showed that future employment growth in the arts is expected. The economic impact of the arts, however, is not the only benefit to the state and the public good. Although communities with strong and vibrant arts organizations attract business and investment, they also attract a workforce that is capable of fulfilling 21st century job requirements that focus on innovation and creativity. The importance of arts education in preparing young Texans for college and careers is increasingly recognized.

Looking ahead, TCA is eager to build upon the positive momentum that is the result of the previous strategic plan. The agency believes the 2013 – 2017 Strategic Plan combined with a supportive budget appropriated by the Legislature will allow the arts to flourish in Texas. The benefit will be felt in rural communities and urban centers alike. As the world's economy focuses more and more on a creative workforce, TCA and its beneficiaries will ensure that Texas remains healthy and strong, and will, indeed, be recognized as the *State of the Arts*.

Sincerely,

A handwritten signature in black ink that reads "Gary Gibbs". The signature is written in a cursive, slightly slanted style.

Gary Gibbs, Ph.D.
Executive Director
Texas Commission on the Arts

STATEWIDE VISION

From “Strengthening Our Prosperity: The Statewide Strategic Planning Elements for Texas State Government”

March 2010

Ensuring the economic competitiveness of our state by adhering to principles of fiscal discipline, setting clear budget priorities, living within our means, and limiting the growth of government;

Investing in critical water, energy, and transportation infrastructure needs to meet the demands of our rapidly growing state;

Ensuring excellence and accountability in public schools and institutions of higher education as we invest in the future of this state and ensure Texans are prepared to compete in the global marketplace;

Defending Texans by safeguarding our neighborhoods and protecting our international border; and

Increasing transparency and efficiency at all levels of government to guard against waste, fraud, and abuse, ensuring the Texas taxpayers keep more of their hard-earned money to keep our economy and our families strong.

THE MISSION OF TEXAS STATE GOVERNMENT

Texas state government must be limited, efficient, and completely accountable. It should foster opportunity and economic prosperity, focus on critical priorities, and support the creation of strong family environments for our children. The stewards of the public trust must be men and women who administer state government in a fair, just, and responsible manner. To honor the public trust, state officials must seek new and innovative ways to meet state government priorities in a fiscally responsible manner.

Aim high . . . we are not here to achieve inconsequential things!

THE PHILOSOPHY OF TEXAS STATE GOVERNMENT

The task before all state public servants is to govern in a manner worthy of this great state. We are a great enterprise, and as an enterprise, we will promote the following core principles:

- First and foremost, Texas matters most. This is the overarching, guiding principle by which we will make decisions. Our state, and its future, is more important than party, politics, or individual recognition.
- Government should be limited in size and mission, but it must be highly effective in performing the tasks it undertakes.
- Decisions affecting individual Texans, in most instances, are best made by those individuals, their families, and the local government closest to their communities.

- Competition is the greatest incentive for achievement and excellence. It inspires ingenuity and requires individuals to set their sights high. Just as competition inspires excellence, a sense of personal responsibility drives individual citizens to do more for their future and the future of those they love.
- Public administration must be open and honest, pursuing the high road rather than the expedient course. We must be accountable to taxpayers for our actions.
- State government has a responsibility to safeguard taxpayer dollars by eliminating waste and abuse and providing efficient and honest government.
- Finally, state government should be humble, recognizing that all its power and authority is granted to it by the people of Texas, and those who make decisions wielding the power of the state should exercise their authority cautiously and fairly.

RELEVANT STATEWIDE GOALS AND BENCHMARKS

General Government Priority Goal

To provide citizens with greater access to government services while reducing service delivery costs and protecting the fiscal resources for current and future taxpayers by:

- supporting effective, efficient and accountable state government operations;
- ensuring the state's bonds attain the highest possible bond rating; and
- conservatively managing the state's debt.

Benchmarks:

- Total state taxes per capita
- Total state spending per capita
- Percentage change in state spending, adjusted for population and inflation
- State and local taxes per capita
- Ratio of federal dollars received to federal tax dollars paid
- Number of state employees per 10,000 population
- Number of state services accessible by Internet
- Total savings realized in state spending by making reports/documents/processes available on the Internet and accepting information in electronic format
- Funded ratio of statewide pension funds
- Texas general obligation bond ratings
- Issuance cost per \$1,000 in general obligation debt
- Affordability of homes as measured by the Texas Housing Affordability Index

AGENCY MISSION

The mission of the Texas Commission on the Arts (TCA) is to advance our state economically and culturally by investing in a creative Texas.

AGENCY PHILOSOPHY

The Texas Commission on the Arts believes public investment in the arts results in:

- stimulation of our economy
- education of our citizens
- promotion of tourism
- enhanced quality of life.

The Commission is committed to keeping itself

- accessible
- accountable for public investment
- efficient in the delivery of services
- reflective of the diverse population and geography of Texas
- responsive to the needs of state government and the people of Texas.

The Commission approaches its activities with a deep sense of purpose and responsibility. The arts and cultural heritage of Texas are a public trust that must be preserved.

EXTERNAL AND INTERNAL ASSESSMENT

Created by the Texas Legislature in 1965, the Texas Commission on the Arts operates under the statutory authority of V.T.C.A., Government Code Chapter 444. The duties and responsibilities of the Commission are specified in §444.021 of the Enabling Legislation. In summary, this section states the Commission should:

- a. foster the development of a receptive climate for the arts that will culturally enrich and benefit the citizens of Texas in their daily lives;
- b. make visits and vacations to the state more appealing to the world;
- c. attract outstanding artists to become state residents;
- d. direct activities such as lectures and exhibitions, and disseminate information on the arts in Texas;
- e. provide advice to state agencies to encourage and develop an appreciation for the arts;
- f. provide advice to the state on the creation, acquisition, construction, erection, or remodeling of a work of art; and
- g. provide advice relating to the artistic character of state buildings.

The main functions of the Texas Commission on the Arts are to invest funds in the form of grants to cultural, educational, artistic, and civic organizations, and to promote the arts in all disciplines. TCA invests funds in non-profit organizations throughout the state, and those funds serve as a financial catalyst in opening doors to additional resources. The non-profit

organizations in which TCA invests provide services that support a variety of public policy issues, including education, economic development, criminal justice, and social services through arts-based programming.

In addition to providing grants and promoting the arts, TCA plays a leadership role in the arts and cultural industries in Texas. TCA sets standards and focuses priorities for the investment of public funds. Constituents in the field respond to these standards. As a result, the investment of state funds benefits both local communities and the entire state.

Finally, TCA offers consulting services to constituents. TCA staff members provide expertise in the areas of community development, fundraising, marketing, public relations, facility management, grant writing, leadership training, and more. TCA's knowledgeable and professional staff is a valuable resource to constituents and to other state agencies.

Historical Perspective

The creation of the National Endowment for the Arts (NEA) in 1965 encouraged the establishment of the Texas Commission on the Arts and 55 similar state arts agencies around the nation including jurisdictions and territories. TCA received its first General Revenue Appropriation in Fiscal Year 1968 contingent upon matching funds and approval from the NEA.

Responding to the need for a more equitable distribution of funds, the Legislature placed an equity rider on TCA's appropriation in 1991. The rider was later incorporated into TCA's enabling legislation. Reassessment of services to minority, rural, and underserved areas of the state ensued. Also during this time, arts education services emerged as a priority for the agency.

In 1993, the Legislature placed an obscenity clause on TCA's enabling legislation. Tied to the state's Penal Code, the clause provides a mechanism for resolving content issues. That same year the Texas Legislature created the *State of the Arts* specialty license plate with sales benefiting the agency.

During the mid-1990s, TCA began to make greater use of technology. In 1998, TCA launched an online grant system and established the agency as a national leader in electronic grant making.

TCA is currently undergoing Sunset Review. Results of this audit and the recommendations by the Texas Sunset Commission will be addressed in the 83rd Legislative session.

Affected Populations

Today, TCA serves the citizens of the state by investing catalytic funding and providing professional development opportunities. TCA supports a variety of non-profit organizations using the arts as a way to build their local communities. It should be noted that 67% of the more than 3,500 clients served by TCA are arts and cultural institutions. Another 20% are pre-K through college educational institutions, and 8% are faith-based organizations, health and human service providers, local governments, tourism and economic development groups, parks, and other non-profits. Public libraries comprise 4% of TCA's clients, and approximately 1% are historical and preservation groups.

TCA is part of a five-agency Memorandum of Understanding (MOU) related to the promotion of tourism. Together, the five agencies develop and implement the Texas State Strategic Tourism Plan.

TCA is also closely aligned with the education community in Texas. The Commission works in partnership with the Texas Education Agency to enhance arts education programming in schools, provide teacher training opportunities, and support the Texas Essential Knowledge and Skills (TEKS) with professional, curriculum-based arts education programs.

To further serve the needs and interests of its constituents, the Commission has created partnerships with regional and national organizations beyond the state. These include Mid-America Arts Alliance, Americans for the Arts, National Assembly of State Arts Agencies, and the National Endowment for the Arts.

Today, TCA is seeing new ways to meet its mission and goals while providing support for the many diverse populations it serves. In recent years, the agency has developed a “Rural Initiative” that provides arts programming in rural counties. Rural organizations have hosted performances and workshops by high quality artists and the citizens of the state’s rural counties have been able to have more varied artistic experiences. In addition, TCA has continued to work with minority art organizations, in an effort to equitably serve all citizens of the state. Finally, TCA is embarking on a new initiative to support therapeutic arts programming for veterans with disabilities or Post Traumatic Stress Disorder who have returned to Texas. This looks to be an exciting period for TCA’s evolution, and the Commission hopes to find greater momentum to better serve the needs of the state.

Public Perception

TCA strives to maintain close lines of communication with constituents in the field. During Fiscal Year 2011, TCA hosted webinar training sessions to educate constituents about new grant categories and seek input on recent changes. TCA also uses technological expertise to conduct regular online surveys of the field as a way to gather insight on a variety of topics.

These efforts continue to highlight two very clear perceptions about the agency. First, the field considers TCA’s staff to be highly competent and professional. The level of service provided by TCA staff members is consistently noted as being of the highest quality.

Second, TCA grants give arts organizations a seal of approval that can help them obtain broader support. Receiving a TCA grant indicates to other organizations and potential donors that the grantee’s project or organization meets the agency’s standards and qualifications for grant eligibility. TCA grants act as a catalyst that can help organizations obtain additional funding from other state, private, local, regional, and national resources.

ORGANIZATIONAL ASPECTS

TCA Organizational Structure and Workforce

The Commission is composed of seventeen members appointed by the Governor with concurrence of the Senate. They serve for overlapping six-year terms.

Members must represent all fields of the arts and be widely known for their professional competence and experience in connection with the arts. At least two members must be residents of a county with a population of less than 50,000.

The Chair of the Commission is appointed by the Governor. Commission officers are elected by Commission members and serve at the pleasure of their peers.

TCA's Executive Director is the Commission's sole employee. The Executive Director employs and manages the other eleven members of the TCA staff. The Commission and the Executive Director work very closely in all matters related to agency policy, programs, budget, and operations.

The Executive Director is responsible for administering the policies, programs, and procedures of the agency, and oversees agency budget and operations. Executive staff members have additional responsibilities including managerial oversight of staff members and contracts with outside vendors.

A complete listing of TCA's current Commissioners is included on the title page of this document. The agency Organizational Chart is located in Appendix B.

The agency is authorized twelve FTEs each year for the 2012 – 2013 biennium. The agency is currently fully staffed. The twelve employees are comprised of four males and eight females. The majority of the agency's employees are over the age of 40. Three employees are under 39 years of age and the other nine are over 40. Currently no employee is over the age of 59. In Fiscal Year 2012, 79% of the agency workforce is white, 17% is Hispanic and 8% is black.

TCA currently has highly qualified and professional staff to fulfill core business functions including: Cultural Arts Grant Programs, Art Education Grant Programs, Information Technology, Finance, and Administration.

One of the agency's greatest strengths is the experience and knowledge of the arts each member of the staff possess. Employees in these positions were recruited from the private sector and had previous careers in the arts and cultural industries. Most of these employees have been with the agency between five and fifteen years.

TCA's greatest weakness with regard to human resource is staff development. Very few staff members attend staff development classes due to limited budget. Because TCA is a small agency with only twelve FTEs, the agency has not been able to establish a career ladder for employees. TCA is not in a position to offer career advancement opportunities to employees, and employees seeking such opportunities must look outside the agency.

The Texas Commission on the Arts has one office headquartered in Austin at:
Texas Commission on the Arts
920 Colorado
E.O. Thompson Building
Fifth Floor
Austin, TX 78701

Despite common misconceptions, TCA does not own any art collections or real estate on behalf of the state. The only capital assets owned by the agency are office furniture, fixtures and basic computer equipment.

Staff travel is necessary in order for TCA to meet agency measures. TCA is required to conduct on-site grant monitoring assessments. Staff members also travel for the purpose of participating in tourism related activities. Additionally, TCA participates in regional and national partnership activity that requires occasional out-of-state travel. Most travel of this type is done by the Commission Chair, Executive Director, and Deputy Director. Budgetary limitations on out-of-state travel require the Commission to make strategic decisions when considering the purpose of the proposed out-of- state travel.

TCA purchases goods and services from Historically Underutilized Businesses (HUBs) whenever possible. The size of the agency and budget limits the amount of purchases made by the agency annually. However, TCA continues to work towards improved use of HUBs.

The agency's goal for purchasing services from HUBs was 33% for Fiscal Year 2011. The agency actually spent 0.18% of its service contract budget with HUBs. The agency had only one major service provider in 2011. The one provider is not a HUB but the contract ended August 31, 2011. The majority of the agency's service contract budget is spent on evaluators brought in to review grant applications. None of the evaluators are registered as HUBs, though they include women and people of color.

The agency's goal for purchasing commodities from HUBs is 12.6% for Fiscal Year 2011. The agency actually spent 33.07% of its commodities budget with HUBs. This percentage will remain high as we continue to improve our use of HUBs.

Key Organizational Activities

TCA Grants

The Texas Commission on the Arts invests public funds in the form of grants to established arts organizations to help them produce the best artistic offerings in the country. As part of the agency's ongoing efforts to simplify and streamline the grant application process and advance the priorities of the State of Texas, TCA made significant changes to its grant categories during FY 2009 and 2010. Additionally, TCA introduced new evaluation review criteria focused on three areas: artistic quality, capability, and impact.

The streamlined TCA grant programs fall under two broad categories: Arts Create and Arts Respond.

Arts Create provides two-year operational support to established arts organizations and subgranting dollars to local communities. The program is intended to advance the creative economy of Texas through investment in the non-profit arts industry of the state. Arts Create is intended for overall operational support and does not fund specific programs. The application forms have been significantly streamlined and the number of required attachments has been greatly reduced.

Arts Respond is the second TCA grant category. Arts Respond is a grant program for all arts organizations and uses the arts to respond to the critical issues facing the state of Texas. This program provides project assistance grants on a short-term basis and may include administrative costs directly related to the project.

Arts Respond projects must address one of the priority issues that the Governor and Legislature have identified:

- **Education:** Intended for projects that use art to promote innovations in K-12 education (must be TEKS-aligned).
- **Health & Human Services:** Intended for projects that use art to improve human health or functioning. Designed for projects that occur in a health care or human services setting such as a hospital, clinic, senior activity center, women's shelter, or homeless shelter.
- **Economic Development:** Intended for projects that use art to diversify local economies, generate revenue, and attract visitors and investment. Designed for projects that focus on cultural tourism such as festivals, gallery walks, and art fairs.
- **Public Safety & Criminal Justice:** Intended for projects that use art to prevent juvenile delinquency and recidivism. Designed for projects that focus on at-risk youth in a community setting or are focused on an incarcerated population in juvenile detention centers, prisons, alternative learning centers, or in after school programs.
- **Natural Resources & Agriculture:** Intended for projects that use art to understand and/or improve the ecological and agricultural environment. Designed for activities in rural counties such as festivals, fairs, gallery exhibitions or theatric presentations; or those activities focusing on natural resources such as energy sources, water, green art, and other ecological issues.

Arts organizations from across the state have adjusted to guideline changes TCA put in place in 2009. The Arts Create operational support category draws an average of 361 applicants, and the Arts Respond project support category draws an average of 391 applicants each year. Additionally, the agency continues educational webinars to teach constituents about new opportunities, evaluation and grantwriting. This use of technology has allowed TCA to connect with a large audience in a manner that is low-cost, yet highly effective.

The agency continues to emphasize that the new grant categories are intended to make TCA's grant process easier to use and provide better service to grant recipients, as well as the many citizens who benefit from the work of Texas' creative industries.

Through all of its grant programs, the Texas Commission on the Arts consistently serves underserved populations that include organizations of color, at-risk youth, geographically isolated areas, and economically disadvantaged people.

Recognizing that a vast percentage of Texas is considered rural with county populations of less than 50,000, TCA developed a Rural Initiative to provide services and reach out to this important constituency. Because few arts organizations exist in rural areas, TCA also created an applicant category called Rural Arts Provider that allows the agency to more readily distribute funds in rural counties of the state.

Public support of the arts helps ensure that all Texans have access to art, regardless of economic status, education, geographic location, level of artistic talent, or special needs. People attend arts events – from music performances to museum exhibits to craft fairs – because they find such experiences enjoyable and culturally enriching. Steady interest in and attendance at arts events throughout the state indicates that the intrinsic benefits gained from the arts have importance to Texans.

Arts Education

The Texas Commission on the Arts works with the Texas Education Agency and with the arts education community throughout Texas to ensure that creative arts are a basic component of education. TCA gives funds to public and private schools and non-profit organizations which provide integral, curriculum-related activities for students and teachers through vibrant art-based programs.

In Fiscal Year 2012, Texas has seen a growing number of school districts declare financial exigency status, which by state law allows them to make budget cuts (including personnel) in order to balance school district budgets. In district after district, these cuts are impacting low-income and minority students, as well as programs such as fine arts and music, gifted and talented classes and extra-curricular activities. Funding from the TCA is essential to assist schools in providing arts education for the state's students.

Additionally, in response to the mandates from the 82nd Legislative session, the Texas Education Agency (TEA) was forced to reduce its staff and realign duties. Among many staff reductions at TEA, Tom Waggoner, Director of Fine Arts Education, left his position. His responsibilities at TEA included the administration of all curricular and instructional aspects of the state's public school visual art, dance, music, and theatre programs, grades K-12. Without a Fine Arts Education coordinator, the TCA and schools across the state face a more difficult time communicating with TEA.

The Texas Education Agency mandates that arts education in music, visual art, theatre, and dance be provided to all students, but current law does not specify how schools should address this mandate (hours per week of instruction, certified arts teachers, etc.). The result of this disconnect is that the scope of arts education in Texas public schools varies greatly among districts and campuses. Many non-profit arts organizations have developed educational programs to assist in bridging the gap; these organizations depend upon TCA funds to keep their programs alive. With this in mind, TCA strives to:

- Guarantee that all Texas public school students have access to quality arts learning that complies with the state’s minimum arts education requirements;
- Provide every child in Texas with the chance to experience the arts as part of basic education from kindergarten through 12th grade;
- Mobilize a broad community of artists, teachers, and creative thinkers to supply school-based arts programs and experiences;
- Improve the quality of teaching and learning through grant programs to arts organizations, cultural partnerships, and other initiatives; and
- Raise awareness about the benefits of arts education.

Direct exposure to creativity through performances or visits to schools, hands-on instructions from visiting artists, or long-term activities with arts organizations is a proven way to boost a child’s problem solving skills, poise, language, and communication abilities. Arts can be used to teach any subject. A simple example is using music to help students learn how to memorize large lists of things, ranging from the elements in the periodic table to U.S. Presidents. Some schools have found that students spend more time being physically active during P.E. when dance is the focus. Theatre and visual arts can make seemingly dry historical studies come to life. Incorporating the arts into other subjects teaches students how to make connections and think creatively. TCA funds make all of this happen.

TCA’s Arts Respond grants in the priority areas of Education, Public Safety & Criminal Justice, and Health & Human Services provide grants for after-school instruction, Saturday workshops, and summer arts education intensives in settings ranging from traditional schools to prisons and juvenile detention centers to homeless shelters and hospitals. TCA’s Young Masters grant program provides exemplary 8th – 11th grade arts students with funds to pursue advanced study in the arts and ideally a career in the arts.

State of the Arts specialty license plate

Over time, the *State of the Arts* license plate has generated close to \$5 million, and these dollars have been utilized for grants and promotion of the arts in the state of Texas.

TCA faces a unique challenge in the sense that a significant portion of the agency’s grant budget depends upon sales of the specialty license plate. Sales of the *State of the Arts* license plate continue to be strong, holding the second highest sales among specialty plates in Texas. These sales have generated \$300,000 annually for the agency, and these dollars directly support grants from organizations across the state. For every *State of the Arts* plate sold, TCA retains \$22 dollars for its grant budget.

Since the inception of the *State of the Arts* license plate in 1993, sales have been strong. In recent years, with more specialty plates available to consumers and a lack of marketing resources available to TCA sales have begun to slow down. The trend toward declining sales of the plate is a growing concern for the agency.

Cultural Tourism

The Texas Commission on the Arts is one of the five primary state agencies charged with the development and promotion of Texas as a tourism destination. TCA works under a Memorandum of Understanding (MOU) with the Office of the Governor Economic Development and Tourism, Texas Department of Transportation, Texas Parks and Wildlife, and Texas Historical Commission to ensure there is no duplication of effort and that state dollars are being expended on tourism activities and programs that yield the highest level of return on investment.

As a result of actions taken by the 82nd Texas Legislature, TCA was forced to reduce its staff to twelve. The Legislature specifically asked that TCA's Director of Marketing and Communication and Webmaster both be among the positions affected in the reduction of staff. TCA continues to place a high value on cultural tourism and its partnership with tourism MOU agencies. It has been difficult to maintain a sustained effort with fewer staff dedicated to marketing and promotion.

Tourism in Texas is an important economic driver. Total direct travel spending in Texas in 2010 was \$57.5 billion which generated \$7.6 billion in federal, state and local taxes, making tourism the second largest industry in the state. Among overnight visitors to the state, 23% of the total dollars spent went for cultural activities. The average overnight visitor to Texas spends \$724 per party, but those individuals visiting or attending cultural events spend an average of \$1,013 per party. TCA grants, tourism marketing efforts, and educational assistance help create and sustain arts venues and performances that are attractive tourist destinations.

The Texas Legislature has given TCA regulatory authority to designate Cultural Districts on behalf of the state. This program recognizes communities that are engaged in revitalization and downtown redevelopment, and those looking for alternative economic development strategies. Cultural districts are powerful tourism destinations, attracting both in-state and out-of-state visitors.

To date, sixteen locations have received Cultural District Designation by TCA. They include:

- Abilene Cultural District
- Alpine Cultural District
- Austin's African American Cultural Heritage District
- Clifton Cultural Arts District
- Dallas Arts District
- Denison Arts and Cultural District
- El Paso Downtown Cultural District
- Fort Worth Cultural District
- Houston Museum District
- Houston Theater District
- Huntsville Cultural District
- Lubbock Cultural District
- McAllen Cultural District
- San Angelo Historic City Center Cultural District

- San Antonio’s King William Cultural District
- Winnsboro Cultural Arts District

Applications for the Cultural District Designation are accepted on an annual basis. TCA does not provide funds to Cultural Districts. However, designated districts are eligible for several benefits including use of the state approved logo and eligibility to apply for funds in the Arts Respond grant category.

TCA believes designated Cultural Districts provide a catalyst for economic development activity in local communities and downtown revitalization programs, and preserve culture at the local level. The agency is committed to working with partners in both rural and urban areas to help build the partnerships necessary to create Cultural Districts and to promote those districts as premier tourism destinations.

Common goals of cultural districts include:

- Attract artists and cultural enterprises to a local community. Artists, cultural organizations and creative enterprises all contribute to a community’s economic potential as well as generating direct economic activity.
- Encourage business and job development. Cultural districts can create a hub of economic activity that helps an area become an appealing place to live, visit, and conduct business.
- Address the needs of both urban and rural communities. Metropolitan and rural areas present distinct economic development concerns. Cultural districts are a highly adaptable economic development approach that can take the unique conditions, assets, needs and opportunities of a community to make substantial contributions in terms of economic development, cultural tourism development, downtown revitalization and the restoration of civic pride and direction.
- Establish tourism destinations. Cultural districts are marketable tourism assets that highlight the distinct identity of communities and encourage in-state, out-of-state, and even international visitors.
- Preserve and reuse historic buildings. In some communities, the cultural district development is a way to stimulate historic preservation. Adaptive reuse and rehabilitation of older buildings can result in structural and façade improvements and these spaces provide opportunities for affordable housing, artist live/work space and homes for arts organizations.
- Enhance property values. Cultural districts may revitalize and beautify cities, towns, and regions. Many districts are able to redevelop property, rehabilitate historic sites and recruit businesses.
- Foster local cultural development. The establishment of a cultural district provides a focal point for celebrating and strengthening a community’s cultural identity.

TCA provides constituents with the tools they need to develop their cultural resources and promote them as tourism attractions.

FISCAL ASPECTS

In the 2010-2011 Biennium, TCA was funded with General Revenue Dedicated – which included the Arts Operating Account No. 334, General Revenue, Federal Funds, Appropriated Receipts, and Interagency Contracts.

The Arts Operating Account was 63.85% of the total funding. The sources of revenue for the Arts Operating Account were license plate revenue, interest on an endowment fund that was dissolved by the Legislature in the 81st Legislative session, and interest earned at the Treasury on the balance of this account.

In the 2012-2013 Biennium the agency's funding changed. TCA no longer has Interagency Contracts with the Texas Education Agency and Texas Department of Transportation. Also, General Revenue is the largest method of finance. It accounts for 45.55% of the agency's total funding. The agency continues to be funded by the Arts Operating Account, but it is now 23.14% of the total funding. TCA continues to be funded by Federal Funds and Appropriated Receipts. The agency currently has a budget of \$3.7 million for each year of the biennium, which reflects a 56 percent reduction to the grants budget and a 30 percent reduction in staff.

It is the lack of riders in the 2012-2013 Biennium that is significant to the bottom line of the agency's budget. The rider for \$670,000 per year with the Texas Department of Transportation had been part of TCA's method of finance since the 75th Legislative Session (1998). The interagency contract rider with the Texas Education Agency became part of the agency's method of finance during the 76th Legislative Session (2000).

The only remaining rider is the *State of the Arts* license plate appropriation, but this has also changed. In previous biennia, the agency was appropriated any unexpended balances. For 2012-2013, both through the Regular Session, Rider 3 and Special Session (Senate Bill 2, Sec. 24), the agency was only appropriated license plate revenue received in 2012 and 2013 and not any of the unexpended balances from previous years.

As previously described, Arts Create grants provide operational support enabling arts and cultural organizations to conduct business. These grants represent the state's investment in Texas' creative economy and provide support for jobs and short term employment for artists. Grants are provided by the Texas Commission on the Arts so that arts organizations may conduct business and employ a creative workforce, assist in educating Texas students, and foster economic development through cultural tourism.

The Texas Commission on the Arts must restore dollars lost when Interagency Contracts were discontinued in Fiscal Year 2012. It is imperative that this funding be regained in order to maintain a substantial level of funding that allows the agency to invest in arts organizations across the state to provide a high level of artistic quality and a give a substantial return for the citizens of the state.

Another priority of the agency to restore a staff position that is responsible for cultural tourism and communication. With this position, the agency will be able to support the

important work ongoing with MOU partners and enable TCA to better communicate with its constituency.

In the recent past, the agency’s appropriation has relied heavily on the Arts Operating Fund in its method of finance. Several contributors to the Arts Operating Fund are becoming more and more unreliable.

Sales of *State of the Arts* specialty license plates ebb and flow depending upon consumer interest. While TCA’s specialty plate has been one of the best-selling plates for more than a decade, the agency only realizes about \$300,000 in license plate revenue annually.

The third item included in the Arts Operating Fund is restricted donations. The agency does not have a staff dedicated to fundraising and does not contract with an outside entity to provide such a service. Dollars raised as restricted donations depend upon the donor’s knowledge of TCA and willingness to donate money to a public agency. These factors make the Arts Operating Fund an unpredictable budget source.

By law, forty percent of all National Endowment for the Arts (NEA) funds must be awarded to state arts agencies and regional service organizations. TCA is the only agency in Texas that can apply for the Partnership Agreement funds from the NEA. These funds make the arts available in more communities and extend the federal reach and impact, translating national leadership into local benefit.

According to the National Assembly of State Arts Agencies (NASAA), Texas ranks 48th out of the 50 states in per capita funding for the arts. Texas spends \$0.14 in per capita funding as compared with the average per capita funding for all state arts agencies of \$1.01. Minnesota led the states with \$5.71 in per capita arts funding.

Comparing the various funding sources for TCA’s budget to the average State Arts Agency (SAA) provides greater insight into the challenge TCA faces because of the budget structure. The following chart compares average SAA funding sources with TCA’s funding sources:

Funding Category	State Arts Agencies – Average	Texas Commission on the Arts
Legislative	82.6%	68%
Other	2.5%	4%
Private	1.6%	1%
National Endowment for the Arts	13.3%	27%
TOTAL	100%	100%

Since the implementation of the equity mandate in the early 1990s, TCA has worked to distribute grants in a process that is equitable and reflective of the state’s geographical, cultural, and ethnic diversity. Each year, TCA grants are given to approximately 150 Texas cities across the state

Service Population Demographics

TCA has served a core group of organizations since its inception. These organizations include museums, theaters, opera companies, ballets, symphonies, community arts organizations, literary organizations, and the agency's municipal counterparts called local arts agencies (organizations that distribute hotel/motel tax in their local communities to cultural organizations). Over time, TCA has expanded this core to include university art departments and galleries, and more recently K through 12 schools, Independent School Districts, and public libraries. TCA has also made concerted efforts over the past twenty years to reach out to geographically isolated communities and to minority organizations.

A majority of the organizations receiving substantial TCA support have:

- been in existence for twenty years or longer;
- an operating budget of under \$1 million per year;
- a professional staff of twenty or fewer; and
- enjoyed increasing community support (audiences and funding).

Using the guidance of the Legislature's equity mandate, TCA has created a reasonable process for distributing grant dollars to all constituents, including those in rural counties and ethnically specific minority arts organizations. In Fiscal Year 2011 TCA provided grants in all 31 Senatorial Districts (100%) and 139 of the 150 House Districts (93%).

Future Trends

Two major demographic shifts on the horizon are expected to significantly impact the organizations that TCA serves. One is the aging and retiring leadership in non-profit organizations. The other is the shift in the ethnic makeup of our state. The combination of these factors will force non-profits to change how they do business and, potentially, how much they contribute to the state's economy.

Additionally, the audiences for arts and cultural programs are undergoing major changes. According to the U.S. Census Bureau, in 2010 there were an estimated 3.7 million persons in Texas over the age of 60. This figure represents about 14 percent of the estimated 25 million Texans overall. By the year 2040, Texas' 60 and older population is expected to grow to 10 million. Texas arts and cultural organizations will need to adjust programming and increase outreach to serve this audience.

Texas has the second largest Hispanic population in the nation. Over two million Texans report having limited English proficiency. According to the U.S. Census Bureau, over 33% of the Texas population speaks a language other than English at home. With the expected growth of minority populations, arts and cultural organizations will need to adjust programming and develop new initiatives to engage this audience.

Of the 254 counties in Texas, 177 are rural, with a combined total population of 3.1 million, approximately 12% of the state's total population in 2010. Texas is among the few states with a large number of frontier counties. Texas' 64 frontier counties have an average of fewer than seven individuals per square mile. One of the key challenges facing TCA is

engagement of audiences and serving artists who reside in rural counties. According to the Texas State Data Center, the general population is expected to grow most rapidly in urban areas, while rural counties may show slow or have negative growth. This makes TCA's job of providing grants and direct services to rural counties an ever growing challenge.

Approximately 40% of Texans have a disability. These higher need consumers are more at risk for institutional placement and caregiver stress is exacerbated. There is a greater need for arts and cultural organizations to develop creative programs that meet the needs of this growing constituency.

The number of veterans who call Texas home grows each day with 1.6 million currently on the roles. There are 17,000 homeless veterans in Texas and only 12.4% (208,986) of Texas veterans are receiving disability compensation payments. Approximately 300,000 veterans of the Iraq and Afghanistan wars are likely to suffer from either post-traumatic stress disorder (PTSD) or major depression. Veterans are more than twice as likely as non-veterans to commit suicide. Art therapy shows promise as a means of treating hard-to-treat symptoms of combat-related PTSD.

TCA is collaborating with VSA Texas, the state organization on arts and disability, to survey the state's arts and cultural organizations regarding their services for veterans in Texas. The survey will also seek out and question other non-profits that provide arts programming for veterans in the state. With this information, the agency will be better informed and can determine which initiatives and grant programs can address veteran arts therapy and other activities that engage this growing population.

In a 2012 survey of the nation's non-profit sector, more than 4,500 respondents across the country shared details of how they are adapting their organizations and finances to economic conditions. The survey reveals that while 2011 was a year of significant organizational and programmatic changes, many non-profits are still facing fundamental challenges that threaten the stability of the sector and the well-being of the people they serve. The survey reveals the following facts:

- 85% of nonp-rofits experienced an increase in the demand for services in 2011.
- This new demand is on top of years of increased demand (77% increase in 2010; 71% increase in 2009; and 73% increase in 2008).
- 88% expect an increase in demand for services in 2012.
- 57% have three months or less cash-on-hand.
- 87% said their financial outlook will not get any better in 2012.

The survey also revealed that non-profit organizations are taking dramatic and creative steps in order to maintain, and even expand, services to meet increased demand during this time of economic uncertainty.

The creative industries in Texas continue to look to TCA for leadership, professional development and financial support.

Technological Developments

TCA will continue to use technology to advance the mission and goals of the agency by enhancing the quality of its services and operations. These services are centralized through the agency's website. The website is used to disseminate information, provide services, and increase the reach of TCA throughout Texas and the nation. Many of TCA's services, including the grant application process, are available day or night.

Recently, TCA's website was redesigned to use the texas.gov domain and be more interactive and engaging through web 2.0 technologies. The new website continues to reflect the agency's commitment to accessibility and transparency. TCA's quarterly operational budget, actual expenditures, grant allocations and more are now available online. In addition, the agency website highlights job and opportunities in the creative industries and provides leads for short-term employment for individual artists. By aligning the website with the agency's goals and strategies, TCA has made services more evident and operations more transparent.

TCA's goals for Information Technology (IT) are to be effective, efficient, secure, economical, and innovative.

Strategies for achieving those goals include:

- **Participating in statewide initiatives to promote e-government:** TCA consistently lists grant opportunities through the TexasOnline eGrants application system. This service makes it easy for grant seekers in Texas to find the potential sources of funding available through state government. Many new constituents have discovered our agency and our grant programs through this application. The enhanced exposure inherent in TexasOnline is beneficial to the agency and to the public.
- **Advancing e-government by providing online services:** The automation of grants and services makes the agency more accessible, transparent, and efficient. TCA's online grant system builds a customized interface for account holders allowing them to research opportunities for TCA funding, apply for grants online, manage multiple applications, follow the progress of their applications through the review and scoring phase, receive their award, and provide revisions and final reports. TCA's ability to provide customized guidelines, online technical assistance, grant-writing tips, and electronic grant submission has resulted in significant cost savings to the agency and a broader and higher degree of customer service to constituents. The agency receives, processes, pays, evaluates, and monitors approximately 3,000 grants per fiscal year using this system.
- **Prioritizing statewide IT objectives:** TCA recently moved the agency website to the new texas.gov domain. The agency will focus on shifting the web-based online grants system to the texas.gov domain next. The agency also move email services to the cloud.

- **Using technology to achieve efficiencies:** The agency has automated repetitive tasks and bulk processing to reduce human error and redirect staff workload. Implementation of end-to-end process automation has reduced entry errors on application forms, controlled grants processing and the evaluation process, aided data warehousing, and automated reports by controlling aggregate and historic grants data. These efforts to achieve streamlined business process integration have resulted in significant benefits to TCA, including enhanced communication, decreased printing and mailing costs, strategic use of staff, and reduction of problem grant applications.
- **Continuing to build on our past success:** Recently, the agency developed a process to review applications online. Evaluators can view applications, support materials, and websites, and score each one online. This saves the agency the travel and per diem costs associated with conducting an evaluation panel in person. This process is well suited to some of the agency's grant programs. It also provides the evaluators with the flexibility to read and score the applications on their own schedule. Since evaluators all volunteer their time and expertise for this process, it can make the difference of whether they can participate or not as it affords them the ability to do the work outside of traditional business hours. Online orientations are done via webinar to provide a consistent set of instructions to evaluators while holding the overall costs down.
- **Increasing transparency of government:** For ten years, TCA has provided an online search tool for viewing grants issued by the agency. The public can search grants by organization, city, or Texas region and read a description of the funded activity.
- **Providing targeted communications with constituents:** TCA broadcasts relevant information to targeted groups via email. Examples of broadcast information include state and federal funding and recognition opportunities, notices of public meetings of interest to the field, and status updates on the review and approval of pending grant applications.
- **Realizing cost savings:** TCA developed a batch payment system that interfaces with the State Comptroller's USAS system allowing the automation of payments of groups of grants. This batch payment system removes human error from the payment process, increases the timeliness of issuing payments, and saves staff time in entering each grant.
- **Providing leadership to the arts and cultural industry:** TCA has developed a series of useful hands-on tools and information to encourage best practices in the arts and cultural industry. These resources are available through the website and include information on fundraising and development, programs and exhibitions, cultural tourism, marketing, media relations, advocacy, leadership transitions, and non-profit basics.

- **Realizing efficiencies in trainings and workshops:** The agency has traditionally provided workshops and trainings on grant programs, grant writing skills, and relevant topics for the arts industry of the state. By employing webinar training as an option, the agency has been able to provide these services to a larger number of constituents in a more cost effective manner. Many constituents were first introduced to webinar technology through TCA.
- **Using technology to encourage economic development:** The agency's newly designed website provides information about current events across the state to promote cultural tourism and takes advantage of all forms of social media. A related resource is an interactive map showing the locations of each of the designated cultural districts which provide a catalyst for economic development on the local level. Nonprofit arts organizations can take advantage of TCA's *Tools for Results Tool Kit*, for professional development purposes. For-profit art businesses can find useful resources on doing business in Texas.
- **Employing best practices in IT security:** TCA uses the vulnerability and penetration testing services offered through the Department of Information Services (DIR) to test and improve the protection of our IT assets.
- **Participating in the cost savings offered through DIR:** TCA uses the DIR's Cooperative Contracts program for IT products and services. The agency has an IT Staff Augmentation Contract to fulfill technology needs. Through this program, TCA is able to use one consulting agency to provide services in four distinct ITSAC categories: Database Architect 3, Database Administrator 3, System Analyst 3, and Developer 3. Currently, TCA is able to operate with only sixteen hours per week of these high-level services.

Overall, technology has dramatically increased TCA's effectiveness, the scope of TCA services, and the constituent base. TCA will continue to use technology to enhance the quality of its services and broaden access for constituents. The agency plans to build on recent successes with webinars, social media, and related web 2.0 technologies to engage constituents in new ways. TCA will continue conducting online panels to evaluate and score grant applications. The agency will seek out ways to provide traditional technical assistance through new technologies.

Looking forward to the next five years, the agency will continue to streamline our existing systems and maximize efficiencies through the use of technology and available resources. A key initiative during this timeframe is a planning phase to lay out the agency's roadmap for determining the most efficient, effective, and economical way to manage and secure our IT systems as government enters the new era of cloud computing and shared services. TCA will be evaluating the new opportunities offered through TexasOnline and the upcoming Marketplace. It is expected that the adoption of new web 2.0 technologies will continue to increase constituent interactions and enhance the agency's ability to meet those needs in a more timely, efficient, and cost-effective manner.

Economic Variables

Arts and culture are important to the economy of Texas. Creative industries provide direct economic benefits to the state and individual communities. This sector creates jobs, attracts investments, generates tax revenues, and stimulates local economies through tourism and consumer purchases. The creative industries also provide an array of other benefits, such as infusing other industries with creative insight for their products and services and preparing workers to participate in the contemporary workforce. In addition, because they enhance quality of life, the arts and culture are an important component of community development, enriching local amenities and attracting young professionals to an area.

The creative industries contribute directly to economic and business development in many ways including:

- Companies' decisions about where to locate their businesses often are influenced by factors such as the ready availability of a creative workforce and the quality of life available to employees;
- Creative and new media industries are growing in number and playing increasingly prominent economic and social roles;
- Arts and culture can play a major role in community development and redevelopment by creating new jobs as well as fostering an environment and amenities that attract talented young workers; and
- Tourism centered on arts and culture can contribute to state and local economic growth by providing a diversified and sustainable means for creating jobs and attracting revenue.

While the state hasn't been immune to the problems plaguing the nation, the Texas housing market, employment rate, and overall economic growth are relatively strong. The arts in Texas continue to have a tremendously positive economic impact for the state. In addition to maintaining some of the nation's most treasured art collections in a number of world-class museums, Texas hosts many unique festivals and arts events that draw the attention of visitors from every part of the globe. Along with local patrons and audiences, attendees of these various arts activities contribute significantly to the economic bottom line of local and state economies. These economic benefits are enjoyed throughout Texas from urban areas featuring acclaimed museums and performing arts facilities to rural Texas where visitors experience authentic music, storytelling, and film festivals.

Another example of the arts serving as the catalyst for economic benefit is TCA's Cultural District Designation program. This recognition initiative encourages place-based economic development and community revitalization through arts and culture. Cultural districts offer a mechanism to attain a stronger local economy by unifying businesses, nonprofit organizations and the community in using cultural resources. In the fifteen communities where districts have been designated, they have become focal points for generating business, attracting tourists, stimulating cultural development and fostering civic pride. TCA continues to work with communities across the state to develop thriving creative strategies to boost local economies and to realize other cultural and civic benefits.

TCA worked in partnership with the Texas Cultural Trust to determine the Arts Index of Texas. The data represents a highly distilled annual measure of the health and vitality of the arts in Texas by using equally weighted, regularly published, and reliable indicators.

In addition, TCA cooperated with the Texas Cultural Trust on an economic impact study released in 2010. *The Art of Economic Development* states that in addition to providing jobs, Texas arts and cultural industries also generate \$4.5 billion annually in taxable sales. This report provides detailed information on tax revenue attributable to the creative sector in Texas. Key findings include:

- Across Texas, the creative sector employs close to 700,000 people—nearly the same number of people who live in Fort Worth. By and large, these jobs are lucrative.
- In 2009, the average annual wage for people employed in the state’s creative sector was about \$70,000, compared with \$39,000 in other industries. Those figures paint a vivid picture of just how vital the creative sector is to the Texas economy.
- In addition to providing jobs, Texas arts and cultural industries generate \$4.5 billion annually in taxable sales.
- Certainly, the creative sector wields considerable social and economic clout in the state’s major urban areas: Dallas-Fort Worth, Houston, San Antonio and Austin. But in other Texas communities small and large, the cultural arts—a key component of the creative sector—contribute significantly to local economies.

Americans for the Arts, a national service organization for arts and culture released *Arts & Economic Prosperity IV: The Economic Impact of Nonprofit Arts and Culture Organizations and Their Audiences* at their annual conference in San Antonio on June 8, 2012. This study demonstrates that the nonprofit arts and culture industry is an economic driver in communities—a growth industry that supports jobs, generates government revenue, and is the cornerstone of tourism.

Participants representing Texas cities and regions in this arts economic impact study include:

- City of Austin Cultural Arts Division
- City of Dallas Office of Cultural Affairs
- City of McKinney Arts Commission
- City of San Antonio Office of Cultural Affairs
- Business Committee for the Arts North Texas (Collin, Dallas, Denton, Kaufman, Rockwall and Tarrant Counties)
- Dallas Arts District
- Greater Houston Area (Austin, Brazoria, Chambers, Fort Bend, Galveston, Harris, Liberty and Montgomery Counties)
- Houston Arts Alliance
- Arts Council of Ft. Worth and Tarrant County

According to this study, America’s non-profit arts and culture industry generates \$135.2 billion in economic activity every year -- \$61.1 billion in spending by organizations and \$74.1 billion in event-related spending by audiences. The industry supports 4.1 million jobs and generates \$22.3 billion in government revenue.

The Texas nonprofit arts and culture industry included in the Arts and Economic Prosperity IV study generates \$1.7 billion in economic activity every year. The Texas industry supports 31,950 full time jobs and \$219.3 million in government revenue.

The economic recession has taken a toll on non-profit arts organizations. Many have been forced to make changes in order to survive. To meet the demands for their services, non-profit organizations are collaborating or merging with other organizations, adding or expanding programs, and expanding their service areas.

Increases in gas prices have caused some consumers to scale back on travel, including visits to cultural destinations. Increases in the cost of food and other consumer goods are resulting in less money for performing arts entertainment. Non-profit organizations of all types are beginning to see fewer and/or smaller contributions to support their causes.

Public sector support for the arts ensures that arts and cultural institutions continue to operate and provide economic stimulus even during times of economic downturn.

However, public funding for the creative industries in Texas remains among the lowest in the nation when viewed from a per capita basis. This is a great challenge given Texas' large and fast-growing population.

Impact of Federal Statutes and Regulation

The Texas Commission on the Arts is the repository for congressionally mandated federal funds that come to the state through the National Endowment for the Arts (NEA). TCA competes well in the NEA's grant process and uses federal funds to provide direct grants.

By law, forty percent of all NEA funds must be awarded to state arts agencies and regional service organizations. Total NEA funding to state arts agencies was \$42.2 million in Fiscal Year 2012, a decrease of 11.3% from the previous year. In the past two years, NEA funding has dropped almost \$22 million and has yet to recover from the decade high of \$167,500,000 in Fiscal Year 2010.

On July 12, 2011, the NEA announced the inaugural round of "Our Town" funding, totaling \$6.575 million in grants to 51 communities in 34 states. Organizations in El Paso, Marfa, San Angelo and Houston received "Our Town" grants in Fiscal Year 2011 totaling \$525,000. These grants are awarded to entities that have created public-private partnerships to strengthen the arts while shaping the social, physical, and economic characters of their neighborhoods, towns, cities, and regions.

The NEA expects to spend \$10 million in Fiscal Year 2013 for "Our Town" grants to support activity in approximately 115 communities. These awards are dependent upon successful federal appropriation. According to NEA staff, Texas should benefit greatly and see new federal funds in several communities.

Recipients of NEA dollars are subject to the Federal Funding Accountability and Transparency Act that requires the Office of Management and Budget to maintain a single,

searchable website that contains information on all Federal spending awards. The definition of “Federal awards” includes not only prime awards like the grant that TCA receives from the NEA, but also grants, contracts and sub-awards that TCA makes using the NEA funds. TCA is required to report monthly on any award of \$25,000 or more that it makes with NEA funds.

It is anticipated that Texas will join the Cultural Data Project (CDP) in Fiscal Year 2013. This national initiative is an online management tool designed to strengthen arts and cultural organizations, by gathering reliable longitudinal data on the creative industries.

Once the state is a part of the CDP, Texas organizations will be able to track trends and benchmark their progress to plan and evaluate activities more effectively. The CDP is currently seeking funding from Texas foundations to launch and sustain the program. Texas would be the twelfth state in the program, joining Arizona, California, District of Columbia, Illinois, Maryland, Massachusetts, New York, Ohio, Pennsylvania, Rhode Island and Vermont.

SELF-EVALUATION & OPPORTUNITIES FOR IMPROVEMENT

The Texas Commission on the Arts has worked diligently to meet all legal requirements in an effective and efficient manner. The agency continues to provide services to the arts field and, based on constituent input, TCA plays a vital leadership role through investing in arts organizations to provide arts and cultural services to all Texans. The agency has met or exceeded the target numbers associated with its performance measures, and strategies have been formulated to address areas that did not meet expectations.

TCA is committed to being a productive partner in state government. The Executive Director has met with government officials and other agency heads to determine how the arts can better serve the priorities of the state. TCA maintains strong relationships with its MOU partners – Texas Department of Transportation, Texas Historical Commission, Texas Parks and Wildlife, and Office of the Governor, Economic Development and Tourism.

Based on evaluations by staff and significant input from the field, TCA has identified several areas for improvement. The fiscal operations of the agency have been scrutinized and monitored to assure compliance with legal requirements and proper accounting procedures. TCA responded to constituent feedback and has significantly improved its grant application process to assure that it is user-friendly and that the requirements of the application fairly corresponds to the amount of the grant awards. The field has also indicated the importance of support from TCA. In many communities a TCA grant is viewed as a “Good Housekeeping” seal of approval and assists in leveraging for additional private funding. The agency has revised its guidelines and categories to ensure that the state’s investments have a maximum impact. This corresponds to the Governor’s priority associated with General Government.

TCA restructured its grants process in Fiscal Year 2010, developing investment opportunities through grant programs that directly address the Governor’s priorities for the state. Many arts organizations in Texas provide cultural services that expand far beyond the

walls of a theater, concert hall, or museum. TCA supports their efforts of education and community outreach through the Arts Respond grant category. While TCA's Arts Create grants focus on providing operating support that enables arts organizations to have secure infrastructures so they can continue to contribute to the economic vitality of the state, Arts Responds grants supports the field's efforts in the areas of education, health and human services, public safety and criminal justice, and natural resources and agriculture.

TCA will continue its strong relationships with local arts organizations, arts councils, and city-managed arts and cultural affairs departments to ensure that the opportunities offered by TCA reflect the needs of the field. TCA will also maintain a positive relationship with the National Endowment for the Arts, which provides significant funding that is re-granted to the field. As mentioned earlier, TCA is committed to being a productive partner in state government and will seek new relationships with appropriate state agencies and officials.

TCA recognizes that in rural counties where there is a lack of art organizations, it is often a governmental or general non-profit organization that will apply for Commission funding. These entities are considered Rural Arts Providers by TCA, and they are set up with online grant accounts to apply for grants. These organizations may be libraries; parks and recreation departments; schools; chambers of commerce; Main Street programs; other non-profit organizations; or departments of municipal, county, state, or federal government. Recognizing that these entities are not familiar with the programs of TCA, agency grant administrators visit by phone, email and in person to meet with constituents to educate them on the opportunities for funding, professional development and other services available from the agency.

In Fiscal Year 2012, TCA partnered with Americans for the Arts, the League of American Orchestras, and the Asociación Nacional de Grupos Folklóricos, to bring arts leaders and volunteers to Texas for professional development conferences in San Antonio, Dallas, and Corpus Christi. In Fiscal Year 2013, TCA looks to assist the Mountain-Plains Museum Association and the National Guild for Community Arts Education in bringing hundreds of community arts education leaders to Corpus Christi and Dallas for national conferences. These conferences will highlight the great artistic resources of the state and contribute to the local economies in San Antonio, Dallas, and Corpus Christi.

TCA's employees are recognized by the field as being customer-focused and extremely knowledgeable. The staff all have backgrounds and experience in the arts and are committed to the agency because of a passion for the arts and a belief that state support of the arts is vital to the quality of life in the state. In contrast to this high level of employee expertise and dedication, staff members are frustrated by the fiscal restraints placed on the agency. As a small agency, there is little opportunity for internal advancement. Therefore, it is imperative that TCA employees remain challenged and satisfied by their responsibilities. With the myriad of challenges and opportunities ahead, the TCA staff has resolved to be actively engaged in making the agency an example of excellence within state government.

As a result of the budget and staff reductions mandated by the 82nd Legislative session, TCA is challenged to keep up with the workload and demand for services. The cultural industries and non-profit arts organizations look to TCA for assistance, so the staff workload continues to increase. It has been particularly difficult to communicate with constituents and

manage social media. TCA's staff strives to be transparent and efficient in the way that Texas governmental agencies should be.

AGENCY GOALS

The mission of the Texas Commission on the Arts is to advance our state economically and culturally by investing in a creative Texas. TCA invests public funds in the form of grants that are awarded to cultural, educational, artistic and civic organizations. In addition, the agency promotes the arts in all disciplines. TCA goals include:

- Goal 1: Arts and Cultural Grants – To provide grants for the arts and cultural industry in Texas.
- Goal 2: Promotion and Participation – Promote widespread attendance at arts and cultural performances and exhibitions in Texas.

OBJECTIVES AND OUTCOME MEASURES

GOAL 1: Arts and Cultural Grants – To provide grants for the arts and cultural industry in Texas.

A.1. Objective: To provide financial, human, and technical resources to ensure viable arts and cultural communities.

Objective Outcomes:

- A.1.1. Percentage of grant applications funded
- A.1.2. Percentage of applications from minority organizations funded
- A.1.3. Percentage of grants dollars provided to minority organizations
- A.1.4. Percentage of applications from rural counties
- A.1.5. Percentage of grant dollars awarded to rural counties
- A.1.6. Percentage of grant dollars awarded from license plate sales
- A.1.7. Percentage of grants funded for arts education
- A.1.8. Percent of funded grantees monitored through site visits

GOAL 2: Promotion and Participation – Promote widespread attendance at arts and cultural performances and exhibitions in Texas.

B.1. Objective: Ensure access to arts in Texas through marketing, fundraising, and cultural tourism.

Objective Outcomes:

- B.1. Percent grant dollars awarded that promote cultural tourism
- B.2. Dollar amount of funding secured to support TCA

STRATEGIES AND OUTPUT, EFFICIENCY, AND EXPLANATORY MEASURES

GOAL 1: Arts and Cultural Grants – To provide grants for the arts and cultural industry in Texas.

Strategy 1

A.1.1. Distribute grants for production, performance, exhibition, touring and administration to arts and cultural organizations.

Output Measures:

- A.1.1.1. Number of grant applications received and processed
- A.1.1.2. Number of funded applications from rural counties
- A.1.1.3. Number of funded applications from minority organizations
- A.1.1.4. Number of funded grantees monitored through site visits

Efficiency Measure:

- A.1.1.1. Average grant amount awarded to arts and cultural organizations

Strategy 2

A.1.2 Distribute grants for K-12 arts education programs

Output Measure:

- A.2.1. Number of grants for arts education

Efficiency Measure:

- A.2.1.1. Average grant amount awarded to support arts education

Explanatory Measures:

- A.2.1.1. Average grant amount requested for arts education

GOAL 2: Promotion and Participation – Promote widespread attendance at arts and cultural performances and exhibitions in Texas.

Strategy

B.1. Distribute grants to promote arts and cultural events in Texas to attract tourists.

Output Measures:

- B.1.1.1. Number of marketing and public relations activities, conferences, and seminars attended and/or initiated by TCA staff to promote cultural tourism
- B.1.1.2. Number of grants that promote cultural tourism

TECHNOLOGY RESOURCES PLANNING

The Texas Commission on the Arts will continue to use technology to advance the mission and goals of the agency by enhancing the quality of our services and operations. We systematically look for ways to optimize technology to enhance our services and communications with our constituents.

The agency is focused on the use of technology to efficiently gather and disseminate information, provide services, and increase the agency's reach throughout Texas and the nation. Over time, TCA has moved many of its operations, including informational services and grantmaking processes, to the agency website.

Just over four years ago, our agency underwent a change in leadership. With this new leadership, the agency has become more clearly aligned with state government, our services have been transformed to be clear and accessible, and TCA has expanded its focus on the arts and economic development. Our IT division has spent the past four years simplifying our internal and external processes and aligning our technology systems to reflect our new vision by:

- establishing a presence on Facebook, YouTube and Twitter
- redesigning the agency's website to be more interactive and promote web 2.0 connections
- shifting the agency to the texas.gov domain
- moving our email services to the cloud
- initiating online panels to evaluate grant proposals
- reworking online grant application forms to be shorter and easier to use
- restructuring business logic so online forms accommodate new two-year grant program
- reducing the number of grant forms overall
- consolidating online report forms to serve multiple programs
- introducing training for constituents through webinars
- launching a searchable map for the new Cultural Districts program

Looking forward to the next five years, the agency will continue to streamline our existing systems and maximize efficiencies through the use of technology and available resources.

Further refinements will be made to the online grant system as we complete the migration of that system to a newer framework. TCA's online grant application builds a customized interface for account holders allowing them to research opportunities for TCA funding, apply for grants online, manage multiple applications, follow the progress of their application through the review and scoring phase, receive their award, and provide revisions and evaluation reports. TCA's ability to provide customized guidelines, online technical assistance, grant-writing tips, and electronic grant submission has resulted in significant cost savings to the agency and a broader and higher degree of customer service to constituents. The agency receives, processes, pays, evaluates, and monitors approximately 3,000 grants per fiscal year using this system.

TCA continues to use technology to enhance the quality of our services and broaden access to our constituents. We are building on our recent success with webinars and related web 2.0 technologies to engage constituents in new ways. We will continue conducting panels to evaluate and score applications to the agency. We will seek out ways to provide traditional technical assistance through new technologies. The adoption of new technologies will continue to increase constituent interaction and enhance the agency's ability to meet those needs in a more timely, efficient, and cost-effective manner.

A key initiative during this timeframe is a planning phase to lay the agency's roadmap for determining the most efficient, effective, and economical way to manage and secure our IT systems as government enters the new era of cloud computing and shared services. As a component of that plan, the agency will study our current information assets, prioritize the consolidation of existing systems and platforms, and refine our life-cycle management of stored files and information. These efforts will make our overall IT operations more manageable and will better position the agency to take advantage of new opportunities in the future.

TECHNOLOGY INITIATIVE ASSESSMENT AND ALIGNMENT

TECHNOLOGY INITIATIVE - A

1. Initiative Name: Name of the technology initiative.	
Website Redesign	
2. Initiative Description: Brief description of the technology initiative.	
<p>Redesign agency website to:</p> <ul style="list-style-type: none"> -improve navigation and information architecture -improve accessibility to users with disabilities -make website compatible with mobile users -encourage web 2.0 connections with constituents -shift to texas.gov domain -increase transparency of agency 	
3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.	
Name	Status
n/a	n/a
4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.	
Serves TCA objective for ensuring access to the arts in Texas (Goal 2- Obj B.1.)	
Serves TCA objective for providing arts and cultural grants (Goal 1 –Obj. A.1.)	
Serves TCA objective for indirect administration (Goal 3-Obj.C.1.)	

5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- | | |
|--|--|
| <ul style="list-style-type: none">• P1 – Cloud• P2 – Data Management• P3 – Data Sharing• P4 – Infrastructure• P5 – Legacy Applications | <ul style="list-style-type: none">• P6 – Mobility• P7 – Network• P8 – Open Data• P9 – Security and Privacy• P10 – Social Media |
|--|--|

P6, P8, P10

6. Guiding Principles: As applicable, describe how the technology initiative will address the following statewide technology guiding principles:

- Connect – expanding citizen access to services
- Innovate – leveraging technology services and solutions across agencies
- Trust – providing a clear and transparent accounting of government services and data
- Deliver – promoting a connected and agile workforce

This initiative serves the following principals:

Connect- The web 2.0 expands our services and access to citizens. The focus on accessibility ensures people with disabilities can participate.

Trust- Reorganizing our information makes our open data more easily found and enhances the transparency and accountability of the agency.

Deliver- The optimization of the agency website ensures that mobile users have access to our information and services.

7. Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:

- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements
- Compliance (required by State/Federal laws or regulations)

Improves customer satisfaction. Enhances the agency's communications with their constituents. Makes agency operations and information more transparent to the public. Makes the agency information accessible to mobile users.

8. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement the technology initiative.

Consolidating content management system functions into a single platform will allow the agency to leverage its limited man power and training hours.

Even with the simplified management interface available with the new content management system, enhanced data sharing and social media features will require additional staff attention and training.

TECHNOLOGY INITIATIVE - B

1. Initiative Name: Name of the technology initiative.	
Online grant applications	
2. Initiative Description: Brief description of the technology initiative.	
Posting our grant opportunities on Texas Online and making grant applications available online. Using online account as means for communication with constituent for the purpose of tracking their application from review, to award, amendments, and final reporting.	
3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.	
Name	Status
n/a	n/a
4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.	
Serves TCA objective for providing arts and cultural grants (Goal 1 –Obj. A.1.) Serves TCA objective for indirect administration (Goal 3-Obj.C.1.)	
5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.	
<ul style="list-style-type: none"> • P1 – Cloud • P2 – Data Management • P3 – Data Sharing • P4 – Infrastructure • P5 – Legacy Applications 	<ul style="list-style-type: none"> • P6 – Mobility • P7 – Network • P8 – Open Data • P9 – Security and Privacy • P10 – Social Media
P2, P5, P6	

6. Guiding Principles: As applicable, describe how the technology initiative will address the following statewide technology guiding principles:

- Connect – expanding citizen access to services
- Innovate – leveraging technology services and solutions across agencies
- Trust – providing a clear and transparent accounting of government services and data
- Deliver – promoting a connected and agile workforce

This initiative serves the following principals:

Innovate-TCA is leveraging the traffic and work of DIR through Texas Online

Deliver- Through the online grant system, constituents can access the agency services 24/7

7. Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:

- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements
- Compliance (required by State/Federal laws or regulations)

Increases public access to all funding opportunities. Reduces human error, processing time, and complexity. Provides streamline communication tool that reduces paper and postage. Migration of system to .NET increases security and longevity.

8. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement the technology initiative.

The agency's well-refined entity data model for grant processes allows for easier adoption of newer template technologies which will extend the operational life of the system.

Lack of browser standardization combined with refinements to the HTML standards continue to present platform specific display issues for older HTML forms. These changes require unexpected maintenance in order to bring these applications into compliance with the newer standards.

TECHNOLOGY INITIATIVE - C

1. Initiative Name: Name of the technology initiative.	
Online ballot process	
2. Initiative Description: Brief description of the technology initiative.	
Providing an online interface for evaluating and scoring grant proposals	
3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.	
Name	Status
n/a	n/a
4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.	
Serves TCA objective for providing arts and cultural grants (Goal 1 –Obj. A.1.) Serves TCA objective for indirect administration (Goal 3-Obj.C.1.)	
5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.	
<ul style="list-style-type: none"> • P1 – Cloud • P2 – Data Management • P3 – Data Sharing • P4 – Infrastructure • P5 – Legacy Applications 	<ul style="list-style-type: none"> • P6 – Mobility • P7 – Network • P8 – Open Data • P9 – Security and Privacy • P10 – Social Media
P6	

6. Guiding Principles: As applicable, describe how the technology initiative will address the following statewide technology guiding principles:

- Connect – expanding citizen access to services
- Innovate – leveraging technology services and solutions across agencies
- Trust – providing a clear and transparent accounting of government services and data
- Deliver – promoting a connected and agile workforce

This initiative serves the following principals:

Innovate-TCA is leveraging technology to allow evaluators to review and score applications on their own time, at their own pace, in a secure and user-friendly environment.

Deliver- Through the online ballot system, evaluators can access the ballot system from either work or home and enjoy the enhanced flexibility of completing the work around their own schedule.

7. Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:

- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements
- Compliance (required by State/Federal laws or regulations)

It reduces the cost and staff time of conducting evaluation panel meetings in person.

It provides flexibility in scheduling which makes panel service an option for more arts professionals in Texas.

8. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement the technology initiative.

This technology does not support audio-visual work samples. It also does not allow for panel discussion about applications. As such, it is only appropriate for a portion of the agency's applications types.

TECHNOLOGY INITIATIVE - D

1. Initiative Name: Name of the technology initiative.	
Payment Processing System	
2. Initiative Description: Brief description of the technology initiative.	
<p>A secure mechanism to automate the batch payment of grants to the Comptroller.</p> <p>A system for notifying grantees via email of direct deposit payments issued via batch payment maker.</p> <p>A data extraction system for alignment with the fiscal office.</p>	
3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.	
Name	Status
n/a	n/a
4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.	
<p>Serves TCA objective for providing arts and cultural grants (Goal 1 –Obj. A.1.)</p> <p>Serves TCA objective for indirect administration (Goal 3-Obj.C.1.)</p>	
5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.	
<ul style="list-style-type: none"> • P1 – Cloud • P2 – Data Management • P3 – Data Sharing • P4 – Infrastructure • P5 – Legacy Applications 	<ul style="list-style-type: none"> • P6 – Mobility • P7 – Network • P8 – Open Data • P9 – Security and Privacy • P10 – Social Media
P2, P3	

6. Guiding Principles: As applicable, describe how the technology initiative will address the following statewide technology guiding principles:

- Connect – expanding citizen access to services
- Innovate – leveraging technology services and solutions across agencies
- Trust – providing a clear and transparent accounting of government services and data
- Deliver – promoting a connected and agile workforce

This initiative serves the following principals:

Innovate – Payment Processing System is a solution for issuing payment of groups of grants through the Comptroller in a secure and efficient manner and providing electronic notification to payees

7. Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:

- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements
- Compliance (required by State/Federal laws or regulations)

Batch payer and data extraction system reduces time and human error in processing and issuing of payments. It provides operational efficiencies. Having the ability to email those grantees that had a payment issued electronically via direct deposit is an enhancement to the agency's service delivery as well as a savings of staff time and mailing and postage.

8. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement the technology initiative.

n/a

TECHNOLOGY INITIATIVE - E

1. Initiative Name: Name of the technology initiative.	
Online searchable listing of grants awarded	
2. Initiative Description: Brief description of the technology initiative.	
Offering the public a searchable list of all the grants approved by the Commission	
3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.	
Name	Status
n/a	n/a
4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.	
Serves TCA objective for indirect administration (Goal 3-Obj.C.1.)	
5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.	
<ul style="list-style-type: none"> • P1 – Cloud • P2 – Data Management • P3 – Data Sharing • P4 – Infrastructure • P5 – Legacy Applications 	<ul style="list-style-type: none"> • P6 – Mobility • P7 – Network • P8 – Open Data • P9 – Security and Privacy • P10 – Social Media
P8, P5	

6. Guiding Principles: As applicable, describe how the technology initiative will address the following statewide technology guiding principles:

- Connect – expanding citizen access to services
- Innovate – leveraging technology services and solutions across agencies
- Trust – providing a clear and transparent accounting of government services and data
- Deliver – promoting a connected and agile workforce

This initiative serves the following principals:

Trust – the online listing of grants awarded provides a clear and transparent accounting of the agency’s primary service and the bulk of the agency expenditures

7. Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:

- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements
- Compliance (required by State/Federal laws or regulations)

The searchable list of grants provides compliance with state regulation about providing high value data sets online. It satisfies public demand for more openness in government and supports a more informed public input during meetings.

8. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency’s ability to successfully implement the technology initiative.

The agency is in the process of migrating this application and data to a web PHP framework. Architectural changes to a more robust model-view-controller framework will allow the agency to leverage its existing data models. Newer view-controller mechanisms provide a more extensible framework, which will reduce time and maintenance costs for implementing future business objectives.

TECHNOLOGY INITIATIVE - F

1. Initiative Name: Name of the technology initiative.	
Webinar trainings	
2. Initiative Description: Brief description of the technology initiative.	
Providing workshops and trainings to constituents via webinars	
3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.	
Name	Status
n/a	n/a
4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.	
Serves TCA objective for ensuring access to the arts in Texas (Goal 2- Obj. B.1.) Serves TCA objective for providing arts and cultural grants (Goal 1 –Obj. A.1.) Serves TCA objective for indirect administration (Goal 3-Obj.C.1.)	
5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.	
<ul style="list-style-type: none"> • P1 – Cloud • P2 – Data Management • P3 – Data Sharing • P4 – Infrastructure • P5 – Legacy Applications 	<ul style="list-style-type: none"> • P6 – Mobility • P7 – Network • P8 – Open Data • P9 – Security and Privacy • P10 – Social Media
P6	

6. Guiding Principles: As applicable, describe how the technology initiative will address the following statewide technology guiding principles:

- Connect – expanding citizen access to services
- Innovate – leveraging technology services and solutions across agencies
- Trust – providing a clear and transparent accounting of government services and data
- Deliver – promoting a connected and agile workforce

This initiative serves the following principals:

Connect – online trainings allow the agency to serve a much larger group of constituents and no one has to leave the office to participate

7. Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:

- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements
- Compliance (required by State/Federal laws or regulations)

Reduces the cost of conducting workshops and trainings across the state. Provides for new opportunities for enhanced learning tracks on specific topics for the arts industry.

8. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency’s ability to successfully implement the technology initiative.

n/a

TECHNOLOGY INITIATIVE - G

1. Initiative Name: Name of the technology initiative.	
Consolidation of IT assets	
2. Initiative Description: Brief description of the technology initiative.	
Internal consolidation of IT assets, systems, and platforms including adoption of cloud email services	
3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.	
Name	Status
n/a	n/a
4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.	
Serves TCA objective for indirect administration (Goal 3-Obj.C.1.)	
5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.	
<ul style="list-style-type: none"> • P1 – Cloud • P2 – Data Management • P3 – Data Sharing • P4 – Infrastructure • P5 – Legacy Applications 	<ul style="list-style-type: none"> • P6 – Mobility • P7 – Network • P8 – Open Data • P9 – Security and Privacy • P10 – Social Media
P1, P4	

6. Guiding Principles: As applicable, describe how the technology initiative will address the following statewide technology guiding principles:

- Connect – expanding citizen access to services
- Innovate – leveraging technology services and solutions across agencies
- Trust – providing a clear and transparent accounting of government services and data
- Deliver – promoting a connected and agile workforce

This initiative serves the following principals:

Deliver- shifting to cloud services allows the agency to have a more connected and agile workforce

7. Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:

- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements
- Compliance (required by State/Federal laws or regulations)

Reduces costs associated with storing information; lessens security measures required to protect data and safeguard systems.

8. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency’s ability to successfully implement the technology initiative.

The impact of consolidation on business critical processes and services requires extensive analysis and planning prior to execution.

TECHNOLOGY INITIATIVE - H

1. Initiative Name: Name of the technology initiative.	
Life-cycle management	
2. Initiative Description: Brief description of the technology initiative.	
Refine life-cycle management of stored files and information	
3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.	
Name	Status
n/a	n/a
4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.	
Serves TCA objective for indirect administration (Goal 3-Obj.C.1.)	
5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.	
<ul style="list-style-type: none"> • P1 – Cloud • P2 – Data Management • P3 – Data Sharing • P4 – Infrastructure • P5 – Legacy Applications 	<ul style="list-style-type: none"> • P6 – Mobility • P7 – Network • P8 – Open Data • P9 – Security and Privacy • P10 – Social Media
P2	

6. Guiding Principles: As applicable, describe how the technology initiative will address the following statewide technology guiding principles:

- Connect – expanding citizen access to services
- Innovate – leveraging technology services and solutions across agencies
- Trust – providing a clear and transparent accounting of government services and data
- Deliver – promoting a connected and agile workforce

This initiative serves the following principals:

Trust- Refining and reducing the amount of data stored reduce s the time to comply with e-discovery and other information requests

7. Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:

- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements
- Compliance (required by State/Federal laws or regulations)

Reduces the costs associated with storing information and securing information

8. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency’s ability to successfully implement the technology initiative.

The agency’s has many different systems on which it stores information. In order to automate this process, each system will require its own lifecycle rules implemented in accordance to the agency’s record management policies.

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APPENDIX **A**

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Description of Texas Commission on the Arts Planning Process Strategic Plan FY 2013-2017

Overview

In preparation for the FY 2013-2017 strategic plan, TCA's planning process included interaction with the field through public meetings held in conjunction with quarterly Commission meetings, discussions with evaluators at panel meetings, grant monitoring site visits, webinar training sessions, and various meetings with constituents across the state. Feedback regarding agency policies and program management was sought at committee meetings, in policy discussions at evaluator panel meetings, with online surveys, and through the receipt of other written and verbal comments from individual constituents.

All meetings conducted by the Commission are open to the public and are posted with the Office of the Secretary of State in the Texas Register. Commission meeting agendas always include a section for public testimony.

The legislative process, specific legislative mandates, and statutory obligations inform and compel TCA's planning process. Included among these factors are the legislative requirement to equitably distribute funding across the state, agency goals, measures, and outcomes, past legislative appropriations, and adherence to the agency's obscenity provision from the legislature. TCA also uses technological expertise to conduct regular online surveys of the field as a way to gather insight on a variety of topics.

TCA's Strategic Plan and Legislative Appropriations Request are molded with guidance by the Governor's goals for the state, legislative mandates, constituent input, as well as general trends within state government. In addition, the agency performs regular internal assessments.

Results from Changes to Guidelines for Grants and Programs

In Fiscal Year 2010, TCA began accepting applications under newly revised grant guidelines. These changes were the direct result of a listening tour with TCA constituents conducted by the Executive Director and Deputy Director in 2008, and discussions with the Commission and stakeholders. The expressed a desire for a simpler and more streamlined grant application process. The Commission wanted the agency to be more closely aligned with the priorities of the State of Texas. The resulting guidelines placed all TCA applications in two broad categories: Arts Create and Arts Respond.

Arts organizations from across the state have adjusted to guideline changes. The Arts Create operational support category draws an average of 361 applicants, and the Arts Respond project support category draws an average of 391 applicants each year. Additionally, the agency continues educational webinars to teach constituents about new opportunities, evaluation and grantwriting. This use of technology has allowed TCA to connect with a large audience in a manner that is low-cost, yet highly effective.

Commission Input

Planning input is encouraged by the agency's governing body at regular quarterly meetings. Suggested changes to TCA's programs and services are presented and discussed annually with the Commission. Any adjustments or changes are developed into policy and approved by the Commission. Commissioners approved the 2013-2017 strategic plans at the June 12, 2012 meeting.

Evaluation Panel Meetings

At the conclusion of each evaluation panel meeting, TCA staff convenes a discussion to seek suggestions and monitor observations of evaluators. During the twelve months before the 2013-2017 strategic plan was written, thirty evaluation panels were conducted and one hundred fifty one individuals participated in the evaluation, planning and policy discussions following.

Grant Monitoring Site Visits

As a requirement of a mandate from the State Auditor's Office, TCA staff conducts grant monitoring site visits on grant recipients. TCA conducts risk analysis by assessing the final evaluation report forms from grantees. To apply the risk analysis, TCA grant administrators review evaluation reports for completeness and accuracy. A scoring process is employed and organizations with higher scores are among the pool of applicants who are monitored. In addition, TCA staff gives each applicant that they monitor an overview of TCA grant programs, answers questions, and brings issues of concern back to headquarters. The information gathered from these site visits informs the planning process.

Other Information

The agency has traditionally provided workshops and trainings on grant programs, grant writing skills, and relevant topics for the arts industry of the state. TCA staff spoke at conferences, and attended gatherings and meetings and had meetings with constituents across the state to review changes in TCA's guidelines and grant application deadlines.

Constituent Survey

From May 8 – 25, 2012, TCA solicited participation from constituents in order to assess the quality of the agency's customer service. The survey had 501 participants and results are included below.

Conclusion

Based on evaluations by staff and significant input from the field, areas for improvement have been identified. The fiscal operations of the agency have been scrutinized and monitored to assure compliance with legal requirements and proper accounting procedures. TCA responded to constituent feedback and continues to improve its grant application process to assure that it is user-friendly and that the complexity of the application fairly corresponds to the amount of the grant awards.

Constant Contact Survey Results

Survey Name: TCA Survey

Response Status: Partial & Completed

Filter: None

5/29/2012 2:25 PM CDT

How many times have you had contact (including submission of grant applications) with TCA staff in the past 12 months?

Answer	0%	100%	Number of Response(s)	Response Ratio
Once			64	12.7 %
Two to five			246	49.1 %
Six or more			110	21.9 %
None			81	16.1 %
No Response(s)			0	0.0 %
Totals			501	100%

Indicate how long you have interacted with this agency.

Answer	0%	100%	Number of Response(s)	Response Ratio
One year or less			77	15.3 %
Two to five years			189	37.7 %
Six or more years			231	46.1 %
No Response(s)			4	<1 %
Totals			501	100%






The primary reasons for your contact with us. {pick up to 3}

Answer	0%	100%	Number of Response(s)	Response Ratio
General information			141	28.3 %
Grant information			451	90.5 %
Information about the arts			118	23.6 %
Problem resolution			72	14.4 %
Referral, advice, technical			112	22.4 %
Other			47	9.4 %
Totals			498	100%







My overall experience was positive.

Answer	0%	100%	Number of Response(s)	Response Ratio
Strongly Agree			331	66.0 %
Agree			117	23.3 %
Neutral			19	3.7 %
Disagree			11	2.1 %
Strongly Disagree			7	1.3 %
Not Applicable			8	1.5 %
No Response(s)			8	1.5 %
Totals			501	100%








Staff was courteous and friendly.

Answer	0%	100%	Number of Response(s)	Response Ratio
Strongly Agree			371	74.0 %
Agree			86	17.1 %
Neutral			16	3.1 %
Disagree			3	<1 %
Strongly Disagree			3	<1 %
Not Applicable			14	2.7 %
No Response(s)			8	1.5 %
Totals			501	100%








Staff was knowledgeable and helpful.

Answer	0%	100%	Number of Response(s)	Response Ratio
Strongly Agree			364	72.6 %
Agree			89	17.7 %
Neutral			16	3.1 %
Disagree			7	1.3 %
Strongly Disagree			5	<1 %
Not Applicable			12	2.3 %
No Response(s)			8	1.5 %
Totals			501	100%








I received a prompt response.

Answer	0%	100%	Number of Response(s)	Response Ratio
Strongly Agree			325	64.8 %
Agree			116	23.1 %
Neutral			25	4.9 %
Disagree			7	1.3 %
Strongly Disagree			8	1.5 %
Not Applicable			11	2.1 %
No Response(s)			9	1.7 %
Totals			501	100%








I received the information I requested.

Answer	0%	100%	Number of Response(s)	Response Ratio
Strongly Agree			343	68.4 %
Agree			109	21.7 %
Neutral			17	3.3 %
Disagree			6	1.1 %
Strongly Disagree			5	<1 %
Not Applicable			14	2.7 %
No Response(s)			7	1.3 %
Totals			501	100%

Written materials are clear and accurate.

Answer	0%	100%	Number of Response(s)	Response Ratio
Strongly Agree			262	52.2 %
Agree			165	32.9 %
Neutral			27	5.3 %
Disagree			15	2.9 %
Strongly Disagree			5	<1 %
Not Applicable			21	4.1 %
No Response(s)			6	1.1 %
Totals			501	100%








Email communications are useful and timely.

Answer	0%	100%	Number of Response(s)	Response Ratio
Strongly Agree			312	62.2 %
Agree			124	24.7 %
Neutral			30	5.9 %
Disagree			10	1.9 %
Strongly Disagree			6	1.1 %
Not Applicable			15	2.9 %
No Response(s)			4	<1 %
Totals			501	100%








The website was easy to use and well organized.

Answer	0%	100%	Number of Response(s)	Response Ratio
Strongly Agree			189	37.7 %
Agree			206	41.1 %
Neutral			55	10.9 %
Disagree			26	5.1 %
Strongly Disagree			7	1.3 %
Not Applicable			15	2.9 %
No Response(s)			3	<1 %
Totals			501	100%





TCA communications contained accurate and useful information.

Answer	0%	100%	Number of Response(s)	Response Ratio
Strongly Agree			282	56.2 %
Agree			169	33.7 %
Neutral			20	3.9 %
Disagree			9	1.7 %
Strongly Disagree			3	<1 %
Not Applicable			11	2.1 %
No Response(s)			7	1.3 %
Totals			501	100%

I know how to make a complaint about services at this agency.

Answer	0%	100%	Number of Response(s)	Response Ratio
Strongly Agree			91	18.1 %
Agree			142	28.3 %
Neutral			116	23.1 %
Disagree			40	7.9 %
Strongly Disagree			9	1.7 %
Not Applicable			98	19.5 %
No Response(s)			5	<1 %
Totals			501	100%

If I complained, I believe it would be addressed in a reasonable manner.

Answer	0%	100%	Number of Response(s)	Response Ratio
Strongly Agree			207	41.3 %
Agree			163	32.5 %
Neutral			51	10.1 %
Disagree			7	1.3 %
Strongly Disagree			7	1.3 %
Not Applicable			59	11.7 %
No Response(s)			7	1.3 %
Totals			501	100%

The location of services was convenient (parking, public transportation, distance, etc.).

Answer	0%	100%	Number of Response(s)	Response Ratio
Strongly Agree			44	8.7 %
Agree			68	13.5 %
Neutral			66	13.1 %
Disagree			2	<1 %
Strongly Disagree			1	<1 %
Not Applicable			312	62.2 %
No Response(s)			8	1.5 %
Totals			501	100%

The agency is open during reasonable hours.






Answer	0%	100%	Number of Response(s)	Response Ratio
Strongly Agree			130	25.9 %
Agree			171	34.1 %
Neutral			40	7.9 %
Disagree			0	0.0 %
Strongly Disagree			0	0.0 %
Not Applicable			156	31.1 %
No Response(s)			4	<1 %
Totals			501	100%

TextBlock:

CONFERENCE AND WEBINAR TRAININGS:

TCA is planning to hold a statewide arts conference in Austin in late January 2013. We will make this as affordable as possible for attendees.

Would you be interested in attending?

Answer	0%	100%	Number of Response(s)	Response Ratio
Yes			242	48.3 %
Maybe			179	35.7 %
No			56	11.1 %
No Opinion			18	3.5 %
No Response(s)			6	1.1 %
Totals			501	100%

TCA is considering expanding our webinar trainings by offering them more frequently and inviting guest experts to speak on various topics. These would be offered at no cost.

Would you be interested in participating?

Answer	0%	100%	Number of Response(s)	Response Ratio
Yes			293	58.4 %
Maybe			147	29.3 %
No			32	6.3 %
No Opinion			19	3.7 %
No Response(s)			10	1.9 %
Totals			501	100%

Which topics would you most like to see for webinar trainings and/or conference? {pick up to 6}

Answer	0%	100%	Number of Response(s)	Response Ratio
Art and authenticity			105	22.2 %
Becoming accessible to people with disabilities			48	10.1 %
Board assessment and recruitment			133	28.2 %
Budget forecasting			103	21.8 %
Building new audiences			239	50.7 %
Creative economy			125	26.5 %
Economic development and tourism			130	27.6 %
Fundraising			251	53.2 %
Grant writing			272	57.7 %
Leadership transitions			63	13.3 %
Marketing			217	46.0 %
Mediation training			22	4.6 %
Mentoring			48	10.1 %
Merging organizations			33	7.0 %
Multi-generational workforce			40	8.4 %
New business models for nonprofits			142	30.1 %
New models in arts education			170	36.0 %
Partnering with businesses			191	40.5 %
Placemaking (creating vibrant community spaces)			99	21.0 %
Social Media			165	35.0 %
Totals			471	100%

Do you have any speaker recommendations?

105 Response(s)

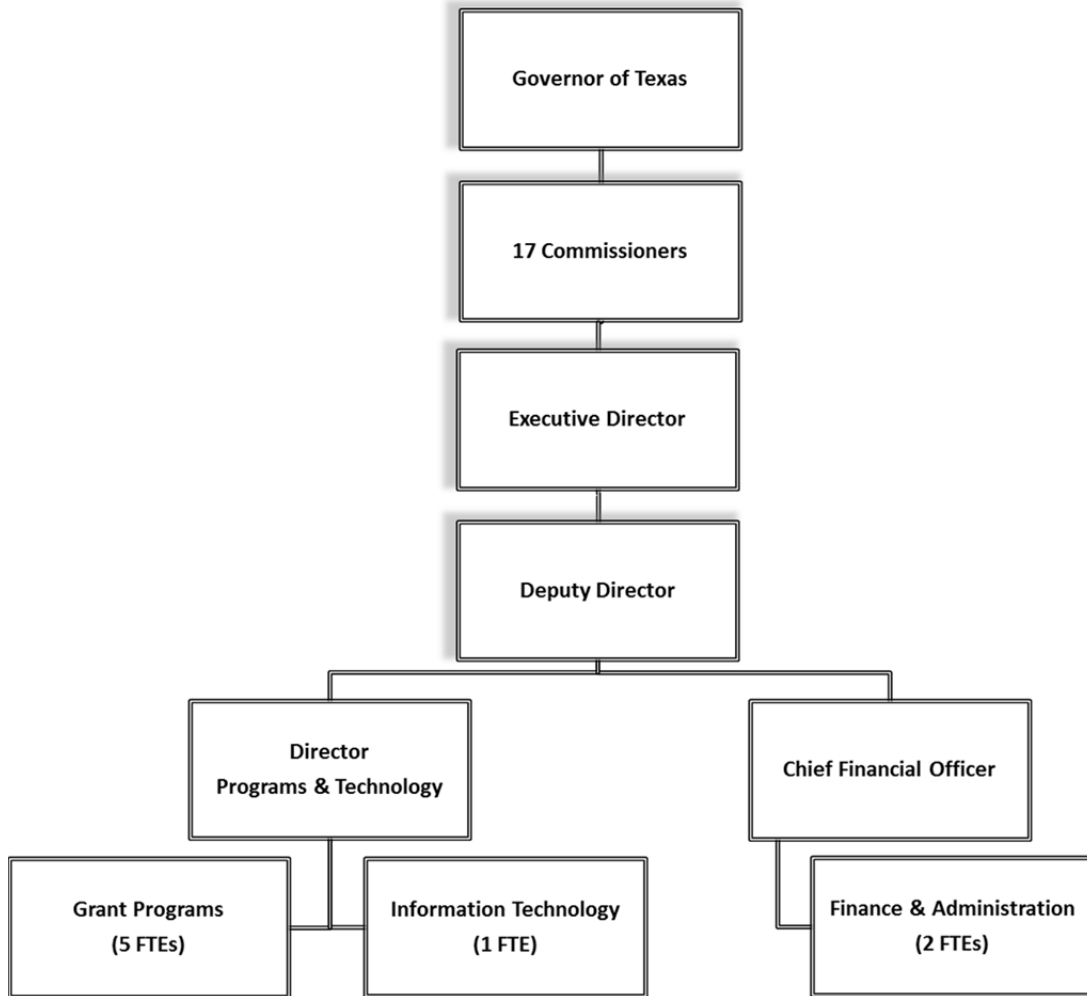
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APPENDIX **B**

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Texas Commission on the Arts

Organizational Chart



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APPENDIX C

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Texas Commission on the Arts

Five-Year Projections for Outcomes 2013-2017

GOAL 1: ARTS AND CULTURAL GRANTS

Type	Performance Measure	2013 Goal	2014 Goal	2015 Goal	2016 Goal	2017 Goal
Outcome 1	% of grant applications funded	93%	93%	93%	93%	93%
Outcome 2	% of applications from minority organizations funded	20%	20%	20%	20%	20%
Outcome 3	% of grant dollars provided to minority organizations	20%	20%	20%	20%	20%
Outcome 4	% of applications from rural counties	8%	8%	8%	8%	8%
Outcome 5	% of grant dollars awarded to rural counties	5%	5%	5%	5%	5%
Outcome 6	% of grant dollars awarded from license plate sales	7%	7%	7%	7%	7%
Outcome 7	% of grants funded for arts education	20%	20%	20%	20%	20%
Outcome 8	% of funded grantees monitored through site visits	10%	10%	10%	10%	10%

GOAL 2: PROMOTION AND PARTICIPATION

Type	Performance Measure	2013 Goal	2014 Goal	2015 Goal	2016 Goal	2017 Goal
Outcome 1	% of grant dollars that promote cultural tourism	25%	25%	25%	25%	25%
Outcome 2	\$ amount of funding secured for TCA	\$152,000	\$152,000	\$152,000	\$152,000	\$152,000

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APPENDIX **D**

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Texas Commission On The Arts List Of Measure Definitions

Goal 1: Arts and Cultural Grants
To provide grants for the arts and cultural industry in Texas.

01-01 OBJECTIVE: To provide financial, human, and technical resources to ensure viable arts and cultural communities.

Percentage of Grant Applications Funded

Goal: 1 Objective: 1 Outcome: 1

Definition	This measure identifies the number of grant applications funded out of the total submitted.
Purpose/Importance	The purpose of this measure is to identify the percentage of grant applications funded out of total submitted.
Source	Agency's grants management database and report from subgranting organizations.
Method of Calculation	This measure is calculated by dividing the number of grant applications funded by the total number of grant applications submitted for funding multiplied by 100.
Data Limitations	None.
Calculation Type	Non-cumulative.
New Measure	No.
Desired Performance	Higher than target.

Percentage of Applications from Minority Organizations

Goal: 1 Objective: 1 Outcome: 2

Definition	This measure identifies the percentage of grant applications from minority organizations out of total submitted.
Purpose/Importance	The purpose of this measure is to ensure compliance with TCA's equity mandate.
Source	Agency's grants management database and report from subgranting organizations.
Method of Calculation	This measure is calculated by dividing the number of grant applications from minority organizations by the total number of grant applications submitted for funding multiplied by 100. "Minority, according to EEOC guidelines, is used to mean four particular groups who share a race, color, or national origin: American Indian or Alaskan native, Asian or Pacific Islander, Black, and Hispanic.
Data Limitations	None.
Calculation Type	Non-cumulative.
New Measure	No.
Desired Performance	Higher than target.

Percentage of Assistance Dollars Provided to Minority Organizations

Goal: 1 Objective: 1 Outcome: 3

Definition	This measure represents the percentage of grant dollars provided to minority organizations.
Purpose/Importance	The purpose of this measure is to ensure compliance with TCA's equity mandate.

Texas Commission On The Arts List Of Measure Definitions

Source	Agency's grants management database and report from subgranting organizations.
Method of Calculation	This measure is calculated by dividing the amount of grant dollars awarded to ethnically specific minority organization applications by the total amount of grant dollars awarded multiplied by 100. "Minority, according to EEOC guidelines, is used to mean four particular groups who share a race, color, or national origin: American Indian or Alaskan native, Asian or Pacific Islander, Black, and Hispanic.
Data Limitations	Accuracy of outside reporting.
Calculation Type	Non-cumulative.
New Measure	No.
Desired Performance	Higher than target.

Percentage of Applications from Rural Counties

Goal: 1 Objective: 1 Outcome: 4

Definition	This measure identifies the percentage of grant applications from rural counties.
Purpose/Importance	The purpose of this measure is to ensure compliance with TCA's equity mandate.
Source	Agency's grants management database and report from subgranting organizations.
Method of Calculation	This measure is calculated by dividing the number of grant applications that are from rural counties by the total number of grant applications multiplied by 100. "Rural" is defined as a county which, under the 1993 U.S. Office of Management and Budget classification scheme for counties, is outside of a Metropolitan Statistical Area.
Data Limitations	Accuracy of available population figures in ever-growing counties.
Calculation Type	Non-cumulative.
New Measure	No.
Desired Performance	Higher than target.

Percentage of Grant Dollars to Rural Counties

Goal: 1 Objective: 1 Outcome: 5

Definition	This measure identifies the percentage of grant dollars provided to rural counties.
Purpose/Importance	The purpose of this measure is to ensure compliance with TCA's equity mandate.
Source	Agency's grants management database and report from subgranting organizations.
Method of Calculation	This measure is calculated by dividing the number of grant dollars awarded to applications from rural counties by the total number of grant dollars awarded multiplied by 100. "Rural" is defined as a county which, under the 1993 U.S. Office of Management and Budget classification scheme for counties, is outside a Metropolitan Statistical Area.
Data Limitations	Accuracy of available population figures in ever-growing counties.
Calculation Type	Non-cumulative.
New Measure	No.
Desired Performance	Higher than target.

Texas Commission On The Arts List Of Measure Definitions

Percentage of Grant Dollars Awarded from License Plate Sales

Goal: 1 Objective: 1 Outcome: 6

Definition	This measure identifies the percentage of grant dollars awarded from license plate sales.
Purpose/Importance	The purpose of this measure is to assess the impact of funds awarded from the sale of the Texas “State of the Arts” license plate.
Source	Agency's grants management database and report from subgranting organizations.
Method of Calculation	This measure is calculated by dividing the amount of grant dollars awarded from license plate sales by the total number of grant dollars awarded multiplied by 100.
Data Limitations	None.
Calculation Type	Non-cumulative.
New Measure	No.
Desired Performance	Higher than target.

Percentage of Grants Funded for Arts Education

Goal: 1 Objective: 1 Outcome: 7

Definition	This measure identifies the number of funded applications for Arts Education.
Purpose/Importance	The purpose of this measure is to track grants for arts education.
Source	Agency's grants management database.
Method of Calculation	This measure is calculated by taking the number of funded applications for K-12 arts education programs divided by the total number of funded applications multiplied by 100.
Data Limitations	None.
Calculation Type	Non-cumulative.
New Measure	No.
Desired Performance	Higher than target.

Percentage of Funded Grantees Monitored

Goal: 1 Objective: 1 Outcome: 8

Definition	This measure indicates the percentage of funded grantees monitored through site visits for compliance with generally accepted accounting principles and contract compliance.
Purpose/Importance	The purpose of this measure is to ensure compliance with TCA’s grant contracts and with generally accepted accounting principles.
Source	State travel and activity reports.
Method of Calculation	This measure is calculated by counting the number of organizations receiving funding that were monitored through site visits divided by the total number of grants awarded in the previous fiscal year multiplied by 100. Those grants that were cancelled will not be counted in the number of grants awarded.
Data Limitations	None.
Calculation Type	Non-cumulative.
New Measure	No.
Desired Performance	Higher than target.

Texas Commission On The Arts List Of Measure Definitions

01-01-01 STRATEGY: ARTS ORGANIZATION GRANTS

Distribute grants for production, performance, exhibition, touring and administration to arts and cultural organizations.

Number of Grant Applications Processed

Goal: 1 Objective: 1 Strategy: 1 Output Measure: 1

Definition	This measure indicates the number of grant applications received and processed.
Purpose/Importance	The purpose of this measure is to assess the agency workload in relation to grants application processing.
Source	Agency's grants management system.
Method of Calculation	This measure is calculated by adding the total number of grant applications received and processed. The applications are processed and reviewed by agency staff and peer review panels.
Data Limitations	None.
Calculation Type	Cumulative.
New Measure	No.
Desired Performance	Higher than target.

Number of Funded Applications from Rural Counties

Goal: 1 Objective: 1 Strategy 1 Output Measure: 2

Definition	This measure indicates the number of funded grant applications from rural counties.
Purpose/Importance	The purpose of this measure is to identify funded grant applications from rural counties.
Source	Agency's grants management database and report from subgranting organizations.
Method of Calculation	This measure is calculated by dividing the number of grant applications from rural counties by the total number of grant applications multiplied by 100. "Rural" is defined as a county which, under the 1993 U.S. Office of Management and Budget classification scheme for counties, is outside of a Metropolitan Statistical Area.
Data Limitations	Accuracy of available population figures in ever-growing counties.
Calculation Type	Cumulative.
New Measure	No.
Desired Performance	Higher than target.

Number of Funded Applications from Minority Organizations

Goal: 1 Objective: 1 Strategy: 1 Output Measure: 3

Definition	This measure indicates the number of funded grant applications from minority organizations.
Purpose/Importance	The purpose of this measure is to ensure compliance with TCA's equity mandate.
Source	Agency's grants management database and report from subgranting organizations.
Method of Calculation	This measure is calculated by counting the number of funded grant applications from minority organizations. "Minority, according to EEOC guidelines, is used to mean four particular groups who share a race, color, or national origin: American Indian or Alaskan native, Asian or Pacific Islander, Black, and Hispanic.

Texas Commission On The Arts List Of Measure Definitions

Data Limitations	None.
Calculation Type	Cumulative.
New Measure	No.
Desired Performance	Higher than target.

Number of Funded Grant Contracts Monitored

Goal: 1 Objective: 1 Strategy: 1 Output Measure: 4

Definition	This measure indicates the number of organizations receiving funding that were monitored through site visits for compliance with generally accepted accounting principles and contract compliance.
Purpose/Importance	The purpose of this measure is to ensure compliance with TCA's grant contracts and with generally accepted accounting principles.
Source	State travel and activity reports.
Method of Calculation	This measure is calculated by counting the number of organizations receiving funding that were monitored This measure is calculated by counting the number of organizations receiving funding that were monitored through site visits for compliance with generally accepted accounting principles and contract compliance.
Data Limitations	None.
Calculation Type	Cumulative.
New Measure	No.
Desired Performance	Higher than target.

Average Grant Amount Awarded to Arts and Cultural Organizations

Goal: 1 Objective: 1 Strategy: 1 Efficiency Measure: 1

Definition	This measure represents the average grant amount awarded to arts and cultural organizations.
Purpose/Importance	The purpose of this measure is to identify the average grant amount awarded to arts and cultural organizations.
Source	Agency's grants management database.
Method of Calculation	This measure is calculated by dividing the total grant amount awarded to arts and cultural organizations by the total number of grants awarded to arts and cultural organizations.
Data Limitations	None.
Calculation Type	Non-cumulative.
New Measure	No.
Desired Performance	Higher than target.

01-01-02 STRATEGY: ARTS EDUCATION GRANTS

Distribute grants for curriculum development, student achievement and teacher training.

Number of Grants for Arts Education

Goal: 1 Objective: 1 Strategy: 2 Output Measure: 1

Definition	This measure indicates the total number of grants for arts education.
Purpose/Importance	The purpose of this measure is to identify the number of grants funded for arts education.

Texas Commission On The Arts List Of Measure Definitions

Source	Agency's grants management database.
Method of Calculation	This measure is calculated by adding all of the grants for arts education.
Data Limitations	None.
Calculation Type	Cumulative.
New Measure	No.
Desired Performance	Higher than target.

Average Grant Amount Awarded for Arts Education

Goal: 1 Objective: 1 Strategy: 2 Efficiency Measure: 1

Definition	This measure represents the average grant amount awarded for Arts Education.
Purpose/Importance	The purpose of this measure is to identify the average grant amount awarded for arts education.
Source	Agency grants management database.
Method of Calculation	This measure is calculated by dividing the total grant dollar amount awarded for arts education by the total number of grant awards for arts education.
Data Limitations	None.
Calculation Type	Non-cumulative.
New Measure	No.
Desired Performance	Higher than target.

Average Grant Amount Requested for Arts Education

Goal: 1 Objective: 1 Strategy: 2 Explanatory Measure: 1

Definition	This measure indicates the average grant award requested for Arts Education.
Purpose/Importance	The purpose of this measure is to identify the average grant amount awarded for arts education.
Source	Agency's grants management database.
Method of Calculation	The measure is calculated by adding the dollar amount requested for arts education by the total number of grant requests for arts education.
Data Limitations	None.
Calculation Type	Cumulative.
New Measure	No.
Desired Performance	Higher than target.

01-01-03 STRATEGY: DIRECT ADMINISTRATION

Evaluate grant application; monitor for contract compliance.

**Texas Commission On The Arts
List Of Measure Definitions**

Goal 2: Promotion and Participation
Promote widespread attendance at arts and cultural performances and exhibitions in Texas.

02-01 OBJECTIVE: Ensure access to arts in Texas through marketing, fundraising, and cultural tourism.

Percentage of Grant Dollars Awarded that Promote Cultural Tourism

Goal: 2 Objective: 1 Outcome: 1

Definition	This measure represents the percentage of grant dollars awarded that promote cultural tourism.
Purpose/Importance	The purpose of this measure is to determine the percentage of grants funded to promote cultural tourism.
Source	Agency's grants management database and report from subgranting organizations.
Method of Calculation	This measure is calculated by dividing the number of grant dollars awarded for cultural tourism by the total number of grant dollars awarded multiplied by 100. "Cultural Tourism" refers to marketable visitor destinations based on a combination of the unique experience of area arts, cultural, and heritage resources.
Data Limitations	None.
Calculation Type	Non-cumulative.
New Measure	No.
Desired Performance	Higher than target.

Dollar Amount of Private Funding Secured for TCA

Goal: 2 Objective: 1 Outcome: 2

Definition	This measure is a total of private funds received to support TCA.
Purpose/Importance	This measure is intended to show the amount of private sector support for TCA.
Source	Comptroller (USAS deposit vouchers) and agency log of private donations received.
Method of Calculation	This measure is calculated by adding up all donations made and deposited to the agency GR Dedicated Account (0334) to support TCA.
Data Limitations	None.
Calculation Type	Cumulative.
New Measure	No.
Desired Performance	Higher than target.

Texas Commission On The Arts List Of Measure Definitions

02-01-01 STRATEGY: CULTURAL TOURISM

Distribute grants to promote arts and cultural events in Texas to attract tourists.

Number of Grants that Promote Cultural Tourism

Goal: 2 Objective: 1 Strategy: 1 Output Measure: 1

Definition	This measure indicates the number of grants that support cultural tourism.
Purpose/Importance	The purpose of this measure is to ensure promotion of Cultural Tourism within the State of Texas.
Source	Agency's grants management database and reports from sub granting organizations.
Method of Calculation	This measure is calculated by counting the number of grants dedicated to the development of cultural tourism.
Data Limitations	None.
Calculation Type	Cumulative.
New Measure	No.
Desired Performance	Higher than target.

02-01-02 STRATEGY: MARKETING AND FUNDRAISING

Expand local audiences in arts and cultural activities through marketing, advertising, and public relations. Increase private sector contributions for TCA's programs.

Number of Activities to Promote Cultural Tourism

Goal: 2 Objective: 1 Strategy: 3 Output Measure: 1

Definition	This measure represents the number of marketing, PR activities, conferences and seminars attended and/or initiated by TCA staff to promote cultural tourism.
Purpose/Importance	The purpose of this measure is to ensure compliance with Cultural Tourism mandate.
Source	TCA Tourism Tracking Form.
Method of Calculation	This measure is calculated by counting the number of meetings, conferences, seminars and travel for the purpose of promoting cultural tourism. "Cultural Tourism" refers to marketable visitor destinations based on a combination of the unique experience of area arts, cultural, and heritage resources.
Data Limitations	None.
Calculation Type	Cumulative.
New Measure	No.
Desired Performance	Higher than target.

02-01-03 STRATEGY: DIRECT ADMINISTRATION

Evaluate grant applications, monitor for contract compliance, and manage the agency's marketing, advertising, and public relations.

**Texas Commission On The Arts
List Of Measure Definitions**

Goal 3: Indirect Administration

03-01 OBJECTIVE: Indirect Administration

03-01-01 STRATEGY: CENTRAL ADMINISTRATION

03-01-02 STRATEGY: INFORMATION RESOURCES

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APPENDIX E

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**TEXAS COMMISSION
ON THE ARTS**

WORKFORCE PLAN

FOR FISCAL YEARS 2013 - 2017

**GARY GIBBS, PH.D.
EXECUTIVE DIRECTOR**

I. AGENCY OVERVIEW

STATUTE

Texas Commission on the Arts was created by the Texas Legislature in 1965 and operates under the statutory authority of the Texas Government Code, Chapter 444. The duties and responsibilities of the agency are as follows:

- To foster the development of a receptive climate for the arts that will culturally enrich and benefit the citizens of Texas in their daily lives;
- To make visits and vacations to the state more appealing to the world;
- To attract, through appropriate programs of publicity and education, additional outstanding artists to become state residents;
- To direct activities such as the sponsorship of lectures and exhibitions and the central compilation and dissemination of information on the progress of the arts in the state;
- To provide advice to the Texas Facilities Commission, the Texas Historical Commission, the Texas State Library, the Texas Governor's Office Economic Development and Tourism Division, the Texas Department of Transportation, and other state agencies to provide a concentrated state effort for encouraging and developing an appreciation for the arts in the state;
- To provide advice relating to the creation, acquisition, construction, erection, or remodeling by the state of a work of art; and
- To provide advice, on request of the governor, relating to the artistic character of buildings constructed, erected, or remodeled by the state.

The Texas Commission on the Arts is governed by seventeen (17) Commissioners appointed by the Governor. Each Commissioner serves a six-year term. Commissioners are appointed on a rotating basis, with six Commissioners appointed every odd-numbered year. The Commissioners are responsible for hiring an Executive Director for the agency.

The agency is authorized twelve (12) full-time equivalents (FTEs), including the Executive Director to run the day to day business of the agency.

AGENCY MISSION

The mission of the Texas Commission on the Arts (TCA) is to advance our state economically and culturally by investing in a creative Texas.

To accomplish this mission, TCA awards grants, promotes the arts and provides specialized services to the arts and cultural industries

AGENCY STRATEGIC GOALS AND OBJECTIVES

GOAL 1: Arts and Cultural Grants

To provide arts and cultural grants for the arts and cultural industry in Texas

Objective: Provide financial, human, and technical resources to ensure viable arts and cultural communities in Texas

GOAL 2: Promotion and Participation

Promote widespread attendance at arts and cultural performances and exhibitions in Texas

Objective: Promote participation in arts and cultural events and ensure 100% access to arts programs.

GOAL 3: Indirect Administration

BUSINESS FUNCTIONS

The Texas Commission on the Arts is governed by 17 Commissioners, who are appointed by the Governor to six-year terms, and the Executive Director, who is hired by the Commissioners. The Commissioners and Executive Director work closely in all matters related to policy, programs, budget, and operations. TCA employs 12 full-time equivalents (FTEs), including the Executive Director, for the day-to-day operations of the agency.

The core business functions include: Arts Grant Programs, Art Education Grant Programs, Information Technology, and Finance and Administration.

ANTICIPATED CHANGES TO MISSION, STRATEGIES, AND GOALS

The Texas Commission on the Arts does not anticipate any further changes to the Mission, Strategies, and Goals in the next Legislative Session. During the 82nd Legislative Session, Goal B Promotion and Participation, was zero funded and the agency's FTE's were reduced from 18 to 12. The agency will be requesting two additional FTE's during the 83rd Legislative Session.

II. CURRENT WORKFORCE PROFILE

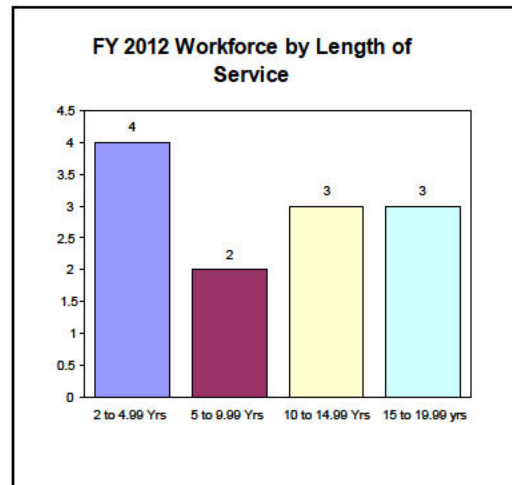
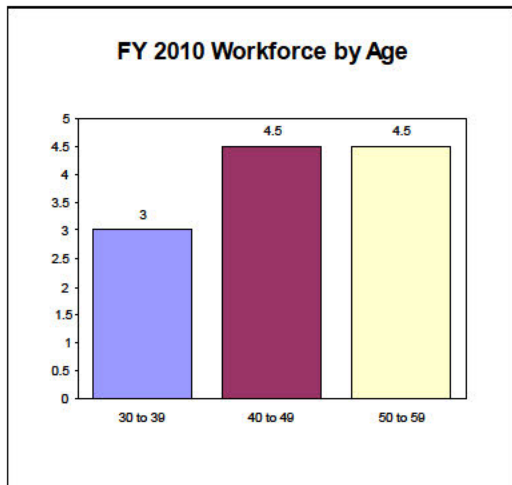
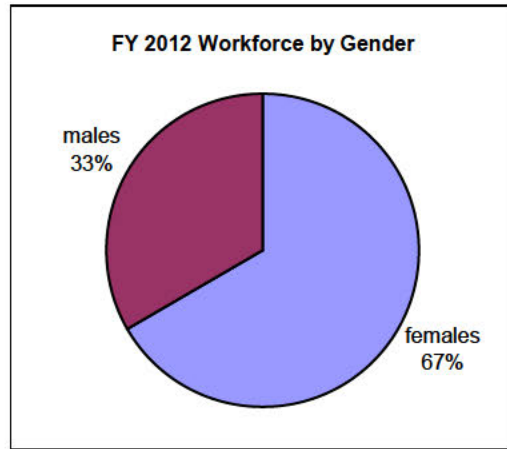
TCA's workforce is very important to the agency. The current agency staff has the experience, knowledge and skills necessary to achieve the mission, goals and objectives of the agency. The agency is authorized twelve (12) FTEs each year for the 2012-2013 biennium. The agency is currently fully staffed.

DEMOGRAPHIC INFORMATION:

Age and Gender:

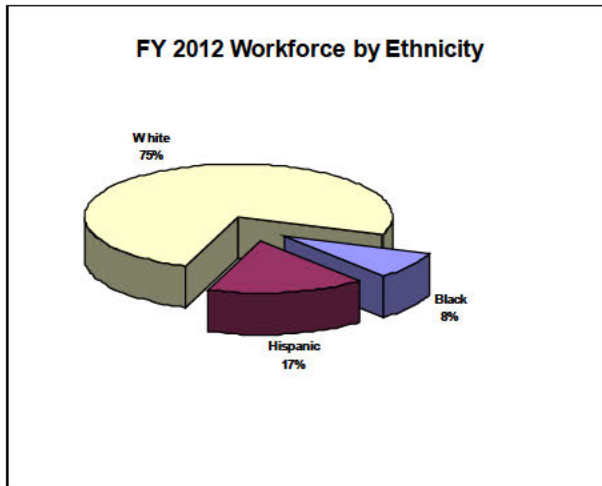
The agency's current headcount for Fiscal Year 2012 is 12 employees. The 12 employees are comprised of 4 males and 8 females. The majority of the agency's employees are over the age of

40. Most of these employees have been with the agency for over 10 years. In a few years, when these employees retire, the agency will lose most of its institutional knowledge.



Ethnicity:

In Fiscal Year 2012, 75% of our agency's workforce is white, 17% is Hispanic, and 8% is black, as illustrated in the chart below.



FY 2012 WORKFORCE COMPOSITION BY EEO CATEGORY:

The majority of the agency's workforce is comprised of professional staff, as illustrated in the chart below.

EEO Category	FY 2012	% of Total
Administrative Support	2	16.67%
Officials & Administrators	2	16.67%
Professionals	7	58.33%
Technicians	1	8.33%
Total	12.00	100.00%

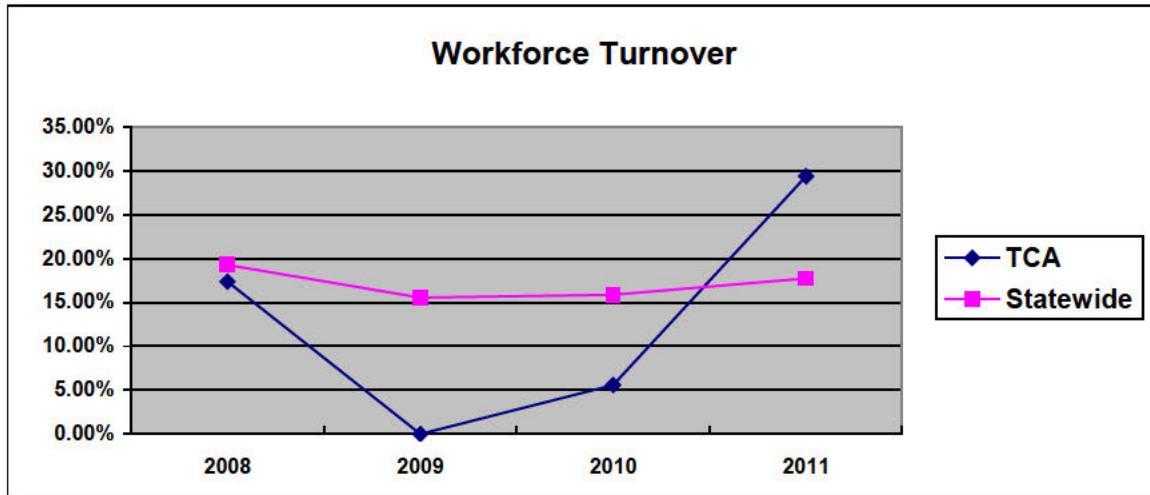
WORKFORCE ELIGIBLE FOR RETIREMENT:

TCA does not have any employees eligible for retirement under State of Texas Rules or under the Social Security Administration rules for the next five years. However, in five years, FY 2017, there is one employee that would be eligible for retirement within six months and three employees that would be eligible within two years. Included in these potential retirees are the Executive Director, Deputy Director and the Director of Programs. Together they have over 50 years experience with the agency. The agency will need to develop a transition plan to ensure the agency runs smoothly during this transition.

AGENCY TURNOVER:

The turnover rate for the Texas Commission on the arts has been less than the turnover rate for the state of Texas for the last three years. The exception was in Fiscal Year 2011, the agency

had to lay-off five employees due to FTE cuts by the 82nd Legislature, so the turnover rate for the agency increased.



PROJECTED TURNOVER RATE FOR FIVE YEARS:

The majority of TCA’s workforce is made up of professionals whose background and/or education is in the arts. There are no other state agencies where these employees could use their experience and education. Also, due to the current state of our economy, we don’t foresee any of these employees leaving our agency.

WORKFORCE SKILLS CRITICAL TO THE MISSION AND GOALS OF THE AGENCY:

The agency currently employs professional staff, administrative staff and technical staff. The skills critical to the agency include:

- Grant making knowledge;
- Grant monitoring knowledge;
- Knowledge of the different aspects of the Arts;
- Clerical and administrative skills;
- Information Technology skills;
- Customer Service;
- Marketing and Fundraising skills; and
- Financial and Human Resources knowledge.

The agency will continue reviewing the agency demands to ensure there is a reliable, adequate, and effective workforce in place to continue operating efficiently and effectively.

III. FUTURE WORKFORCE PROFILE

EXPECTED WORKFORCE CHANGES:

The agency does not anticipate any changes to its mission, goals, and objectives; therefore, we do not expect any changes to our workforce.

FUTURE WORKFORCE SKILLS NEEDED:

To be able to accomplish the mission, goals and objectives of the agency, it is critical we maintain the following skills:

- Grant making knowledge;
- Grant monitoring knowledge;
- Knowledge of the different aspects of the Arts;
- Clerical and administrative skills;
- Information Technology skills;
- Customer Service
- Marketing and Fundraising skills; and
- Financial and Human Resources knowledge.

ANTICIPATED INCREASE/DECREASE IN FTES:

The agency anticipates no change in the authorized number of FTEs. The agency will manage workload increases by improving processes and increasing efficiency and effectiveness. Human resources will be re-organized and/or re-allocated to maximize the operations of the agency.

IV. GAP ANALYSIS

The Texas Commission on the Arts has sufficient experienced staff with the expertise to accomplish the agency's current mission, goals and objectives. Any legislative changes to the current programs of the agency would require a re-examination of the agency's workforce to identify gaps in knowledge, experience and resources.

ANTICIPATED SHORTAGE/SURPLUS IN STAFFING LEVELS:

The agency does not anticipate a shortage in staffing levels. This agency is unique in that prior State of Texas experience is not required for the majority of the positions. The agency can hire from both the private and public sector to meet its human resources demands.

ANTICIPATED SHORTAGE/SURPLUS OF SKILLS:

The main skills the majority of the agency's employees need is knowledge of the arts. We have several colleges and universities in the surrounding area that graduate hundreds of students with arts degrees; therefore, the agency does not anticipate any shortage in skills. However, if there is high turnover in the agency within the next five years, we will be losing a lot of institutional knowledge and years of experience.

V. STRATEGY DEVELOPMENT

In the *Survey of Organizational Engagement*, the agency's lower scored constructs include: team, pay and employee development. The agency will work on improving these constructs to be able to retain and recruit qualified employees.

RETENTION PROGRAMS:

As a small agency, TCA has very little room for advancement and promotion. However, the agency will continue to use authorized compensation and retention programs such as: merits, promotions, performance rewards, and retention bonuses to help retain employees.

The agency will also work on implementing employee development programs for training and cross-training current employees.

The agency will also use technological advances to improve current job processes and make them more efficient and effective and; therefore, reduce the overtime and stress levels of the current staff.

RECRUITMENT PLANS:

The agency does not continuously recruit employees. The agency only recruits prospective employees when we have a vacancy. The agency recruits for vacant positions through job postings in *Work-In-Texas* and on our agency web-site. We also inform other arts organizations about vacant positions.

The agency will continue to recruit a qualified and diverse workforce to fill any vacancies that may occur through attrition or retirement.

VI. CONCLUSION

The agency currently has sufficient authorized FTEs with the experience, knowledge and skills to accomplish the agency's mission, goals, and objectives. We will periodically assess the current workforce to make adjustments in our human resources allocation as needed.

.....

APPENDIX F

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SURVEY OF EMPLOYEE ENGAGEMENT

Texas Commission on the Arts

Data Report

2011



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*Additional Items are not included if none were submitted.

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See our Web Page: www.survey.utexas.edu

Current Benchmark Data
 Survey Interventions Example and Best Practices
 Helpful Publications, and
 Additional Survey Information

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Survey Respondent Information

Survey respondent information reports the response rate and frequency information for all demographic variables that were asked of participants. **Response Rate** is a good indicator of employees' willingness to engage in efforts to improve the organization. **Scope of Participation** is a gauge to see whether or not employees by demographic characteristics participated in the survey.

Response Rate

Your response rate is the percentage of surveys distributed divided by the number of valid surveys received. For category reports, we only report the response rate for the organization as a whole.

What is a good response rate? If your organization sampled employees, the answer must take into consideration size, sampling strategy, variance, and error tolerance. When all employees are surveyed (census), a general rule for organizations of at least 500, is that a 30% rate is a low, but an acceptable level of response. In general, response rates of greater than 50% (regardless of number of employees) indicate a strong level of participation.

What about non-respondents? First, you should review the scope of participation discussed in the following paragraph. Second, you need to ascertain whether or not a more focused effort is needed to determine why some groups did not respond.

Scope of Participation

Respondent information is used as a gauge of the scope of participation. For example, the percentages of male and female respondents should roughly mirror your organization's gender composition. This should be true for the other demographic categories. If not, consider whether or not additional efforts need to be made to engage those low participating categories. It is important to note the following:

- If less than five respondents selected a demographic variable, "Less Than Five" and "Not Available" is reported to protect the respondents' anonymity.
- Participants have the option to skip items, so the number of respondents reported in the response rate may be greater than the number of respondents for any given item. In the example, there are 100 respondents, but only 98 completed the item. Therefore, the number of respondents for gender is 98 or 98%, leaving 2% as not responding.

	Number of Survey Respondents	Percent of Survey Respondents
Total Respondents: 100		
Surveys Distributed: 200		
Response Rate: 50%		

Gender		
Female:	49	49%
Male:	49	49%

Survey Respondent Information

Total Respondents: 12
 Survey Distributed: 12
 Response Rate: 100.00%

Number of Survey Respondents

Percent of Survey Respondents

My highest education level

Did not finish high school:	Less Than 5	Not Available
High school diploma (or GED):	Less Than 5	Not Available
Some college:	Less Than 5	Not Available
Associate's Degree:	Less Than 5	Not Available
Bachelor's Degree:	5	41.67%
Master's Degree:	Less Than 5	Not Available
Doctoral Degree:	Less Than 5	Not Available

I am

Female:	7	58.33%
Male:	Less Than 5	Not Available

My annual salary (before taxes)

Less than \$15,000:	Less Than 5	Not Available
\$15,000 - \$25,000:	Less Than 5	Not Available
\$25,001 - \$35,000:	Less Than 5	Not Available
\$35,001 - \$45,000:	Less Than 5	Not Available
\$45,001 - \$50,000:	Less Than 5	Not Available
\$50,001 - \$60,000:	Less Than 5	Not Available
\$60,001 - \$75,000:	Less Than 5	Not Available
More than \$75,000:	Less Than 5	Not Available

My age (in years)

16-29:	Less Than 5	Not Available
30-39:	Less Than 5	Not Available
40-49:	5	41.67%
50-59:	Less Than 5	Not Available
60+:	Less Than 5	Not Available

Survey Respondent Information

Total Respondents: 12
 Survey Distributed: 12
 Response Rate: 100.00%

**Number of Survey
 Respondents**

**Percent of Survey
 Respondents**

Years of service with this organization

Less than 1 year:	Less Than 5	Not Available
1-2 years:	Less Than 5	Not Available
3-5 years:	Less Than 5	Not Available
6-10 years:	Less Than 5	Not Available
11-15 years:	Less Than 5	Not Available
16+ years:	Less Than 5	Not Available

My race/ethnic identification

African-American/Black:	Less Than 5	Not Available
Hispanic/Mexican-American/Latino/a:	Less Than 5	Not Available
Anglo-American/White:	9	75.00%
Asian-American/Pacific Islander/Native American Indian:	Less Than 5	Not Available
Multiracial/Other:	Less Than 5	Not Available

I am currently in a supervisory role.

Yes:	5	41.67%
No:	7	58.33%

I received a promotion during the last two years.

Yes:	Less Than 5	Not Available
No:	10	83.33%

I received a merit increase during the last two years.

Yes:	5	41.67%
No:	7	58.33%

I plan to be working for this organization in one year.

Yes:	12	100.00%
No:	Less Than 5	Not Available

Survey Constructs

The Survey of Employee Engagement is a framework, which at the highest level, consists of five Workplace Dimensions capturing the total work environment. Each Workplace Dimension is composed of several Survey Constructs designed to broadly profile areas of strength and concern so that interventions may be targeted appropriately. Survey Constructs are developed from the Primary Items (numbered 1-71). The organizational Climate is also developed from the Primary Items, but is reported in the climate section of this report. Appendix A1 contains a summary of the Survey Constructs and the related Primary Items. Constructs are scored differently from items to denote them as a separate measure. Using this scoring convention, construct scores can range from a low of 100 to a high of 500. When interpreting the scores, see the suggestions made on the Primary Item leading page of this report.

Your Data

- **Current Score** is calculated by averaging the mean score of the related primary items and then multiplied by 100. For example if the construct score is 389, then the average of the related primary items is 3.89.

Benchmark Data

- **YEAR Score** is your organization's score reported from previous iterations. Not Available is reported if there is no past score or if the item was new or no comparative data was available. Due to changes in the instrument, over time data is not available prior to 2010.
- **All Respondents** is the average score from all participants from all organizations.
- **Size Category** is the average score from organizations that are similar size to your organization.
- **Mission** is the average score from organizations of similar mission to your organization.

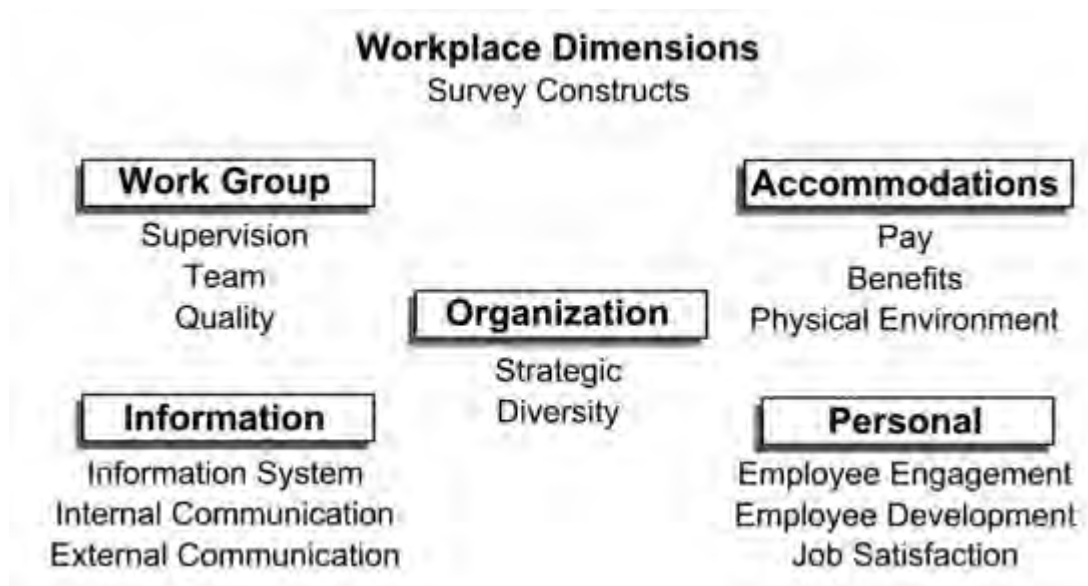
What is a good score? Regardless the construct average, scores range from areas of strength to areas of concern. In general, most scores are between 325 and 375. Scores below a 325 are of concern because they indicate general dissatisfaction. Scores above 375 indicate positive perceptions.

What items make up the constructs? Appendix Page A1 contains a summary of the Survey Constructs and the related Primary Items.

When is benchmark data available? Benchmark data is updated in the summer of every even-numbered year.

Survey Constructs

Survey Framework



Construct Summary: Scoring from High to Low

Score	Construct	Score	Construct
444	Strategic	414	Supervision
431	Physical Environment	396	Employee Engagement
423	Benefits	379	Diversity
419	Quality	375	Job Satisfaction
419	External Communication	371	Employee Development
418	Information Systems	361	Internal Communication
415	Team	236	Pay

Survey Constructs

Work Group

This dimension relates to employees' activities within their immediate work vicinity. They include factors that concern how employees interact with peers, supervisors and the quality of work activity.

Supervision

Supervision provides insight into the nature of supervisory relationships within the organization including aspects of leadership, the communication of expectations, and sense of fairness that employees perceive exist between supervisors and themselves.

Current Score:

2010 Score:

All Respondents:

2008 Score:

Size Category 1:

2006 Score:

Mission 1/10:

Team

Team captures employees' perceptions of the effectiveness of their work group and the extent to which the organizational environment supports appropriate teamwork among employees.

Current Score:

2010 Score:

All Respondents:

2008 Score:

Size Category 1:

2006 Score:

Mission 1/10:

Quality

Quality focuses upon the degree to which quality principles, such as customer service and continuous improvement, are a part of the organizational culture.

Current Score:

2010 Score:

All Respondents:

2008 Score:

Size Category 1:

2006 Score:

Mission 1/10:

Survey Constructs

Accommodations

This dimension looks at the physical work setting and the factors associated with pay, benefits, resources and workplace safety. It is the total compensation package and environment provided to employees by the organization.

Pay

Pay is an evaluation from the viewpoint of employees of the competitiveness of the total compensation package. It addresses how well the package "holds up" when employees compare it to similar jobs in their own communities.

Current Score:	<input type="text" value="236"/>	2010 Score:	<input type="text" value="314"/>	All Respondents:	<input type="text" value="270"/>
		2008 Score:	<input type="text" value="Not Available"/>	Size Category 1:	<input type="text" value="303"/>
		2006 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="282"/>

Benefits

Benefits provide an indication of the role that the employment benefit package plays in attracting and retaining employees.

Current Score:	<input type="text" value="423"/>	2010 Score:	<input type="text" value="402"/>	All Respondents:	<input type="text" value="387"/>
		2008 Score:	<input type="text" value="Not Available"/>	Size Category 1:	<input type="text" value="409"/>
		2006 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="401"/>

Physical Environment

Physical Environment captures employees' perceptions of the work setting and the degree to which employees believe that a safe and pleasant working environment exists.

Current Score:	<input type="text" value="431"/>	2010 Score:	<input type="text" value="418"/>	All Respondents:	<input type="text" value="390"/>
		2008 Score:	<input type="text" value="Not Available"/>	Size Category 1:	<input type="text" value="415"/>
		2006 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="403"/>

Survey Constructs

Organization

This dimension addresses the organization's strategic orientation and ability to leverage a diverse workforce towards fulfilling the organization's mission. It is an internal evaluation of the organization's ability to assess changes in the environment and make needed adjustments.

Strategic

Strategic orientation secures employees' thinking about how the organization responds to external influence, including those which play a role in defining the mission, services and products provided by the organization.

Current Score:

2010 Score:

All Respondents:

2008 Score:

Size Category 1:

2006 Score:

Mission 1/10:

Diversity

Diversity addresses the extent to which employees feel that individual differences, including ethnicity, age and lifestyle, may result in alienation and/or missed opportunities for learning or advancement.

Current Score:

2010 Score:

All Respondents:

2008 Score:

Size Category 1:

2006 Score:

Mission 1/10:

Survey Constructs

Information

This dimension refers to how consistent and structured communication flow is within the organization and to outside groups. It examines the degree to which information systems and technology are efficient and effective.

Information Systems

Information Systems provides insight into whether computer and communication systems utilized by employees enhances the ability to get the job done by providing accessible, accurate, and clear information.

Current Score:	<input type="text" value="418"/>	2010 Score:	<input type="text" value="424"/>	All Respondents:	<input type="text" value="374"/>
		2008 Score:	<input type="text" value="Not Available"/>	Size Category 1:	<input type="text" value="402"/>
		2006 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="385"/>

Internal Communication

Internal Communication captures the nature of communication exchanges within the organization by addressing the extent to which employees view information exchanges as open, honest, and productive.

Current Score:	<input type="text" value="361"/>	2010 Score:	<input type="text" value="403"/>	All Respondents:	<input type="text" value="351"/>
		2008 Score:	<input type="text" value="Not Available"/>	Size Category 1:	<input type="text" value="376"/>
		2006 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="369"/>

External Communication

External Communication looks at how information flows out of the organization to various constituencies and focuses upon the ability of the organization to synthesize appropriately.

Current Score:	<input type="text" value="419"/>	2010 Score:	<input type="text" value="442"/>	All Respondents:	<input type="text" value="386"/>
		2008 Score:	<input type="text" value="Not Available"/>	Size Category 1:	<input type="text" value="425"/>
		2006 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="413"/>

Survey Constructs

Personal

This dimension reports on the level of overall job satisfaction and elements of actively engaging employees in the workplace. Personal and career development are assessed as to their ability to improve performance.

Employee Engagement

Employee Engagement focuses on the sense of trust and the level of employees' participation in carrying out their work responsibilities towards delivering high quality work.

Current Score:	<input type="text" value="396"/>	2010 Score:	<input type="text" value="422"/>	All Respondents:	<input type="text" value="379"/>
		2008 Score:	<input type="text" value="Not Available"/>	Size Category 1:	<input type="text" value="396"/>
		2006 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="394"/>

Employee Development

Employee Development captures perceptions of the priority given to the career and personal development of employees by the organization.

Current Score:	<input type="text" value="371"/>	2010 Score:	<input type="text" value="389"/>	All Respondents:	<input type="text" value="382"/>
		2008 Score:	<input type="text" value="Not Available"/>	Size Category 1:	<input type="text" value="396"/>
		2006 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="397"/>

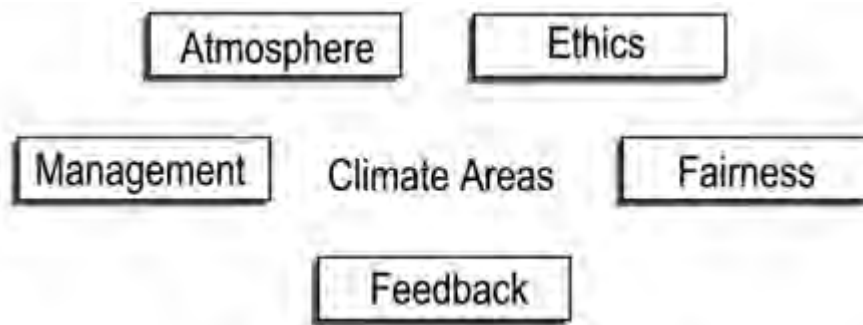
Job Satisfaction

Job Satisfaction addresses employees' satisfaction with their overall work situation and weighs heavily on issues concerning work-life balance, sense of pride, and offering meaningful contributions to the workplace.

Current Score:	<input type="text" value="375"/>	2010 Score:	<input type="text" value="412"/>	All Respondents:	<input type="text" value="378"/>
		2008 Score:	<input type="text" value="Not Available"/>	Size Category 1:	<input type="text" value="401"/>
		2006 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="393"/>

Survey Climate Areas

The climate in which employees work does, to a large extent, determine the efficiency and effectiveness of an organization. The appropriate climate is a combination of a safe, non-harassing environment with ethical abiding employees who treat each other with fairness and respect. Moreover, it is an organization with proactive management that communicates and has the capability to make thoughtful decisions. Climate areas are scored differently from items to denote them as a separate measure. Using this scoring convention, climate scores can range from a low of 100 to a high of 500. When interpreting the scores, see the suggestions made on the Primary Item leading page of this report.



Your Data

- **Current Score** is calculated by averaging the mean score of the related primary items and then multiplied by 100. For example if the climate score is 389, then the average of the related primary items is 3.89.

Benchmark Data

- **YEAR** Score is your organization's score reported from previous iterations. Not Available is reported if there is no past score or if the item was new or no comparative data was available.
- **All Respondents** is the average score from all participants from all organizations.
- **Size Category** is the average score from organizations that are similar size to your organization.
- **Mission** is the average score from organizations of similar mission to your organization.

What is a good score? Regardless the climate average, scores range from areas of strength to areas of concern. In general, most scores are between 325 and 375. Scores below a 325 are of concern because they indicate general dissatisfaction. Scores above 375 indicate positive perceptions.

What items make up the survey climate areas? Appendix Page A6 contains a summary of the Survey Climate Areas and the related Primary Items.

Survey Climate Areas

Climate

The climate in which employees work to a large extent determines the efficiency and effectiveness of an organization. It is a combination of a safe, non-harassing, and ethical abiding employees who treat each other with fairness and respect in an organization with pro-active management and thoughtful decision making capabilities.

Climate/Atmosphere

The aspect of climate and positive Atmosphere of an organization must be free of harassment in order to establish a community of reciprocity.

Current Score:	<input type="text" value="393"/>	2010 Score:	<input type="text" value="408"/>	All Respondents:	<input type="text" value="386"/>
		2008 Score:	<input type="text" value="Not Available"/>	Size Category 1:	<input type="text" value="393"/>
		2006 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="402"/>

Climate/Ethics

An Ethical climate is a foundation of building trust within an organization where not only are employees ethical in their behavior, but that ethical violations are appropriately handled.

Current Score:	<input type="text" value="400"/>	2010 Score:	<input type="text" value="441"/>	All Respondents:	<input type="text" value="389"/>
		2008 Score:	<input type="text" value="Not Available"/>	Size Category 1:	<input type="text" value="416"/>
		2006 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="411"/>

Climate/Fairness

Fairness measures the extent to which employees believe that equal and fair opportunity exists for all members of the organization.

Current Score:	<input type="text" value="386"/>	2010 Score:	<input type="text" value="384"/>	All Respondents:	<input type="text" value="347"/>
		2008 Score:	<input type="text" value="Not Available"/>	Size Category 1:	<input type="text" value="378"/>
		2006 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="374"/>

Climate/Feedback

Appropriate feedback is an essential element of organizational learning by providing the necessary data in which improvement can occur.

Current Score:	<input type="text" value="374"/>	2010 Score:	<input type="text" value="413"/>	All Respondents:	<input type="text" value="350"/>
		2008 Score:	<input type="text" value="Not Available"/>	Size Category 1:	<input type="text" value="379"/>
		2006 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="372"/>

Climate/Management

The climate presented by Management as being accessible, visible, and an effective communicator of information is a basic tenant of successful leadership.

Current Score:	<input type="text" value="400"/>	2010 Score:	<input type="text" value="436"/>	All Respondents:	<input type="text" value="344"/>
		2008 Score:	<input type="text" value="Not Available"/>	Size Category 1:	<input type="text" value="385"/>
		2006 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="365"/>

Primary Items

For the primary items (numbered 1-71), participants were asked to indicate how they agreed with each positively phrased statement. If participants did not have information or the item did not apply, they were to select don't know/not applicable. For items referring to work group, they were asked to respond from the perspective of their immediate workplace (those individuals or areas they interacted with most often).

Reported Data

Each primary item is returned with the item text and two types of reported numerical data, response data and benchmark data. The following definitions correspond to survey items.

Response Data

- **Current Score** is calculated by averaging all item responses on a five point scale ranging from 5=Strongly Agree to 1=Strongly Disagree. If the participant selected Don't Know/Not Applicable, their response is considered a valid response, but it is not used in the calculation of the score.
- **Standard Deviation** calculates the level of agreement. Large deviations indicate greater levels of disagreement. For this report, you can expect standard deviations to be between .7 and 1.10.
- **Number of Respondents** is the number of valid responses including Don't Know/Not Applicable. If everyone did not answer every item, the number of respondents for an item is less than the number of respondents reported in your response rate.
- **Frequency** is the number of participants who selected each item (strongly agree, agree, etc.).
- **Percentage** is the percent of participants who selected each item (strongly agree, agree, etc.) divided by the total number of valid responses.

Benchmark Data

- **YEAR Score** is your organization's score reported from previous iterations. Not Available is reported if there is no past score or if the item was new or no comparative data was available.
- **All Respondents** is the average score from all participants from all organizations.
- **Size Category** is the average score from organizations that are similar size to your organization.
- **Mission** is the average score from organizations of similar mission to your organization.

Interpreting Data

Any interpretation of data must be done in context of the organizational setting and environmental factors impacting the organization. Regardless the averages, scores range from areas of strength to areas of concern. In general, most scores are between 3.25 and 3.75. Scores below a 3.25 are of concern because they indicate general dissatisfaction. Scores above 3.75 indicate positive perceptions. When available, over time data provides previous scores from and benchmark data comparative scores. In general (because various factors and statistical test would be needed to confirm), scores that have changed or differ by .2 may be significant.

Primary Items

1. People in my work group cooperate to get the job done.

		Current Benchmarks				
Current Score:	4.50	2010 Score:	4.17	All Respondents:	4.10	
Standard Deviation:	0.67	2008 Score:	Not Available	Size Category 1:	4.19	
Number of Respondents:	12	2006 Score:	Not Available	Mission 1/10:	4.18	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	7	4	1	0	0	0
Percentage:	58.33%	33.33%	8.33%	Not Available	Not Available	Not Available

2. My work group is actively involved in making work processes more effective.

		Current Benchmarks				
Current Score:	4.25	2010 Score:	4.17	All Respondents:	3.87	
Standard Deviation:	0.62	2008 Score:	3.60	Size Category 1:	3.96	
Number of Respondents:	12	2006 Score:	3.58	Mission 1/10:	4.00	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	7	1	0	0	0
Percentage:	33.33%	58.33%	8.33%	Not Available	Not Available	Not Available

3. There is a real feeling of teamwork.

		Current Benchmarks				
Current Score:	4.09	2010 Score:	3.94	All Respondents:	3.70	
Standard Deviation:	0.54	2008 Score:	3.85	Size Category 1:	3.77	
Number of Respondents:	11	2006 Score:	2.95	Mission 1/10:	3.80	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	8	1	0	0	0
Percentage:	18.18%	72.73%	9.09%	Not Available	Not Available	Not Available

4. In my work group, I have an opportunity to participate in the goal setting process.

		Current Benchmarks				
Current Score:	4.00	2010 Score:	3.89	All Respondents:	3.62	
Standard Deviation:	0.63	2008 Score:	3.73	Size Category 1:	3.86	
Number of Respondents:	12	2006 Score:	3.42	Mission 1/10:	3.75	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	7	2	0	0	1
Percentage:	16.67%	58.33%	16.67%	Not Available	Not Available	8.33%

Primary Items

5. Work groups are trained to incorporate the opinions of each member.

		Current Benchmarks				
Current Score:	3.92	2010 Score:	3.89	All Respondents:	3.47	
Standard Deviation:	0.67	2008 Score:	3.64	Size Category 1:	3.70	
Number of Respondents:	12	2006 Score:	3.17	Mission 1/10:	3.60	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	7	3	0	0	0
Percentage:	16.67%	58.33%	25.00%	Not Available	Not Available	Not Available

6. My work group uses the latest technology to communicate and interact.

		Current Benchmarks				
Current Score:	3.92	2010 Score:	3.89	All Respondents:	3.60	
Standard Deviation:	0.90	2008 Score:	Not Available	Size Category 1:	3.83	
Number of Respondents:	12	2006 Score:	Not Available	Mission 1/10:	3.78	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	3	6	2	1	0	0
Percentage:	25.00%	50.00%	16.67%	8.33%	Not Available	Not Available

7. The information available from our computer systems is reliable.

		Current Benchmarks				
Current Score:	4.25	2010 Score:	4.39	All Respondents:	3.81	
Standard Deviation:	0.62	2008 Score:	Not Available	Size Category 1:	4.08	
Number of Respondents:	12	2006 Score:	Not Available	Mission 1/10:	3.87	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	7	1	0	0	0
Percentage:	33.33%	58.33%	8.33%	Not Available	Not Available	Not Available

8. Overall, our computer information systems present information in an understandable way.

		Current Benchmarks				
Current Score:	4.25	2010 Score:	4.28	All Respondents:	3.79	
Standard Deviation:	0.62	2008 Score:	Not Available	Size Category 1:	4.08	
Number of Respondents:	12	2006 Score:	Not Available	Mission 1/10:	3.90	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	7	1	0	0	0
Percentage:	33.33%	58.33%	8.33%	Not Available	Not Available	Not Available

Primary Items

9. Our computer systems enable me to easily and quickly find the information I need.

		Current Benchmarks				
Current Score:	4.25	2010 Score:	4.33	All Respondents:	3.64	
Standard Deviation:	0.62	2008 Score:	Not Available	Size Category 1:	3.95	
Number of Respondents:	12	2006 Score:	Not Available	Mission 1/10:	3.75	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	7	1	0	0	0
Percentage:	33.33%	58.33%	8.33%	Not Available	Not Available	Not Available

10. Information systems are in place and accessible for me to get my job done.

		Current Benchmarks				
Current Score:	4.25	2010 Score:	4.33	All Respondents:	3.87	
Standard Deviation:	0.62	2008 Score:	4.00	Size Category 1:	4.14	
Number of Respondents:	12	2006 Score:	4.26	Mission 1/10:	3.94	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	7	1	0	0	0
Percentage:	33.33%	58.33%	8.33%	Not Available	Not Available	Not Available

11. My supervisor provides me with a clear understanding of my work responsibilities.

		Current Benchmarks				
Current Score:	4.17	2010 Score:	4.22	All Respondents:	4.23	
Standard Deviation:	0.58	2008 Score:	Not Available	Size Category 1:	4.31	
Number of Respondents:	12	2006 Score:	Not Available	Mission 1/10:	4.22	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	3	8	1	0	0	0
Percentage:	25.00%	66.67%	8.33%	Not Available	Not Available	Not Available

12. My supervisor gives me accurate feedback about my performance.

		Current Benchmarks				
Current Score:	4.17	2010 Score:	4.06	All Respondents:	3.91	
Standard Deviation:	0.72	2008 Score:	3.54	Size Category 1:	4.03	
Number of Respondents:	12	2006 Score:	2.94	Mission 1/10:	3.96	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	6	2	0	0	0
Percentage:	33.33%	50.00%	16.67%	Not Available	Not Available	Not Available

Primary Items

13. My supervisor recognizes outstanding work.

		Current Benchmarks				
Current Score:	4.17	2010 Score:	4.11	All Respondents:	3.89	
Standard Deviation:	0.72	2008 Score:	3.58	Size Category 1:	4.04	
Number of Respondents:	12	2006 Score:	3.42	Mission 1/10:	3.99	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	6	2	0	0	0
Percentage:	33.33%	50.00%	16.67%	Not Available	Not Available	Not Available

14. My supervisor gives me the opportunity to do my best work.

		Current Benchmarks				
Current Score:	4.17	2010 Score:	4.00	All Respondents:	4.04	
Standard Deviation:	0.72	2008 Score:	4.08	Size Category 1:	4.15	
Number of Respondents:	12	2006 Score:	3.53	Mission 1/10:	4.07	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	6	2	0	0	0
Percentage:	33.33%	50.00%	16.67%	Not Available	Not Available	Not Available

15. My supervisor is consistent when administering policies concerning employees.

		Current Benchmarks				
Current Score:	4.00	2010 Score:	3.72	All Respondents:	3.75	
Standard Deviation:	0.95	2008 Score:	3.92	Size Category 1:	3.91	
Number of Respondents:	12	2006 Score:	3.56	Mission 1/10:	3.81	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	5	2	1	0	0
Percentage:	33.33%	41.67%	16.67%	8.33%	Not Available	Not Available

16. I have a good understanding of our mission, vision, and strategic plan.

		Current Benchmarks				
Current Score:	4.42	2010 Score:	4.44	All Respondents:	4.09	
Standard Deviation:	0.52	2008 Score:	4.17	Size Category 1:	4.31	
Number of Respondents:	12	2006 Score:	4.42	Mission 1/10:	4.19	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	5	7	0	0	0	0
Percentage:	41.67%	58.33%	Not Available	Not Available	Not Available	Not Available

Primary Items

17. I understand the state, local, national, and global issues that impact the organization.

		Current Benchmarks				
Current Score:	4.50	2010 Score:	4.33	All Respondents:	4.01	
Standard Deviation:	0.52	2008 Score:	4.17	Size Category 1:	4.20	
Number of Respondents:	12	2006 Score:	4.47	Mission 1/10:	4.10	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	6	6	0	0	0	0
Percentage:	50.00%	50.00%	Not Available	Not Available	Not Available	Not Available

18. My organization works well with other organizations.

		Current Benchmarks				
Current Score:	4.42	2010 Score:	4.39	All Respondents:	3.92	
Standard Deviation:	0.52	2008 Score:	4.23	Size Category 1:	4.18	
Number of Respondents:	12	2006 Score:	4.22	Mission 1/10:	4.15	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	5	7	0	0	0	0
Percentage:	41.67%	58.33%	Not Available	Not Available	Not Available	Not Available

19. My organization develops services to match the needs of our customers/clients.

		Current Benchmarks				
Current Score:	4.42	2010 Score:	4.61	All Respondents:	3.95	
Standard Deviation:	0.52	2008 Score:	4.00	Size Category 1:	4.26	
Number of Respondents:	12	2006 Score:	4.47	Mission 1/10:	4.20	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	5	7	0	0	0	0
Percentage:	41.67%	58.33%	Not Available	Not Available	Not Available	Not Available

20. My work group uses the feedback from our customers/clients when making decisions.

		Current Benchmarks				
Current Score:	4.42	2010 Score:	4.69	All Respondents:	3.82	
Standard Deviation:	0.52	2008 Score:	Not Available	Size Category 1:	4.15	
Number of Respondents:	12	2006 Score:	Not Available	Mission 1/10:	4.07	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	5	7	0	0	0	0
Percentage:	41.67%	58.33%	Not Available	Not Available	Not Available	Not Available

Primary Items

21. My work group regularly uses performance data to improve the quality of our work.

		Current Benchmarks				
Current Score:	3.75	2010 Score:	4.24	All Respondents:	3.59	
Standard Deviation:	0.62	2008 Score:	Not Available	Size Category 1:	3.82	
Number of Respondents:	12	2006 Score:	Not Available	Mission 1/10:	3.80	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	1	7	4	0	0	0
Percentage:	8.33%	58.33%	33.33%	Not Available	Not Available	Not Available

22. My work group's goals are consistently met or exceeded.

		Current Benchmarks				
Current Score:	4.08	2010 Score:	4.28	All Respondents:	3.89	
Standard Deviation:	0.52	2008 Score:	3.67	Size Category 1:	4.09	
Number of Respondents:	12	2006 Score:	4.11	Mission 1/10:	4.03	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	9	1	0	0	0
Percentage:	16.67%	75.00%	8.33%	Not Available	Not Available	Not Available

23. Our organization is known for the quality of service we provide.

		Current Benchmarks				
Current Score:	4.50	2010 Score:	4.61	All Respondents:	3.90	
Standard Deviation:	0.52	2008 Score:	3.92	Size Category 1:	4.16	
Number of Respondents:	12	2006 Score:	4.72	Mission 1/10:	4.14	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	6	6	0	0	0	0
Percentage:	50.00%	50.00%	Not Available	Not Available	Not Available	Not Available

24. My pay keeps pace with the cost of living.

		Current Benchmarks				
Current Score:	2.25	2010 Score:	2.82	All Respondents:	2.54	
Standard Deviation:	1.06	2008 Score:	2.38	Size Category 1:	2.91	
Number of Respondents:	12	2006 Score:	2.58	Mission 1/10:	2.67	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	0	2	2	5	3	0
Percentage:	Not Available	16.67%	16.67%	41.67%	25.00%	Not Available

Primary Items

25. Salaries are competitive with similar jobs in the community.

						Current Benchmarks	
Current Score:	2.33	2010 Score:	3.44	All Respondents:	2.67		
Standard Deviation:	0.99	2008 Score:	2.82	Size Category 1:	2.96		
Number of Respondents:	12	2006 Score:	2.50	Mission 1/10:	2.77		
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable	
Frequency:	0	2	2	6	2	0	
Percentage:	Not Available	16.67%	16.67%	50.00%	16.67%	Not Available	

26. I feel I am paid fairly for the work I do.

						Current Benchmarks	
Current Score:	2.50	2010 Score:	3.17	All Respondents:	2.89		
Standard Deviation:	1.09	2008 Score:	2.75	Size Category 1:	3.23		
Number of Respondents:	12	2006 Score:	2.89	Mission 1/10:	3.03		
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable	
Frequency:	0	3	2	5	2	0	
Percentage:	Not Available	25.00%	16.67%	41.67%	16.67%	Not Available	

27. My job meets my expectations.

						Current Benchmarks	
Current Score:	3.58	2010 Score:	3.94	All Respondents:	3.66		
Standard Deviation:	0.79	2008 Score:	3.54	Size Category 1:	3.83		
Number of Respondents:	12	2006 Score:	3.63	Mission 1/10:	3.73		
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable	
Frequency:	1	6	4	1	0	0	
Percentage:	8.33%	50.00%	33.33%	8.33%	Not Available	Not Available	

28. My work environment supports a balance between work and personal life.

						Current Benchmarks	
Current Score:	3.50	2010 Score:	4.17	All Respondents:	3.80		
Standard Deviation:	1.31	2008 Score:	3.83	Size Category 1:	4.11		
Number of Respondents:	12	2006 Score:	4.11	Mission 1/10:	4.06		
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable	
Frequency:	3	4	2	2	1	0	
Percentage:	25.00%	33.33%	16.67%	16.67%	8.33%	Not Available	

Primary Items

29. I feel my efforts count.

Current Score:		3.83	2010 Score:	4.06	Current Benchmarks	
Standard Deviation:		1.19	2008 Score:	4.08	All Respondents:	3.80
Number of Respondents:		12	2006 Score:	3.53	Size Category 1:	3.99
					Mission 1/10:	3.92
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	5	0	3	0	0
Percentage:	33.33%	41.67%	Not Available	25.00%	Not Available	Not Available

30. The amount of work I am asked to do is reasonable.

Current Score:		3.25	2010 Score:	3.78	Current Benchmarks	
Standard Deviation:		1.06	2008 Score:	3.38	All Respondents:	3.69
Number of Respondents:		12	2006 Score:	3.58	Size Category 1:	3.99
					Mission 1/10:	3.85
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	0	7	2	2	1	0
Percentage:	Not Available	58.33%	16.67%	16.67%	8.33%	Not Available

31. I feel a sense of pride when I tell people that I work for this organization.

Current Score:		4.58	2010 Score:	4.67	Current Benchmarks	
Standard Deviation:		0.67	2008 Score:	4.31	All Respondents:	3.96
Number of Respondents:		12	2006 Score:	4.26	Size Category 1:	4.12
					Mission 1/10:	4.10
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	8	3	1	0	0	0
Percentage:	66.67%	25.00%	8.33%	Not Available	Not Available	Not Available

32. I feel the communication channels I must go through at work are reasonable.

Current Score:		3.83	2010 Score:	4.44	Current Benchmarks	
Standard Deviation:		0.84	2008 Score:	4.00	All Respondents:	3.66
Number of Respondents:		12	2006 Score:	3.56	Size Category 1:	3.99
					Mission 1/10:	3.84
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	7	2	1	0	0
Percentage:	16.67%	58.33%	16.67%	8.33%	Not Available	Not Available

Primary Items

33. My work atmosphere encourages open and honest communication.

		Current Benchmarks				
Current Score:	3.42	2010 Score:	4.06	All Respondents:	3.48	
Standard Deviation:	0.79	2008 Score:	4.00	Size Category 1:	3.67	
Number of Respondents:	12	2006 Score:	3.32	Mission 1/10:	3.68	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	0	7	3	2	0	0
Percentage:	Not Available	58.33%	25.00%	16.67%	Not Available	Not Available

34. Overall within the groups I work, there is good communication.

		Current Benchmarks				
Current Score:	3.50	2010 Score:	3.83	All Respondents:	3.58	
Standard Deviation:	0.91	2008 Score:	Not Available	Size Category 1:	3.76	
Number of Respondents:	12	2006 Score:	Not Available	Mission 1/10:	3.69	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	1	6	3	2	0	0
Percentage:	8.33%	50.00%	25.00%	16.67%	Not Available	Not Available

35. The right information gets to the right people at the right time.

		Current Benchmarks				
Current Score:	3.67	2010 Score:	3.78	All Respondents:	3.30	
Standard Deviation:	0.78	2008 Score:	3.67	Size Category 1:	3.64	
Number of Respondents:	12	2006 Score:	3.32	Mission 1/10:	3.55	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	1	7	3	1	0	0
Percentage:	8.33%	58.33%	25.00%	8.33%	Not Available	Not Available

36. I believe our organization communicates our mission effectively to the public.

		Current Benchmarks				
Current Score:	4.17	2010 Score:	4.28	All Respondents:	3.76	
Standard Deviation:	0.39	2008 Score:	3.58	Size Category 1:	4.13	
Number of Respondents:	12	2006 Score:	4.21	Mission 1/10:	4.01	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	10	0	0	0	0
Percentage:	16.67%	83.33%	Not Available	Not Available	Not Available	Not Available

Primary Items

37. Our organization communicates well with our governing bodies (i.e. the board, the legislature, etc.)

						Current Benchmarks	
Current Score:	4.25	2010 Score:	4.33	All Respondents:	3.88		
Standard Deviation:	0.45	2008 Score:	3.42	Size Category 1:	4.33		
Number of Respondents:	12	2006 Score:	4.06	Mission 1/10:	4.16		
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable	
Frequency:	3	9	0	0	0	0	
Percentage:	25.00%	75.00%	Not Available	Not Available	Not Available	Not Available	

38. My organization shares appropriate information with the public.

						Current Benchmarks	
Current Score:	4.17	2010 Score:	4.56	All Respondents:	3.94		
Standard Deviation:	0.39	2008 Score:	4.17	Size Category 1:	4.33		
Number of Respondents:	12	2006 Score:	4.00	Mission 1/10:	4.22		
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable	
Frequency:	2	10	0	0	0	0	
Percentage:	16.67%	83.33%	Not Available	Not Available	Not Available	Not Available	

39. My organization communicates effectively with other organizations.

						Current Benchmarks	
Current Score:	4.17	2010 Score:	4.50	All Respondents:	3.84		
Standard Deviation:	0.39	2008 Score:	3.85	Size Category 1:	4.21		
Number of Respondents:	12	2006 Score:	4.05	Mission 1/10:	4.12		
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable	
Frequency:	2	10	0	0	0	0	
Percentage:	16.67%	83.33%	Not Available	Not Available	Not Available	Not Available	

40. Given the type of work I do, my physical workplace meets my needs.

						Current Benchmarks	
Current Score:	4.42	2010 Score:	4.00	All Respondents:	3.94		
Standard Deviation:	0.52	2008 Score:	Not Available	Size Category 1:	4.16		
Number of Respondents:	12	2006 Score:	Not Available	Mission 1/10:	4.05		
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable	
Frequency:	5	7	0	0	0	0	
Percentage:	41.67%	58.33%	Not Available	Not Available	Not Available	Not Available	

Primary Items

41. My workplace is well maintained.

Current Score:		4.33	2010 Score:	4.24	Current Benchmarks	
Standard Deviation:		0.49	2008 Score:	3.92	All Respondents:	3.82
Number of Respondents:		12	2006 Score:	3.95	Size Category 1:	4.11
					Mission 1/10:	3.92
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	8	0	0	0	0
Percentage:	33.33%	66.67%	Not Available	Not Available	Not Available	Not Available

42. There are sufficient procedures to ensure the safety of employees in the workplace.

Current Score:		4.25	2010 Score:	4.28	Current Benchmarks	
Standard Deviation:		0.87	2008 Score:	3.92	All Respondents:	3.97
Number of Respondents:		12	2006 Score:	4.05	Size Category 1:	4.18
					Mission 1/10:	4.12
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	5	6	0	1	0	0
Percentage:	41.67%	50.00%	Not Available	8.33%	Not Available	Not Available

43. I have adequate resources and equipment to do my job.

Current Score:		4.25	2010 Score:	4.22	Current Benchmarks	
Standard Deviation:		0.62	2008 Score:	3.38	All Respondents:	3.85
Number of Respondents:		12	2006 Score:	3.58	Size Category 1:	4.17
					Mission 1/10:	4.03
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	7	1	0	0	0
Percentage:	33.33%	58.33%	8.33%	Not Available	Not Available	Not Available

44. The people I work with care about my personal well-being.

Current Score:		4.08	2010 Score:	4.33	Current Benchmarks	
Standard Deviation:		0.79	2008 Score:	Not Available	All Respondents:	3.92
Number of Respondents:		12	2006 Score:	Not Available	Size Category 1:	4.09
					Mission 1/10:	4.06
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	5	3	0	0	0
Percentage:	33.33%	41.67%	25.00%	Not Available	Not Available	Not Available

Primary Items

45. I am encouraged to come up with better ways to serve my customers/clients.

		Current Benchmarks				
Current Score:	4.00	2010 Score:	4.53	All Respondents:	3.84	
Standard Deviation:	0.60	2008 Score:	Not Available	Size Category 1:	4.05	
Number of Respondents:	12	2006 Score:	Not Available	Mission 1/10:	4.09	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	8	2	0	0	0
Percentage:	16.67%	66.67%	16.67%	Not Available	Not Available	Not Available

46. I know how my work impacts others in the organization.

		Current Benchmarks				
Current Score:	4.33	2010 Score:	4.44	All Respondents:	4.11	
Standard Deviation:	0.49	2008 Score:	4.17	Size Category 1:	4.25	
Number of Respondents:	12	2006 Score:	4.11	Mission 1/10:	4.18	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	8	0	0	0	0
Percentage:	33.33%	66.67%	Not Available	Not Available	Not Available	Not Available

47. I am encouraged to learn from my mistakes.

		Current Benchmarks				
Current Score:	4.17	2010 Score:	4.11	All Respondents:	4.00	
Standard Deviation:	0.58	2008 Score:	3.92	Size Category 1:	4.08	
Number of Respondents:	12	2006 Score:	3.89	Mission 1/10:	4.05	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	3	8	1	0	0	0
Percentage:	25.00%	66.67%	8.33%	Not Available	Not Available	Not Available

48. There is a basic trust among employees and supervisors.

		Current Benchmarks				
Current Score:	3.58	2010 Score:	3.94	All Respondents:	3.42	
Standard Deviation:	1.00	2008 Score:	4.08	Size Category 1:	3.55	
Number of Respondents:	12	2006 Score:	3.72	Mission 1/10:	3.61	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	5	3	2	0	0
Percentage:	16.67%	41.67%	25.00%	16.67%	Not Available	Not Available

Primary Items

49. When possible, decision making and control are given to employees doing the actual work.

		Current Benchmarks				
Current Score:	3.58	2010 Score:	3.94	All Respondents:	3.49	
Standard Deviation:	1.00	2008 Score:	3.92	Size Category 1:	3.71	
Number of Respondents:	12	2006 Score:	3.21	Mission 1/10:	3.63	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	5	3	2	0	0
Percentage:	16.67%	41.67%	25.00%	16.67%	Not Available	Not Available

50. An effort is made to get the opinions of people throughout the organization.

		Current Benchmarks				
Current Score:	3.83	2010 Score:	4.35	All Respondents:	3.42	
Standard Deviation:	0.84	2008 Score:	3.85	Size Category 1:	3.66	
Number of Respondents:	12	2006 Score:	3.00	Mission 1/10:	3.61	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	3	4	5	0	0	0
Percentage:	25.00%	33.33%	41.67%	Not Available	Not Available	Not Available

51. The people I work with treat each other with respect.

		Current Benchmarks				
Current Score:	3.33	2010 Score:	3.59	All Respondents:	3.76	
Standard Deviation:	0.89	2008 Score:	3.83	Size Category 1:	3.76	
Number of Respondents:	12	2006 Score:	3.47	Mission 1/10:	3.88	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	0	6	5	0	1	0
Percentage:	Not Available	50.00%	41.67%	Not Available	8.33%	Not Available

52. My organization works to attract, develop, and retain people with diverse backgrounds.

		Current Benchmarks				
Current Score:	4.17	2010 Score:	4.39	All Respondents:	3.71	
Standard Deviation:	0.72	2008 Score:	4.23	Size Category 1:	3.92	
Number of Respondents:	12	2006 Score:	4.28	Mission 1/10:	3.92	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	6	2	0	0	0
Percentage:	33.33%	50.00%	16.67%	Not Available	Not Available	Not Available

Primary Items

53. Every employee is valued.

Current Score: 3.83						2010 Score: 4.00						Current Benchmarks					
Standard Deviation: 0.94						2008 Score: 4.00						All Respondents: 3.53					
Number of Respondents: 12						2006 Score: 3.68						Size Category 1: 3.84					
												Mission 1/10: 3.80					
Response:		Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Don't Know/Not Applicable					
Frequency:		3		5		3		1		0		0					
Percentage:		25.00%		41.67%		25.00%		8.33%		Not Available		Not Available					

54. I believe I have a career with this organization.

Current Score: 3.92						2010 Score: 4.17						Current Benchmarks					
Standard Deviation: 0.90						2008 Score: Not Available						All Respondents: 3.87					
Number of Respondents: 12						2006 Score: Not Available						Size Category 1: 3.91					
												Mission 1/10: 3.88					
Response:		Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Don't Know/Not Applicable					
Frequency:		3		6		2		1		0		0					
Percentage:		25.00%		50.00%		16.67%		8.33%		Not Available		Not Available					

55. I have access to information about job opportunities, conferences, workshops, and training.

Current Score: 3.92						2010 Score: 3.83						Current Benchmarks					
Standard Deviation: 1.00						2008 Score: 3.67						All Respondents: 3.92					
Number of Respondents: 12						2006 Score: 3.72						Size Category 1: 4.00					
												Mission 1/10: 4.09					
Response:		Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Don't Know/Not Applicable					
Frequency:		4		4		3		1		0		0					
Percentage:		33.33%		33.33%		25.00%		8.33%		Not Available		Not Available					

56. Training is made available to me so that I can do my job better.

Current Score: 3.58						2010 Score: 3.83						Current Benchmarks					
Standard Deviation: 0.90						2008 Score: 3.42						All Respondents: 3.83					
Number of Respondents: 12						2006 Score: 3.78						Size Category 1: 4.02					
												Mission 1/10: 4.02					
Response:		Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Don't Know/Not Applicable					
Frequency:		2		4		5		1		0		0					
Percentage:		16.67%		33.33%		41.67%		8.33%		Not Available		Not Available					

Primary Items

57. Training is made available to me for personal growth and development.

		Current Benchmarks				
Current Score:	3.42	2010 Score:	3.72	All Respondents:	3.67	
Standard Deviation:	0.90	2008 Score:	3.42	Size Category 1:	3.91	
Number of Respondents:	12	2006 Score:	4.00	Mission 1/10:	3.88	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	2	7	1	0	0
Percentage:	16.67%	16.67%	58.33%	8.33%	Not Available	Not Available

58. Upper management (i.e. Executive and/or Senior Leadership) effectively communicates important information.

		Current Benchmarks				
Current Score:	3.90	2010 Score:	4.17	All Respondents:	3.30	
Standard Deviation:	0.74	2008 Score:	Not Available	Size Category 1:	3.69	
Number of Respondents:	11	2006 Score:	Not Available	Mission 1/10:	3.52	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	5	3	0	0	1
Percentage:	18.18%	45.45%	27.27%	Not Available	Not Available	9.09%

59. Upper management (i.e. Executive and/or Senior Leadership) tries to be accessible and visible.

		Current Benchmarks				
Current Score:	4.09	2010 Score:	4.56	All Respondents:	3.59	
Standard Deviation:	0.70	2008 Score:	Not Available	Size Category 1:	4.02	
Number of Respondents:	12	2006 Score:	Not Available	Mission 1/10:	3.78	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	3	6	2	0	0	1
Percentage:	25.00%	50.00%	16.67%	Not Available	Not Available	8.33%

60. I believe we will use the information from this survey to improve our performance.

		Current Benchmarks				
Current Score:	3.75	2010 Score:	4.39	All Respondents:	3.48	
Standard Deviation:	0.75	2008 Score:	4.00	Size Category 1:	3.79	
Number of Respondents:	12	2006 Score:	3.74	Mission 1/10:	3.73	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	5	5	0	0	0
Percentage:	16.67%	41.67%	41.67%	Not Available	Not Available	Not Available

Primary Items

61. I am satisfied with the opportunities I have to give feedback on my supervisor's performance.

		Current Benchmarks				
Current Score:	3.64	2010 Score:	3.88	All Respondents:	3.37	
Standard Deviation:	0.92	2008 Score:	3.10	Size Category 1:	3.62	
Number of Respondents:	12	2006 Score:	3.14	Mission 1/10:	3.57	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	4	4	1	0	1
Percentage:	16.67%	33.33%	33.33%	8.33%	Not Available	8.33%

62. My ideas and opinions count at work.

		Current Benchmarks				
Current Score:	3.83	2010 Score:	4.11	All Respondents:	3.64	
Standard Deviation:	0.94	2008 Score:	4.00	Size Category 1:	3.96	
Number of Respondents:	12	2006 Score:	3.53	Mission 1/10:	3.86	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	3	5	3	1	0	0
Percentage:	25.00%	41.67%	25.00%	8.33%	Not Available	Not Available

63. In general I believe people are treated fairly (i.e. without favoritism).

		Current Benchmarks				
Current Score:	3.64	2010 Score:	3.56	All Respondents:	3.13	
Standard Deviation:	1.12	2008 Score:	3.64	Size Category 1:	3.58	
Number of Respondents:	11	2006 Score:	3.47	Mission 1/10:	3.53	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	5	3	0	1	0
Percentage:	18.18%	45.45%	27.27%	Not Available	9.09%	Not Available

64. My performance is evaluated fairly.

		Current Benchmarks				
Current Score:	4.08	2010 Score:	4.11	All Respondents:	3.81	
Standard Deviation:	0.79	2008 Score:	3.70	Size Category 1:	3.99	
Number of Respondents:	12	2006 Score:	3.81	Mission 1/10:	3.94	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	5	3	0	0	0
Percentage:	33.33%	41.67%	25.00%	Not Available	Not Available	Not Available

Primary Items

65. I am confident that any ethics violation I report will be properly handled.

						Current Benchmarks	
Current Score:	3.92	2010 Score:	4.41	All Respondents:	3.82		
Standard Deviation:	1.17	2008 Score:	4.17	Size Category 1:	4.17		
Number of Respondents:	12	2006 Score:	3.95	Mission 1/10:	4.06		
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable	
Frequency:	4	5	2	0	1	0	
Percentage:	33.33%	41.67%	16.67%	Not Available	8.33%	Not Available	

66. Employees are generally ethical in my workplace.

						Current Benchmarks	
Current Score:	4.08	2010 Score:	4.41	All Respondents:	3.97		
Standard Deviation:	0.79	2008 Score:	4.17	Size Category 1:	4.15		
Number of Respondents:	12	2006 Score:	4.05	Mission 1/10:	4.15		
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable	
Frequency:	4	5	3	0	0	0	
Percentage:	33.33%	41.67%	25.00%	Not Available	Not Available	Not Available	

67. Harassment is not tolerated at my workplace.

						Current Benchmarks	
Current Score:	4.18	2010 Score:	4.11	All Respondents:	4.09		
Standard Deviation:	1.17	2008 Score:	3.75	Size Category 1:	4.20		
Number of Respondents:	11	2006 Score:	4.32	Mission 1/10:	4.29		
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable	
Frequency:	5	5	0	0	1	0	
Percentage:	45.45%	45.45%	Not Available	Not Available	9.09%	Not Available	

68. Within my workplace, there is a feeling of community among employees.

						Current Benchmarks	
Current Score:	3.67	2010 Score:	4.06	All Respondents:	3.63		
Standard Deviation:	0.78	2008 Score:	4.33	Size Category 1:	3.65		
Number of Respondents:	12	2006 Score:	3.79	Mission 1/10:	3.75		
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable	
Frequency:	1	7	3	1	0	0	
Percentage:	8.33%	58.33%	25.00%	8.33%	Not Available	Not Available	

Primary Items

69. Benefits are comparable to those offered in other jobs.

Current Score:		4.18	2010 Score:	4.06	Current Benchmarks	
Standard Deviation:		0.41	2008 Score:	3.31	All Respondents:	3.75
Number of Respondents:		11	2006 Score:	3.89	Size Category 1:	4.02
					Mission 1/10:	3.91
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	9	0	0	0	0
Percentage:	18.18%	81.82%	Not Available	Not Available	Not Available	Not Available

70. I understand my benefits plan.

Current Score:		4.25	2010 Score:	4.11	Current Benchmarks	
Standard Deviation:		0.45	2008 Score:	3.67	All Respondents:	3.98
Number of Respondents:		12	2006 Score:	3.53	Size Category 1:	4.16
					Mission 1/10:	4.11
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	3	9	0	0	0	0
Percentage:	25.00%	75.00%	Not Available	Not Available	Not Available	Not Available

71. Benefits can be selected to meet individual needs.

Current Score:		4.25	2010 Score:	3.89	Current Benchmarks	
Standard Deviation:		0.45	2008 Score:	3.54	All Respondents:	3.88
Number of Respondents:		12	2006 Score:	3.82	Size Category 1:	4.08
					Mission 1/10:	4.01
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	3	9	0	0	0	0
Percentage:	25.00%	75.00%	Not Available	Not Available	Not Available	Not Available

Survey Constructs and Related Items

Dimension 1: Work Group

Supervision	Construct Score = 414	Avg	S.D.
11: My supervisor provides me with a clear understanding of my work responsibilities.		4.17	0.58
12: My supervisor gives me accurate feedback about my performance.		4.17	0.72
13: My supervisor recognizes outstanding work.		4.17	0.72
14: My supervisor gives me the opportunity to do my best work.		4.17	0.72
15: My supervisor is consistent when administering policies concerning employees.		4.00	0.95
Team	Construct Score = 415	Avg	S.D.
1: People in my work group cooperate to get the job done.		4.50	0.67
2: My work group is actively involved in making work processes more effective.		4.25	0.62
3: There is a real feeling of teamwork.		4.09	0.54
4: In my work group, I have an opportunity to participate in the goal setting process.		4.00	0.63
5: Work groups are trained to incorporate the opinions of each member.		3.92	0.67
Quality	Construct Score = 419	Avg	S.D.
20: My work group uses the feedback from our customers/clients when making decisions.		4.42	0.52
21: My work group regularly uses performance data to improve the quality of our work.		3.75	0.62
22: My work group's goals are consistently met or exceeded.		4.08	0.52
23: Our organization is known for the quality of service we provide.		4.50	0.52

Survey Constructs and Related Items

Dimension 2: Accommodations

Pay	Construct Score = 236	Avg	S.D.
24: My pay keeps pace with the cost of living.		2.25	1.06
25: Salaries are competitive with similar jobs in the community.		2.33	0.99
26: I feel I am paid fairly for the work I do.		2.50	1.09
Benefits	Construct Score = 423	Avg	S.D.
69: Benefits are comparable to those offered in other jobs.		4.18	0.41
70: I understand my benefits plan.		4.25	0.45
71: Benefits can be selected to meet individual needs.		4.25	0.45
Physical Environment	Construct Score = 431	Avg	S.D.
40: Given the type of work I do, my physical workplace meets my needs.		4.42	0.52
41: My workplace is well maintained.		4.33	0.49
42: There are sufficient procedures to ensure the safety of employees in the workplace.		4.25	0.87
43: I have adequate resources and equipment to do my job.		4.25	0.62

Survey Constructs and Related Items

Dimension 3: Organization

Strategic	Construct Score = 444	Avg	S.D.
16: I have a good understanding of our mission, vision, and strategic plan.		4.42	0.52
17: I understand the state, local, national, and global issues that impact the organization.		4.50	0.52
18: My organization works well with other organizations.		4.42	0.52
19: My organization develops services to match the needs of our customers/clients.		4.42	0.52
Diversity	Construct Score = 379	Avg	S.D.
50: An effort is made to get the opinions of people throughout the organization.		3.83	0.84
51: The people I work with treat each other with respect.		3.33	0.89
52: My organization works to attract, develop, and retain people with diverse backgrounds.		4.17	0.72
53: Every employee is valued.		3.83	0.94

Survey Constructs and Related Items

Dimension 4: Information

Information Systems	Construct Score = 418	Avg	S.D.
6: My work group uses the latest technology to communicate and interact.		3.92	0.90
7: The information available from our computer systems is reliable.		4.25	0.62
8: Overall, our computer information systems present information in an understandable way.		4.25	0.62
9: Our computer systems enable me to easily and quickly find the information I need.		4.25	0.62
10: Information systems are in place and accessible for me to get my job done.		4.25	0.62
Internal Communication	Construct Score = 361	Avg	S.D.
32: I feel the communication channels I must go through at work are reasonable.		3.83	0.84
33: My work atmosphere encourages open and honest communication.		3.42	0.79
34: Overall within the groups I work, there is good communication.		3.50	0.91
35: The right information gets to the right people at the right time.		3.67	0.78
External Communication	Construct Score = 419	Avg	S.D.
36: I believe our organization communicates our mission effectively to the public.		4.17	0.39
37: Our organization communicates well with our governing bodies (i.e. the board, the legislature, etc.)		4.25	0.45
38: My organization shares appropriate information with the public.		4.17	0.39
39: My organization communicates effectively with other organizations.		4.17	0.39

Survey Constructs and Related Items

Dimension 5: Personal

Employee Engagement	Construct Score = 396	Avg	S.D.
44: The people I work with care about my personal well-being.		4.08	0.79
45: I am encouraged to come up with better ways to serve my customers/clients.		4.00	0.60
46: I know how my work impacts others in the organization.		4.33	0.49
47: I am encouraged to learn from my mistakes.		4.17	0.58
48: There is a basic trust among employees and supervisors.		3.58	1.00
49: When possible, decision making and control are given to employees doing the actual work.		3.58	1.00
Employee Development	Construct Score = 371	Avg	S.D.
54: I believe I have a career with this organization.		3.92	0.90
55: I have access to information about job opportunities, conferences, workshops, and training.		3.92	1.00
56: Training is made available to me so that I can do my job better.		3.58	0.90
57: Training is made available to me for personal growth and development.		3.42	0.90
Job Satisfaction	Construct Score = 375	Avg	S.D.
27: My job meets my expectations.		3.58	0.79
28: My work environment supports a balance between work and personal life.		3.50	1.31
29: I feel my efforts count.		3.83	1.19
30: The amount of work I am asked to do is reasonable.		3.25	1.06
31: I feel a sense of pride when I tell people that I work for this organization.		4.58	0.67

Survey Climate Areas and Related Items

Climate/Atmosphere	Construct Score = 393	Avg	S.D.
67: Harassment is not tolerated at my workplace.		4.18	1.17
68: Within my workplace, there is a feeling of community among employees.		3.67	0.78
Climate/Ethics	Construct Score = 400	Avg	S.D.
65: I am confident that any ethics violation I report will be properly handled.		3.92	1.17
66: Employees are generally ethical in my workplace.		4.08	0.79
Climate/Fairness	Construct Score = 386	Avg	S.D.
63: In general I believe people are treated fairly (i.e. without favoritism).		3.64	1.12
64: My performance is evaluated fairly.		4.08	0.79
Climate/Feedback	Construct Score = 374	Avg	S.D.
60: I believe we will use the information from this survey to improve our performance.		3.75	0.75
61: I am satisfied with the opportunities I have to give feedback on my supervisor's performance.		3.64	0.92
62: My ideas and opinions count at work.		3.83	0.94
Climate/Management	Construct Score = 400	Avg	S.D.
58: Upper management (i.e. Executive and/or Senior Leadership) effectively communicates important information.		3.90	0.74
59: Upper management (i.e. Executive and/or Senior Leadership) tries to be accessible and visible.		4.09	0.70

Key to the Electronic Data Files (Excel format)

This key can be used to interpret the layout of the
813_Org_Items.xls, 813_OC1_Items.xls, and 813_OC2_Items.xls
 and the
813_Org_Additional_Items.xls, 813_OC1_Additional_Items.xls, and
813_OC2_Additional_Items.xls
 Microsoft Excel data files found on the returned disks.

813_Org_Items.xls lists the scores for each of the Survey Items for the organization as a whole. 813_OC1_Items.xls lists the scores for each of the Survey Items for each of the organizational categories filled in Organization Code Box # 2. 813_OC2_Items.xls lists the scores for each of the Survey Items for each of the organizational categories filled in Organization Code Box # 3. If an Organizational Category did not have five or more respondents no Survey Item scores will appear for that category.

813_Org_Additional_Items.xls lists the scores for each of the Additional Items for the organization as a whole. 813_OC1_Additional_Items.xls lists the scores for each of the Additional Items for each of the organizational categories filled in Organization Code Box # 2. 813_OC2_Additional_Items.xls lists the scores for each of the Additional Items for each of the organizational categories filled in Organization Code Box # 3. If an Organizational Category did not have five or more respondents no Additional Item scores will appear for that category.

Sample Data Excerpt*:

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
	ID	NAME	ITEM_NO	ITEM_TEXT	SA_COUNT	SA_PCT	A_COUNT	A_PCT	N_COUNT	N_PCT	D_COUNT	D_PCT	SD_COUNT	SD_PCT	NA_COUNT	NA_PCT	RESPONSE_COUNT	AVG	STD_DEV	VR
1	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
2	111	Texas	1	We are	3	0.6	2	0.4	0	0	0	0	0	0	0	0	5	4.6	0.5	5
3	111	Texas	2	We are	2	0.4	1	0.2	2	0.4	0	0	0	0	0	0	5	4	0.5	5
4	111	Texas	3	Our goals	0	0	4	0.8	1	0.2	0	0	0	0	0	0	5	3.8	0.3	5

*This sample has been formatted to allow it to fit on one page. Actual Data Files will not have the header column formatted at a 45 degree angle and will not have a sub-header row with letters "A"-"T".

Key:

A: "ID"

This column contains either the Organization's ID number or the Organizational Category Number.

C: "ITEM_NO"

This column contains the item number.

E, G, I, K, M, O: "R_COUNT"

These columns contain the number of respondents who selected response "R", where R=SA (Strongly Agree), A (Agree), N (Neutral), D (Disagree), SD (Strongly Disagree), or NA (Not Applicable/Don't Know").

Q: "RESPONSE_COUNT"

This column contains the total number of respondents to this item.

S: "STD_DEV"

This column contains the Standard Deviation of the responses Strongly Agree through Strongly Disagree as explained in the "AVG" definition.

B: "NAME"

This column contains either the Organization's Name or the Organizational Category Name.

D: "ITEM_TEXT"

This column contains the text of the item.

F, H, J, L, N, P: "R_PCT"

These columns contain the ratios of the number of respondents who selected response "R" (defined under "R_COUNT") to the total number of respondents for this item. Multiplying by 100 will yield the percent of respondents who selected response "R" out of the total number of respondents to this item.

R: "AVG"

This column contains the average score on this item. This is done by assigning values 5-1 to the responses Strongly Agree to Strongly Disagree respectively, summing these values for the item, and dividing by the total number of respondents who answered with a response Strongly Agree through Strongly Disagree.

T: "VR"

This column contains the number of "valid" responses; i.e. the number of respondents who selected responses Strongly Agree through Strongly Disagree. It is used as the number of respondents when computing the Average and Standard Deviation.

Key to the Electronic Data Files (Excel format)

This key can be used to interpret the layout of the
813_Org_Constructs.xls, 813_OC1_Constructs.xls, and 813_OC2_Constructs.xls
 Microsoft Excel data files found on the returned disks.

813_Org_Constructs.xls lists the scores for each of the Survey Constructs for the organization as a whole. 813_OC1_Constructs.xls lists the scores for each of the Survey Constructs for each of the organizational categories filled in Organization Code Box # 2. 813_OC2_Items.xls lists the scores for each of the Survey Constructs for each of the organizational categories filled in Organization Code Box # 3. If an Organizational Category did not have five or more respondents no Survey Construct scores will appear for that category.

Sample Data Excerpt:

	A	B	C	D	E
1	ID	NAME	CONS_NO	CONS_NAME	SCORE
2	250	Texas State Organization	1	Effectiveness	365
3	250	Texas State Organization	2	Fairness	338
4	250	Texas State Organization	3	Effectiveness	341
5	250	Texas State Organization	4	Diversity	353
6	250	Texas State Organization	5	Fair Pay	357
7	250	Texas State Organization	6	Work Setting	392

Key:

A: "ID"

This column contains either the Organization's ID number or the Organizational Category Number.

C: "CONS_NO"

This column contains the construct number.

E: "SCORE"

This column contains the score of the construct.

B: "NAME"

This column contains either the Organization's Name or the Organizational Category Name.

D: "CONS_NAME"

This column contains the text of the constructs.

Survey Customization Sheet

Organization Codes

1. In **Code Box 1**, all employees of the Texas Commission on the Arts should fill in code **813**.

Additional Items



Texas
Commission
on the Arts

.....
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.....