



FIELD TRIP TO THE MUSEUM OF FINE ARTS, HOUSTON

STRATEGIC PLAN

FISCAL YEARS 2015-2019

Texas Commission on the Arts

Investing in a Creative Texas

TEXAS COMMISSION ON THE ARTS STRATEGIC PLAN

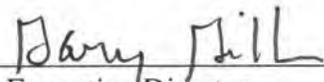
For the Fiscal Years 2015-19 Period

by

Texas Commission on the Arts

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Ronald “Ronnie” Sanders	09/09/11 – 08/31/17	San Antonio

June 3, 2014

Signed: 
Gary Gibbs, Executive Director

Approved: 
Patty A. Bryant, Commission Chair

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INTRODUCTION

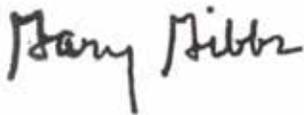
The mission of the Texas Commission on the Arts (TCA) is to advance our state economically and culturally by investing in a creative Texas. With this in mind, TCA used the strategic planning opportunity to reflect upon the past, evaluate the present, and envision the future. Over the past five years, 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 Trust¹ and the U.S. Department of Commerce Bureau of Economic Analysis (BEA)² 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 \$4.6 billion annually in taxable sales.¹

A recent National Endowment for the Arts (NEA) study also showed that future employment growth in the arts is expected.³ 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 2015 – 2019 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,



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 2014

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 that 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.

General Government 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 the state economically and culturally by investing in a creative Texas.

AGENCY PHILOSOPHY

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

- Economic stimulation
- Educational attainment
- Cultural tourism
- Quality of life

The Commission is guided by the following *core values*:

- *Accessibility* to stakeholders
- *Accountability* for public investment
- *Efficiency* in the delivery of services
- *Diversity* in representing the extensive population and geography of Texas
- *Responsiveness* to the needs of state government and the people of Texas.

The Commission conducts business with a deep sense of purpose and responsibility. Texas' arts and cultural heritage are held in the public trust and must be preserved.

INTERNAL/EXTERNAL ASSESSMENT

Overview of Agency Scope and Functions

Statutory Basis

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 these 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.

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 arts agencies in the nation's various states, 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.

The agency was subject to a comprehensive review by the Texas Sunset Advisory Commission during the 2012-2013 biennium, resulting in a positive report and the agency's continuation for another twelve years.

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 65% of the more than 3,900 clients served by TCA are arts and cultural institutions. Another 21% are pre-K through college educational institutions, and 9% 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.

The agency 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) standards 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 seeking new ways to meet its mission and goals while providing support for the many diverse populations it serves. TCA recognizes that in rural counties where there is a lack of art organizations, it's often a governmental or general non-arts nonprofit organization that seeks TCA funding. With this knowledge, the agency administers a Rural Initiative and selects libraries and schools as the primary beneficiaries. Rural Initiative artists are selected from the Texas Touring Roster and are paid a fee to present workshops and performances, while the libraries and schools receive these services at no charge. In addition, TCA tracks the number of grant applications received and funded from ethnically-specific minority arts organizations, with an annual goal of 20%. To extend its reach in rural communities and ethnically-specific minority organizations, the agency provides grants to a number of organizations in large and mid-size cities, who extend subgrants in their communities.

Finally, TCA has been working in partnership with VSA Texas to lay the ground work for a program that will reach people with disabilities across the state. With funding from National Arts and Disabilities Center, TCA has surveyed the field and developed an online training for organizations and institutions. Funding applications for this activity will be considered in the Arts Respond Health and Human Services grant category, and TCA has identified several entities that are preparing proposals.

Main Functions

Arts Organization 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 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 by investing 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 streamlined significantly and the number of required attachments has been reduced greatly.

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 State's 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 incarcerated populations in juvenile detention centers, prisons, alternative learning centers, or 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 ecological issues such as natural resources, energy, and water.

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 373 applicants annually, and the Arts Respond project support category draws an average of 516 applicants each year.

Additionally, the agency conducts webinars to educate constituents about new opportunities, evaluation criteria, and grant-writing. 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 grant categories are intended to make TCA's grant process easier to navigate and to 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 reaches underserved populations that include individuals and organizations of color, seniors, at-risk youth, those in geographically isolated areas, and the economically disadvantaged. Recognizing that a vast percentage of Texas counties are considered rural, with 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 a Rural Arts Provider applicant category that allows the agency to more readily distribute funds in the state's rural counties.

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 Texans recognize the intrinsic benefits the arts provide.

Arts Education Grants

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 grants funds to public and private schools and non-profit organizations which provide integral, curriculum-based activities for students and teachers through vibrant art-based programs.

In Fiscal Year 2012, Texas saw a number of school districts declare financial exigency status, which by state law allowed them to make budget cuts (including personnel) in order to balance school district budgets. In district after district, these cuts severely impacted low-income and minority students, as well as programs such as fine arts and music, gifted and talented classes, and extra-curricular activities. The impact of these budgetary measures persists today. TCA funding is essential to assist schools in providing arts education for the state's students. Time and again, communication from the field has stressed the desire for innovative agency programs to bridge schools' funding shortfalls. For example, subsidizing the cost of school buses to enable children to attend arts performances and museum exhibitions has emerged as a critical need in this area.

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 (e.g. 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 this gap and 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 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 artist performances, hands-on instruction from visiting artists, and continuing engagement with arts organizations is a proven way to boost children's problem-solving, presentation, language, and communication skills. The arts can be used to teach any subject. A classic example is using music to help students learn to memorize large lists, 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 grants 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 and, ideally, a career in the arts.

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 Division, the Texas Department of Transportation, the Texas Parks and Wildlife Department, and the Texas Historical Commission to minimize duplication of effort and to ensure that state resources are directed toward tourism activities and programs that yield the highest level of return on investment.

TCA continues to place a high value on cultural tourism and is grateful for the actions taken during the 83rd legislative session which restored funding and some staff resources to better serve this critical area. The agency continues to work with its tourism MOU partners, but has been challenged in maintaining 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 2013 exceeded \$67 billion and generated \$4.7 billion in state and local taxes, making tourism one of the largest industries in the state.⁴ From 2010-2012, the average overnight leisure travel party to Texas spent \$768 per trip. Over the same period, travel parties participating in museums and art exhibitions spent \$1,267 per trip – 65 percent more than the average travel party.⁵ TCA grants, tourism marketing efforts, and educational assistance help sustain arts venues and performances that create attractive tourist destinations.

The Texas Legislature has given TCA statutory 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, twenty-four locations have received Cultural District Designation by TCA. They include:

- Abilene Cultural District
- Alpine Cultural District
- Austin’s African American Cultural Heritage District
- Bastrop Cultural District
- Clifton Cultural Arts District
- Dallas Arts District
- Denison Arts and Cultural District
- El Paso Downtown Cultural District
- Fort Worth Cultural District
- Galveston Cultural District
- Georgetown Cultural District
- Houston Museum District
- Houston Theater District
- Huntsville Cultural District
- Lubbock Cultural District
- McAllen Cultural District
- Midtown Houston Cultural District
- Rosenberg Cultural District
- San Angelo Historic City Center Cultural District
- San Antonio’s King William Cultural District
- San Elizario Cultural District
- Smithville Cultural District
- Washington Avenue Cultural District of Houston
- 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:

- Attracting artists and cultural enterprises to local communities. Artists, cultural organizations, and creative enterprises all contribute to communities' economic potential and generate direct economic activity.
- Encouraging 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.
- Addressing the needs of both urban and rural communities. Metropolitan and rural areas present distinct economic development concerns. Cultural Districts offer a highly adaptable economic development approach that can leverage the unique conditions, assets, needs and opportunities of a community to advance the goals of economic development, cultural tourism development, downtown revitalization, and the restoration of civic pride and direction.
- Establishing 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.
- Preserving and reusing historic buildings. In some communities, the Cultural District designation is a way to stimulate historic preservation. Adaptive reuse and rehabilitation of older buildings can result in structural and aesthetic improvements and provide opportunities for affordable housing, artist live/work spaces, and homes for arts organizations.
- Enhancing 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.
- Fostering 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 necessary to develop their cultural resources and promote them as tourism attractions. Local elected officials have recognized the Cultural District designation as an important driver in their economic development efforts and in marketing community assets. TCA's Cultural Districts Designation program is challenged by the lack of dedicated funding that would support staff devoted to district development, product development, and marketing efforts in these cultural enterprise zones across the 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.

Public Perception

TCA strives to maintain close lines of communication with constituents in the field. Beginning in fiscal Year 2011 and continuing today, TCA has hosted webinar training sessions to educate constituents about new grant opportunities and seek input on recent changes. Additionally, the agency regularly conducts 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 provide arts organizations a seal of approval that serves as a catalyst, helping them obtain broader support. Winning a TCA grant award 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 seed capital that can help organizations obtain additional funding from other state, private, local, regional, and national resources.

Organizational Aspects

TCA Organizational Structure and Workforce

As a result of legislation passed during the 83rd legislative session, the size of the Commission will be gradually reduced from seventeen members to nine members by September 1, 2016. The Commission is composed of members appointed by the governor with the advice and consent of the senate. The members must represent a diverse cross-section of the 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. Members of the commission serve staggered terms of six years. 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 thirteen 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 administers the policies, programs, and procedures of the agency, and oversees the 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 fourteen FTEs each year for the 2014 – 2015 biennium. The agency is currently fully staffed. The fourteen employees are comprised of five males and nine females. The majority of the agency’s employees are over the age of 40. Four employees are under 39 years of age and the other ten are over 40. Currently no employee is over the age of 59. In Fiscal Year 2014, 79% of the agency workforce is white, 14% is Hispanic and 7% is black.

TCA currently has highly qualified and professional staff to fulfill core business functions including: 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 staff member possesses. 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 for over five years.

TCA’s greatest weakness with regard to human resources is staff development. Very few staff members partake of development opportunities out of budget concerns. Because TCA is a small agency with only fourteen FTEs, the agency has not been able to establish a career ladder for employees. The agency is not in a position to offer regular career advancement opportunities to employees and employees seeking such opportunities often 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 to conduct agency business. 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 activities that require 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 limits the amount of annual purchasing activity. Nevertheless, TCA continues to work towards increased utilization of HUBs. Consistent with statewide benchmarks, the agency’s goal for purchasing services from HUBs was 24.6% for Fiscal Year

2013. However, the agency did not utilize any HUBs in this area because the majority of the agency's services budget is spent on evaluators engaged to review grant applications. None of the evaluators is a registered HUB, though they include women and people of color. Other services the agency procured in Fiscal Year 2013 were limited to the State's employee wellness program and routine shipping services, for which there were no qualifying HUBs.

Consistent with statewide benchmarks, the agency's goal for purchasing commodities from HUBs was 21.0% for Fiscal Year 2013. The agency utilized HUBs for 17.74% of its commodities purchases during this period and continues to strive for increased HUB utilization in this area.

Fiscal Aspects

During the 2012-2013 biennium, TCA revenues encompassed General Revenue, General Revenue Dedicated funds (Commission on the Arts Operating Account No. 334), Federal Funds, and Appropriated Receipts. The Arts Operating Account represented approximately 23% of the total funding during this timeframe. Until August 31, 2013, Arts Operating Account funds included residual balances from the Cultural Endowment Fund dissolved during the 81st legislative session, interest on the endowment fund balances, *State of the Arts* specialty license plate revenue and unexpended balances from prior years, and depository interest on funds held at the State Treasury.

For the 2014-2015 biennium, the agency's funding pattern has shifted significantly. General Revenue again represents the largest method of finance, but accounts for nearly 80% of the agency's budget, up from approximately 45% during the previous biennium. The 83rd legislature declined to appropriate the balance of funds in the Arts Operating Account, offsetting this balance with General Revenue instead. TCA continues to rely upon new license plate revenues, Federal Funds and Appropriated Receipts. The agency's budget of \$13.4 million for the fiscal 14-15 period reflects a 71% increase over the previous biennium.

Historically, agency operations relied heavily on the Arts Operating Fund No. 334, but several of the fund's revenue sources have become increasingly unreliable or disappeared altogether. The 83rd legislature declined to appropriate to TCA the balance of funds in the Arts Operating Fund, which totaled in excess of \$900,000 as of August 31, 2013. Further, HB7, passed during the 83rd legislative session, requires that specialty license plate revenue be deposited to the new License Plate Trust Fund No. 802, rather than Arts Operating Fund No. 334.

The *State of the Arts* license plate historically has been one of the best-selling specialty plates available. Since its inception in 1993, sales have been strong - over time, the plate has generated in excess of \$6 million for TCA grants and promoting the arts and cultural industries in the state of Texas. For every plate sold, the agency retains \$22 dollars for its grants budget and this generates approximately \$300,000 annually for the agency. However, revenues from the *State of the Arts* specialty license plate ebb and flow depending upon consumer interest. In recent years, with more options available to consumers and a lack of adequate marketing resources, sales have been trending downward. TCA faces a challenge in the sense that a critical portion of the

agency’s direct programs budget depends upon sales of this somewhat unpredictable and declining revenue source.

Another funding concern for the agency is that of gifts and restricted donations. The agency does not have staff dedicated to fundraising and does not contract with an outside entity to provide such a service. Dollars raised from donations depend entirely upon a donor’s familiarity with the TCA and a willingness to donate money to a governmental agency.

By law, forty percent of all National Endowment for the Arts (NEA) funds must be awarded to state arts agencies (SSA) and regional service organizations. TCA is the only agency in Texas that can apply for such Partnership Agreement funds from the NEA. These funds make the arts available in more communities and extend the agency’s 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 \$0.25 per capita, as compared to an average of \$1.13 for all state arts agencies. Minnesota leads the states with \$6.45 in per capita arts funding.⁶ The following chart compares average SAA funding sources with TCA’s funding sources for fiscal year 2014:

Funding Category	State Arts Agencies – Average⁶	Texas Commission on the Arts
Legislative	75.8%	79.2%
Other - Specialty, Pass-through, & IAC	12.2%	4.5%
Private	1.5%	2.3%
National Endowment for the Arts	10.5%	14.0%
TOTAL	100%	100%

Service Population Demographics

Historical Perspective

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 arts departments and galleries, and more recently, K-12 schools, Independent School Districts, and public libraries. TCA also has made concerted efforts over the past twenty years to engage geographically isolated communities and minority organizations.

Current Characteristics

The majority of organizations receiving substantial TCA support:

- Have existed twenty years or longer;
- Maintain an annual operating budget under \$1 million;

- Field a professional staff of twenty or fewer; and
- Enjoy increasing community support in both audiences and funding.

Since the implementation of the equity mandate in the early 1990s, TCA has worked to distribute grants in a process that is both equitable and reflective of the state's geographical, cultural, and ethnic diversity. Each year, grants are made in approximately 160 Texas cities across the state. In Fiscal Year 2013, TCA provided grants in all 31 Senatorial Districts (100%) and 122 of the 150 House Districts (81%). For the House Districts that do not receive direct grants from TCA, TCA provides arts services and activities in those districts.

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 the 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 2012 there were an estimated 4.1 million persons in Texas over the age of 60. This figure represents about 16 percent of the estimated 26 million Texans overall.⁷ By the year 2040, the State Demographer estimates Texas' 60 and older population is expected to grow to nearly 8 million.⁸ Texas arts and cultural organizations will need to tailor programming and increase outreach to serve this audience.

Texas has the second largest Hispanic population in the nation.⁹ Over three million Texans report having limited English proficiency.⁷ According to the U.S. Census Bureau, nearly 35% of the Texas population speaks a language other than English at home.¹⁰ 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 2010.¹¹ Texas is among the few states with a large number of frontier counties. As of 2010, Texas' 64 frontier counties had an average of fewer than three individuals per square mile.¹² One of the key challenges facing TCA is engaging 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 12% of Texans have a disability.¹³ These higher-need residents are at a greater risk for institutional placement, and caregiver stress is exacerbated. There exists a great need for arts and cultural organizations to develop creative programs to serve this growing constituency.

The number of veterans who call Texas home grows each day with 1.6 million currently on the roles as of 2011. The prevalence of disabilities within the veteran population is particularly relevant since the veteran population is older than the nonveteran population on average and the

likelihood of developing a disability increases with age. Approximately 27 percent of Texas veterans (430,988 individuals) report having some type of disability compared to 14 percent of the 18 and older nonveteran population (2,371,394 individuals).

The U.S. Department of Veterans Affairs has relaxed a long-standing rule to extend benefits to veterans with post-traumatic stress disorder (PTSD). Texas will be disproportionately impacted by this change, as seven PTSD treatment programs are located in the state, and as an estimated 13 percent of the 2 million troops who served in Afghanistan and Iraq since 9/11 are from Texas.¹⁴

Pushing for increased PTSD treatment and benefits has been a long, slow battle for soldiers and advocates of trauma treatment. The medical community started evaluations and treatment processes in earnest during the Vietnam era, in response to returning soldiers showing symptoms of what is now known as PTSD, but which was dubbed "shell shock" during World War I. As recently as late 2007, researchers could not agree on the number of veterans who have suffered or continue to suffer from PTSD. In 2008, the Pentagon commissioned its most expensive study of the affliction to date, funneling a \$300 million to researchers for a full-scale assessment of PTSD. The military has since embraced a number of alternative treatment options in this area, including art therapy, pet therapy, acupuncture, and yoga.¹⁵

TCA is collaborating with VSA Texas, the state organization on arts and disability, on an initiative to provide therapeutic arts programming that would impact veterans with PTSD. An agency survey in 2013 revealed that no arts organizations were providing this type of programming in Texas. The survey also revealed an intense desire on behalf of arts organizations to provide art therapy, but little expertise or direction on how to get started.

In 2014, representatives from TCA and VSA Texas spoke to several groups of interested veterans and representatives of arts organizations. In addition, a webinar was presented and recorded that outlined general information on how to work with individuals with PTSD and provided a number of resources for arts groups to utilize. Interest in this program is very high, and TCA staff is working with a number of arts organizations to develop funding proposals in TCA's Arts Respond Health and Human Services project support category.

Residual budgetary constraints from the Great Recession, affecting school districts' fine arts programs, particularly in those districts serving minority and at-risk populations, persist today. TCA funding is essential in helping schools to overcome these challenges in providing arts education for the state's students. There exists a significant need for responsive and innovative agency programs to address these economic realities at the local level. Of particular interest from constituents would be a pilot program, modeled after similar initiatives in other states, to offset the cost of buses to enable schoolchildren to attend arts and cultural activities.

According to the Nonprofit Finance Fund, "Nonprofits make up the USA's hidden infrastructure, the social safety fabric that is as crucial as water lines and roads. This fabric often represents decades of investment by taxpayers, foundations, and consumers. Nonprofits educate us, keep us healthy, and they catch us when we are most at risk. And this fabric is under the threat of tearing."¹⁶

The organization's "2014 State of the Nonprofit Sector Survey" chronicles the challenges facing the nonprofit sector. Key findings include:

- The economic recovery is leaving behind many nonprofits and communities in need:
 - 80% of respondents reported an increase in demand for services, the 6th straight year of increased demand.
 - 56% were unable to meet demand in 2013-the highest reported in the survey's history.
 - Only 11% expect 2014 to be easier than 2013 for the people they serve.
- Nonprofits are working to bring in new money and in the next 12 months:
 - 31% will change the main ways in which they raise and spend money.
 - 26% will pursue an earned income venture.
 - 20% will seek funding other than grants & contracts, such as loans or other investments.
- More than half of nonprofits (55%) have 3 months or less cash-on-hand.
 - 28% ended their 2013 fiscal year with a deficit.
 - Only 9% can have an open dialogue with funders about developing reserves for operating needs, and only 6% about developing reserves for long-term facility needs.

The survey also reveals 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.

Technological Developments

TCA continues 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 agency's reach throughout Texas and the nation. Many of TCA's services, including the grant application process, are available day or night.

TCA's website has been redesigned to use the texas.gov domain and be more interactive and engaging through social media 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 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 these goals include:

- 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 has moved the agency website to the new texas.gov domain. The agency is now focusing on shifting the web-based online grants system to the texas.gov domain. The agency also moved 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 a reduction of problem grant applications.
- **Continuing to build on past successes:** 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 all evaluators 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 twelve 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.
- Using technology to encourage economic development: An interactive map shows 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 protect 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 social media 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 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 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 more social media 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 modern workforce. In addition, because they enhance quality of life, art and culture are an important component of community development, enriching local amenities and attracting young professionals to an area.

The arts and cultural industries contribute directly to state and local economic development in many ways such as:

- Influencing companies' decisions about where to locate their businesses by building a creative workforce and enhancing the quality of life;
- Boosting the creative and new media industries, which play increasingly prominent economic and social roles;
- Creating jobs and fostering an attractive environment for talented young workers; and
- Promoting tourism and providing a diversified, sustainable source of revenue generation.

While the state hasn't emerged fully from the economic problems plaguing the nation, the Texas housing market, employment rate, and overall economic growth are relatively very 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. This is especially true in TCA's Cultural Districts.

TCA cooperated with the Texas Cultural Trust on an economic impact study released in 2010 and updated in 2012. *The Impact of Arts and Culture Industries on the Texas Economy* provides detailed information on the economic footprint attributable to the creative sector in Texas.¹ Key findings of the report include:

- The creative sector employs close to 700,000 people across Texas—nearly the same number of people who live in Fort Worth. By and large, these jobs are lucrative.
- The average annual wage for people employed in the state's creative sector was about \$74,000, compared with \$41,000 in other industries, as of 2011.
- Texas arts and cultural industries generate \$4.6 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 creates \$219.3 million in government revenue.¹⁷

The recent economic recession has taken a toll on non-profit arts sector, however. Many organizations have been forced to make changes in order to survive. To meet demand, non-profit organizations are collaborating and/or merging with other organizations, rolling-back programs, and broadening their service base. Non-profit organizations of all types have seen fewer and/or smaller contributions to support their causes in recent years. Additionally, 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 have left less discretionary income for performing arts entertainment.

Public sector support for the arts ensures that arts and cultural institutions continue to thrive and provide economic stimulus even during times of economic downturn. Despite this, public funding for the creative industries in Texas remains among the lowest in the nation when viewed from a per capita basis.⁶ This is a great challenge given Texas' large and fast-growing population.

Impact of Federal Statutes and Regulations

The Texas Commission on the Arts is the recipient for congressionally mandated federal funds that come to the state through the 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 \$48.7 million in Fiscal Year 2014, an increase of 22% from the previous year. In the past two years, NEA funding has remained relatively stable, but has yet to recover from the decade high of \$167.5 in Fiscal Year 2010.

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 that which 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. TCA anticipates additional reporting requirements on its Final Descriptive Report to the NEA, which will result in additional costs to the agency.

Texas joined the Cultural Data Project (CDP) on July 1, 2013. This national initiative is an online management tool designed to strengthen arts and cultural organizations by gathering reliable standardized data on the creative industries. An emerging national standard, the CDP also empowers researchers and advocates with information to make the case for arts and culture, and equips funders with data to plan and evaluate grant-making activities more effectively.

As part of the CDP, Texas organizations are able to track trends and benchmark progress in order to plan and evaluate activities more effectively. Texas is one of thirteen states in the program, joining Arizona, California, Illinois, Maryland, Massachusetts, Michigan, Minnesota, New York, Ohio, Pennsylvania, Rhode Island and Vermont, along with the District of Columbia.

Self-Evaluation and 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 routinely meets or exceeds its performance measure targets and continually formulates strategies to address areas for improvement.

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 – the Texas Department of Transportation, the Texas Historical Commission, the Texas Parks and

Wildlife Department, and the Office of the Governor, Economic Development and Tourism Division. Further, agency fiscal operations are diligently managed to ensure compliance with prevailing legal requirements and proper accounting procedures. The agency strives for operational transparency and efficiency, as all Texas governmental entities should.

Based on staff evaluations and significant input from the field, TCA has identified several areas for improvement. TCA responded to constituent feedback and has significantly improved its grant application process to ensure that it is user-friendly and that application requirements fairly correspond to the size of the grant award. 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 additional private funding. The agency has structured its grants guidelines and categories to ensure maximum effectiveness of the state’s investment, serving the Governor’s Priority Goals for 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 in 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 maintain secure infrastructures to continue to contributing to the state’s economic vitality, Arts Respond grants support the field’s efforts in the areas of education, health and human services, economic development, public safety and criminal justice, and natural resources and agriculture.

TCA will continue to nurture 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 lacking art organizations, it is often governmental or general non-profit organizations that apply for available funding. TCA considers these entities Rural Arts Providers and they are provided online grant accounts to navigate the application process. 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 TCA programs, agency grant administrators are available to visit with constituents by phone, email, and in person to educate them regarding the agency’s opportunities for funding, professional development, and other services.

In Fiscal Year 2013, TCA partnered with National Guild for Community Arts Education, National Council on Education for the Ceramic Arts, Theatre Communications Group, and the Mountain-Plains Museums Association to bring arts leaders and volunteers to Texas for professional development conferences in Dallas, Houston, and Corpus Christi. TCA invested \$17,000 to help attract these four conferences to the state. The four organizations collectively

spent \$990,864 to put on these conferences, with most of those dollars spent in Texas. They attracted 5,224 attendees from more than 30 countries that spent additional dollars in-state, including over 4,613 hotel nights. In Fiscal Year 2014, TCA assisted the National Alliance for Musical Theatre, Arts Midwest Conference, Society for Photographic Education bring their conference to Texas. These conferences 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. All staff members have backgrounds and experience in the arts and are committed to the agency because of a passion for its mission and a belief that public support of the arts is vital to the quality of life in the state. Staff members' passion and dedication are tempered by the fiscal restraints placed on the agency. As a very small agency, TCA provides limited opportunities for internal advancement and career development; therefore, it is imperative that employees remain challenged and satisfied by their professional 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.

AGENCY GOALS

The mission of the Texas Commission on the Arts is to advance the state economically and culturally by investing in a creative Texas. TCA invests public funds in the form of grants awarded to cultural, educational, artistic, and civic organizations. In addition, the agency promotes the arts in all disciplines. Following the recent review by the Sunset Advisory Commission and acting on their recommendations, TCA has approved changes in its grant guidelines and is currently working with the Legislative Budget Board to more clearly demonstrate the impact of the grants the agency awards. TCA direct services goals are as follows:

- 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

Provide and Support Arts and Cultural Grants

A.1. **Objective:** 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

- A.1.3. Percentage of Grant Dollars Provided to Minority Organizations
- A.1.4. Percentage of Applications from Rural Counties
- A.1.5. Percentage of Grant Dollars 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. Percentage of Funded Grantees Monitored Through Site Visits

GOAL 2

Promote Participation in Arts and Cultural Events

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

Objective Outcomes:

- B.1.1. Percent Grant Dollars Awarded That Promote Cultural Tourism
- B.1.2. Dollar Amount of Private Funding Secured for TCA

STRATEGIES AND OUTPUT, EFFICIENCY, AND EXPLANATORY MEASURES

GOAL 1

Provide and Support Arts and Cultural Grants

A.1.1. Strategy: Arts Organization Grants

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

A.1.2. Strategy: Arts Education Grants

Output Measure:

- A.1.2.1. Number of grants for arts education

Efficiency Measure:

- A.1.2.1. Average grant amount awarded to support arts education

Explanatory Measures:

A.1.2.1. Average grant amount requested for arts education

GOAL 2

Promote Participation in Arts & Cultural Events

B.1.1. Strategy: Marketing and Communications

Output Measures:

B.1.1.1. Number of Marketing and Public Relations Activities, Conferences, and Seminars 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 its services and operations. The agency systematically looks for ways to optimize technology to enhance services and communication with constituents.

The agency is focused on the use of technology to efficiently gather and disseminate information, provide services, and increase its 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.

Under new leadership, the agency has become more clearly aligned with state government and services have been transformed to be more clear and accessible. Additionally, TCA has expanded its focus on the arts and economic development. The IT division has worked to simplify internal and external processes by:

- Shifting the agency to the texas.gov domain;
- Moving email services to the cloud;
- Enhancing the agency's presence on Facebook, YouTube and Twitter;
- Redesigning the agency's website to be more intuitive and interactive;
- Developing online panels to evaluate grant proposals;
- Reworking online grant application forms to be shorter and easier to use;
- Providing training for constituents through webinars; and,
- Launching a searchable map for the new Cultural Districts program.

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

Further refinements will be made to the online grant system as it is migrated 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 its services and broaden its constituents' access. The agency is building on its success with webinars and related social media technologies to engage constituents in new ways. TCA will continue conducting panels to evaluate and score applications to the agency and 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 IT systems as government enters the new era of cloud computing and shared services. As a component of that plan, the agency will study current information assets, analyze business processes, and prioritize the consolidation of existing systems and platforms. These efforts will make overall IT operations more manageable and will better position the agency to take advantage of new opportunities in the future.

All of the agency's technology initiatives are part of our Daily Operations.

Technology Initiative - A

1. Initiative Name: Name of the current or planned technology initiative.	
Updating online grant applications	
2. Initiative Description: Brief description of the technology initiative.	
The agency is in the process of migrating the online grants system to the .NET framework. The online grant systems provides online accounts as means for communication with constituents for the purpose of developing and tracking their grant applications from review, to award, amendments, and final reporting. The agency posts grant opportunities on the Texas Online E-Grant System to make our grant applications broadly available online. The agency will also have to update all of the online application forms and underlying code, along with the grants management system, to accommodate changes to the reporting requirements for the National Endowment for the Arts.	
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	
4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.	
Serves TCA objective for providing arts and cultural grants (Goal A –Obj. A.1.) Serves TCA objective for indirect administration (Goal C -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"> • Security and Privacy • Cloud Services • Legacy Applications • Business Continuity • Enterprise Planning and Collaboration 	<ul style="list-style-type: none"> • IT Workforce • Virtualization • Data Management • Mobility • Network
<ul style="list-style-type: none"> • Data Management • Legacy Applications • Security and Privacy • Mobility 	
6. 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)

- Security improvements
- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)

Migration of system to .NET increases security and longevity. The online system increases public access to all funding opportunities. It also reduces human error, processing time, and complexity. It provides a streamline communication tool that reduces paper and postage.

7. 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. The 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. The fact that the system is in production makes the migration process more complicated. The changes to the reporting requirements for the National Endowment on the Arts will impact nearly every aspect on the agency online grants and grants management system. There is no federal compensation included to implement these required changes.

Technology Initiative - B

1. Initiative Name: Name of the current or planned technology initiative.	
Online ballot process	
2. Initiative Description: Brief description of the technology initiative.	
The agency is 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	
4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.	
Serves TCA objective for providing arts and cultural grants (Goal A –Obj. A.1.) Serves TCA objective for indirect administration (Goal C -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"> • Security and Privacy • Cloud Services • Legacy Applications • Business Continuity • Enterprise Planning and Collaboration • IT Workforce • Virtualization • Data Management • Mobility • Network 	
<ul style="list-style-type: none"> • Mobility <p>It provides the ability to conduct panel meetings virtually. Evaluators do their work on their own time at their own pace from work or home.</p>	
6. Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:	
<ul style="list-style-type: none"> • 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) 	
<ul style="list-style-type: none"> • Operational efficiencies (time, cost, productivity) <p>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</p>	

professionals in Texas.

7. 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 group panel discussion about applications. As such, it is only appropriate for a portion of the agency's application types. The agency relies on Texas arts professionals to volunteer their time to serve as evaluators. The online review requires a larger number of grant evaluators to disperse the workload. There is less incentive to volunteer to serve on the online evaluation panels.

Technology Initiative - C

1. Initiative Name: Name of the current or planned technology initiative.	
Payment processing system	
2. Initiative Description: Brief description of the technology initiative.	
The agency is using a secure mechanism to automate the batch payment of grants to the Comptroller. There is a system for notifying grantees via email of direct deposit payments issued via batch payment maker. And there is a data extraction system for alignment with the fiscal office.	
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	
4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.	
Serves TCA objective for indirect administration (Goal C -Obj.C.1.) Serves TCA objective for providing arts and cultural grants (Goal A –Obj. A.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"> • Security and Privacy • Cloud Services • Legacy Applications • Business Continuity • Enterprise Planning and Collaboration 	<ul style="list-style-type: none"> • IT Workforce • Virtualization • Data Management • Mobility • Network
<ul style="list-style-type: none"> • Data Management • Enterprise Planning and Collaboration <p>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.</p>	
6. Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:	
<ul style="list-style-type: none"> • 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) 	

- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements

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, mailing, and postage.

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

Currently none.

Technology Initiative - D

1. Initiative Name: Name of the current or planned technology initiative.	
Online searchable listing of grants awarded	
2. Initiative Description: Brief description of the technology initiative.	
This system offers the public a searchable list of all the grants approved by the TCA Commissioners. The list of grants is also made available in csv format so one can download the data.	
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	
4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.	
Serves TCA objective for indirect administration (Goal C -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"> • Security and Privacy • Cloud Services • Legacy Applications • Business Continuity • Enterprise Planning and Collaboration 	<ul style="list-style-type: none"> • IT Workforce • Virtualization • Data Management • Mobility • Network
<ul style="list-style-type: none"> • Data Management <p>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.</p>	
6. Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:	
<ul style="list-style-type: none"> • 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) 	
<ul style="list-style-type: none"> • Citizen/customer satisfaction (service delivery quality, cycle time) • Compliance (required by State/Federal laws or regulations) • Foundation for future operational improvements 	

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.

7. 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 recently migrated this application and data to a web PHP framework. Changing the architecture to a more robust model-view-controller framework allows the agency to leverage its existing data models. The newer view-controller mechanisms provide a more extensible framework, which reduces the time and maintenance costs for implementing future business objectives.

Technology Initiative - E

1. Initiative Name: Name of the current or planned technology initiative.	
Online trainings	
2. Initiative Description: Brief description of the technology initiative.	
The agency will continue providing workshops and trainings to constituents via webinars and plans to add Google Hangout trainings.	
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	
4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.	
Serves TCA objective for indirect administration (Goal C -Obj.C.1.) Serves TCA objective for promoting participation in arts and cultural events (Goal B- Obj B.1.) Serves TCA objective for providing arts and cultural grants (Goal A –Obj. A.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"> • Security and Privacy • Cloud Services • Legacy Applications • Business Continuity • Enterprise Planning and Collaboration • IT Workforce • Virtualization • Data Management • Mobility • Network 	
<ul style="list-style-type: none"> • Mobility 	
6. Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:	
<ul style="list-style-type: none"> • 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) 	
<ul style="list-style-type: none"> • Operational efficiencies (time, cost, productivity) • Citizen/customer satisfaction (service delivery quality, cycle time) <p>Online trainings allow the agency to serve a much larger group of constituents and no one has to leave the office or travel to participate. It reduces the cost of conducting workshops</p>	

and trainings across the state. It creates new opportunities for enhanced learning tracks on specific topics for the arts industry.

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

Currently none.

Technology Initiative – F

1. Initiative Name: Name of the current or planned technology initiative.	
Upgrade operating systems	
2. Initiative Description: Brief description of the technology initiative.	
The agency is in the process of upgrading all servers and workstations to current operating systems.	
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	
4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.	
Serves TCA objective for indirect administration (Goal C -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"> • Security and Privacy • Cloud Services • Legacy Applications • Business Continuity • Enterprise Planning and Collaboration 	<ul style="list-style-type: none"> • IT Workforce • Virtualization • Data Management • Mobility • Network
<ul style="list-style-type: none"> • Security and Privacy 	
6. Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:	
<ul style="list-style-type: none"> • 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) 	
<ul style="list-style-type: none"> • Security improvements <p>Replacing operating systems for workstations and servers that are no longer supported will enhance the security and longevity of the agency's IT assets.</p>	
7. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement the technology initiative.	
None currently.	

Technology Initiative – G

1. Initiative Name: Name of the current or planned technology initiative.	
Cross-training on IT systems and processes	
2. Initiative Description: Brief description of the technology initiative.	
The agency has recognized the need to formalize the transfer of knowledge on the various business processes tied to the agency’s information technology. The TCA grant business cycle is a multi-year process. Within six years, in excess of one-fifth of the agency’s employees could leave the workforce under the State of Texas’ “Rule of 80”, whereby an employee is eligible for retirement with full benefits once such an employee’s age plus years’ service equals 80. More considerable still is that this same group comprises 75% of the agency’s senior leadership and 50% of the IT team. TCA will assign staff members to shadow one another, selecting candidates most qualified for replacement of those key positions.	
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	
4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.	
Serves TCA objective for promoting participation in arts and cultural events (Goal B- Obj B.1.) Serves TCA objective for providing arts and cultural grants (Goal A –Obj. A.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"> • Security and Privacy • Cloud Services • Legacy Applications • Business Continuity • Enterprise Planning and Collaboration 	<ul style="list-style-type: none"> • IT Workforce • Virtualization • Data Management • Mobility • Network
<ul style="list-style-type: none"> • Business Continuity 	
6. Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:	
<ul style="list-style-type: none"> • 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) 	

- Foundation for future operational improvements

Cross training staff on various aspects of the agency's business processes in regard to information technology will help ensure continuity of operations in the future. It is also fiscally responsible.

7. 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 primary barrier is the small size of staff. These duties will be a significant additional workload for those individuals involved.

Endnotes

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5. D.K. Shifflet & Associates Ltd. *2012 Texas Visitor Profile*, August 2013.
6. National Assembly of State Arts Agencies, *State Arts Agency Revenues – Fiscal Year 2014*, February 2014, p11.
7. United States Census Bureau, *American Fact Finder*. Available from: <http://factfinder2.census.gov>; Accessed: 5/6/2014.
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10. United States Census, *State & County QuickFacts – Texas*. Available from: <http://quickfacts.census.gov/qfd/states/48000.html>; Accessed: 5/6/2014.
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12. The National Center for Frontier Communities, *2010 Frontier Counties*. Available from: http://www.frontierus.org/documents/2010_frontier-areas-list.htm; Accessed 5/6/2014.
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14. Texas Workforce Investment Council, *Veterans in Texas: A Demographic Study*, December 2012.
15. Bobby Cervantes, “Texas Veterans Await New PTSD Rules,” *The Texas Tribune*, August 3, 2010.
16. Nonprofit Finance Fund, *2014 State of the Nonprofit Sector Survey*, March 2014.
17. Americans for the Arts, *Arts & Economic Prosperity IV: The Economic Impact of Nonprofit Arts and Culture Organizations and Their Audiences*, 2012.

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APPENDIX **A**

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Description of Texas Commission on the Arts Planning Process Strategic Plan FY 2015-2019

Overview

In preparation for the FY 2015-2019 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 advances 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 guided by the Governor's goals for the state, legislative mandates, constituent input, in addition to general trends within state government. Concurrently, 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. This process revealed 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 373 applicants, and the Arts Respond project support category draws an average of 516 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 2015-2019 strategic plans at the June 2, 2014 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. In the twelve months preceding publication of this document, thirty-six evaluation panels were conducted and ninety-seven 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 monitored. In addition, TCA staff provides each monitored applicant an overview of TCA grant programs, conducts Q-and-A sessions, and relays 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 training seminars on grant programs, grant writing skills, and relevant topics for the state's arts and cultural industries. TCA staff regularly speaks at conferences, attends constituent gatherings, and holds webinars for members in the field to review changes in TCA's guidelines and grant application deadlines.

Constituent Survey

From April 17 to May 19, 2014, TCA solicited participation from constituents in order to assess the quality of the agency's customer service. The survey was sent directly to 4105 account holders. Additionally, the survey was posted on the agency website during that same timeframe and was also posted on the agency's Facebook page. The survey had 453 participants and the results are included below.

In analyzing the results of the customer survey, the agency is pleased to have achieved an overall customer satisfactory rating of nearly 90%. It is also clear from the survey that the agency should focus on improving its communications. Recently, the agency was able to reinstate the position of Communications Director after a two year hiatus and expects to improve future ratings in this area.

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

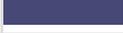
Survey Name: TCA Survey 2014

Response Status: Partial & Completed

Filter: None

5/19/2014 2:09 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			49	10.8 %
Two to five			206	45.4 %
Six or more			118	26.0 %
None			78	17.2 %
No Response(s)			2	<1 %
Totals			453	100%

Indicate how long you have interacted with this agency.

Answer	0%	100%	Number of Response(s)	Response Ratio
One year or less			77	16.9 %
Two to five years			148	32.6 %
Six or more years			226	49.8 %
No Response(s)			2	<1 %
Totals			453	100%

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

Answer	0%	100%	Number of Response(s)	Response Ratio
General information			118	26.1 %
Grant information			379	83.8 %
Information about the arts			79	17.4 %
Problem resolution			77	17.0 %
Referral, advice, technical			106	23.4 %
Other			40	8.8 %
Totals			452	100%

My overall experience was positive.

Answer	0%	100%	Number of Response(s)	Response Ratio
Strongly Agree			322	71.0 %
Agree			86	18.9 %
Neutral			21	4.6 %
Disagree			5	1.1 %
Strongly Disagree			9	1.9 %
Not Applicable			8	1.7 %
No Response(s)			2	<1 %
Totals			453	100%

Staff was courteous and friendly.

Answer	0%	100%	Number of Response(s)	Response Ratio
Strongly Agree			349	77.0 %
Agree			69	15.2 %
Neutral			14	3.0 %
Disagree			2	<1 %
Strongly Disagree			1	<1 %
Not Applicable (I did not interact with staff)			14	3.0 %
No Response(s)			4	<1 %
Totals			453	100%

Staff was knowledgeable and helpful.

Answer	0%	100%	Number of Response(s)	Response Ratio
Strongly Agree			336	74.1 %
Agree			76	16.7 %
Neutral			14	3.0 %
Disagree			4	<1 %
Strongly Disagree			3	<1 %
Not Applicable (I did not interact with staff)			14	3.0 %
No Response(s)			6	1.3 %
Totals			453	100%

I received a prompt response.

Answer	0%	100%	Number of Response(s)	Response Ratio
Strongly Agree			313	69.0 %
Agree			93	20.5 %
Neutral			21	4.6 %
Disagree			4	<1 %
Strongly Disagree			2	<1 %
Not Applicable (I did not interact with staff)			14	3.0 %
No Response(s)			6	1.3 %
Totals			453	100%

I received the information I requested.

Answer	0%	100%	Number of Response(s)	Response Ratio
Strongly Agree			321	70.8 %
Agree			85	18.7 %
Neutral			14	3.0 %
Disagree			7	1.5 %
Strongly Disagree			3	<1 %
Not Applicable (I did not interact with staff)			16	3.5 %
No Response(s)			7	1.5 %
Totals			453	100%

Written materials are clear and accurate.

Answer	0%	100%	Number of Response(s)	Response Ratio
Strongly Agree			221	48.7 %
Agree			151	33.3 %
Neutral			20	4.4 %
Disagree			12	2.6 %
Strongly Disagree			5	1.1 %
Not Applicable (I did not receive written materials)			38	8.3 %
No Response(s)			6	1.3 %
Totals			453	100%

Email communications are useful and timely.

Answer	0%	100%	Number of Response(s)	Response Ratio
Strongly Agree			272	60.0 %
Agree			124	27.3 %
Neutral			23	5.0 %
Disagree			8	1.7 %
Strongly Disagree			3	<1 %
Not Applicable (I did not receive email communications)			19	4.1 %
No Response(s)			4	<1 %
Totals			453	100%

The website was easy to use and well organized.

Answer	0%	100%	Number of Response(s)	Response Ratio
Strongly Agree			180	39.7 %
Agree			159	35.0 %
Neutral			57	12.5 %
Disagree			24	5.2 %
Strongly Disagree			7	1.5 %
Not Applicable (I did not use the TCA website)			23	5.0 %
No Response(s)			3	<1 %
Totals			453	100%

TCA communications contained accurate and useful information.

Answer	0%	100%	Number of Response(s)	Response Ratio
Strongly Agree			249	54.9 %
Agree			149	32.8 %
Neutral			22	4.8 %
Disagree			7	1.5 %
Strongly Disagree			5	1.1 %
Not Applicable (I did not receive TCA communications)			18	3.9 %
No Response(s)			3	<1 %
Totals			453	100%

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

Answer	0%	100%	Number of Response(s)	Response Ratio
Strongly Agree			59	13.0 %
Agree			77	16.9 %
Neutral			55	12.1 %
Disagree			26	5.7 %
Strongly Disagree			6	1.3 %
Not Applicable (I have not needed to make a complaint about TCA)			226	49.8 %
No Response(s)			4	<1 %
Totals			453	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			163	35.9 %
Agree			125	27.5 %
Neutral			19	4.1 %
Disagree			6	1.3 %
Strongly Disagree			5	1.1 %
Not Applicable (I don't know the answer to this question)			132	29.1 %
No Response(s)			3	<1 %
Totals			453	100%

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

Answer	0%	100%	Number of Response(s)	Response Ratio
Strongly Agree			41	9.0 %
Agree			50	11.0 %
Neutral			40	8.8 %
Disagree			5	1.1 %
Strongly Disagree			5	1.1 %
Not Applicable (I have not visited the agency in person)			311	68.6 %
No Response(s)			1	<1 %
Totals			453	100%

The agency is open during reasonable hours.

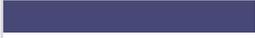
Answer	0%	100%	Number of Response(s)	Response Ratio
Strongly Agree			93	20.5 %
Agree			96	21.1 %
Neutral			21	4.6 %
Disagree			1	<1 %
Strongly Disagree			1	<1 %
Not Applicable (I have not visited the agency in person)			239	52.7 %
No Response(s)			2	<1 %
Totals			453	100%

TextBlock:

TCA CONFERENCE:

TCA is planning to hold a statewide arts conference in Austin in late January or early February of 2015. 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			223	49.2 %
Maybe			166	36.6 %
No			38	8.3 %
No Opinion			22	4.8 %
No Response(s)			4	<1 %
Totals			453	100%

Which topics would you most like to see for the conference? {pick up to 6}

Answer	0%	100%	Number of Response(s)	Response Ratio
Art and authenticity			89	21.0 %
Becoming accessible to people with disabilities			30	7.1 %
Board assessment and recruitment			119	28.1 %
Budget forecasting			88	20.8 %
Building new audiences			237	56.1 %
Creative economy			113	26.7 %
Economic development and tourism			120	28.4 %
Fundraising			215	50.9 %
Grant writing			204	48.3 %
Leadership transitions			58	13.7 %
Marketing			200	47.3 %
Mediation training			16	3.7 %
Mentoring			52	12.3 %
Merging organizations			23	5.4 %
Multi-generational workforce			36	8.5 %
New business models for nonprofits			147	34.8 %
New models in arts education			143	33.8 %
Partnering with businesses			173	40.9 %
Placemaking (creating vibrant community spaces)			91	21.5 %
Social Media			152	36.0 %
Totals			422	100%

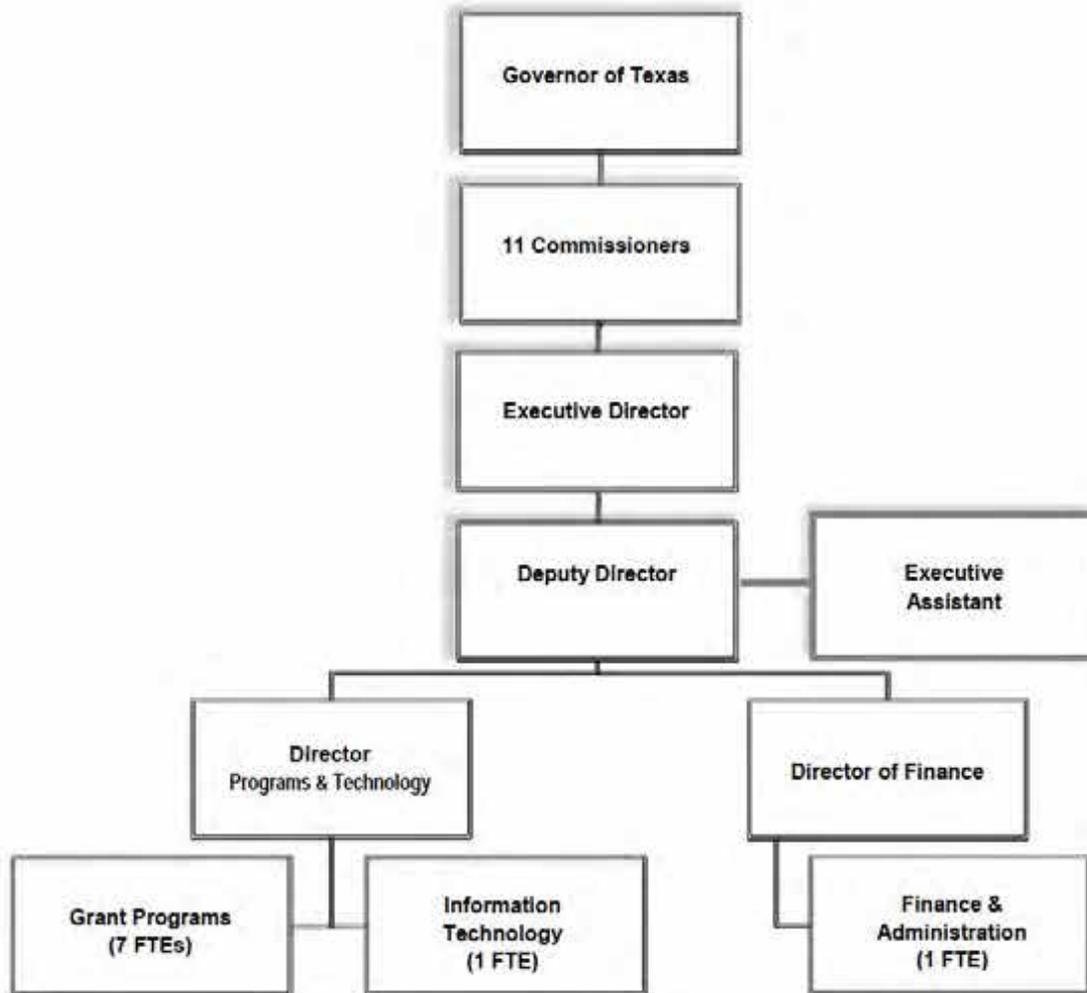
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APPENDIX **B**

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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
2015-2019**

GOAL 1: ARTS AND CULTURAL GRANTS

Type	Performance Measure	2015 Goal	2016 Goal	2017 Goal	2018 Goal	2019 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	10%	10%	10%	10%	10%
Outcome 5	% of grant dollars awarded to rural counties	10%	10%	10%	10%	10%
Outcome 6	% of grant dollars awarded from license plate sales	5%	5%	5%	5%	5%
Outcome 7	% of grants funded for arts education	35%	35%	35%	35%	35%
Outcome 8	% of funded grantees monitored through site visits	10%	10%	10%	10%	10%

GOAL 2: PROMOTION AND PARTICIPATION

Type	Performance Measure	2015 Goal	2016 Goal	2017 Goal	2018 Goal	2019 Goal
Outcome 1	% of grants promoting cultural tourism	12%	12%	12%	12%	12%
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
Provide and Support Arts and Cultural Grants

01-01 OBJECTIVE: 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.

Texas Commission on the Arts List of Measure Definitions

Desired Performance	Higher than target.
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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.

Texas Commission on the Arts List of Measure Definitions

New Measure	No.
Desired Performance	Higher than target.

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.
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**Texas Commission on the Arts
List of Measure Definitions**

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.
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.

Texas Commission on the Arts

List of Measure Definitions

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.
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.

Texas Commission on the Arts
List of Measure Definitions

New Measure	No.
Desired Performance	Higher than target.

01-01-03 STRATEGY: CULTURAL TOURISM GRANTS

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

01-01-04 STRATEGY: DIRECT ADMINISTRATION OF GRANT PROGRAMS

Evaluate grant application; monitor for contract compliance.

Texas Commission on the Arts List of Measure Definitions

Goal 2: Promotion and Participation
Promote Participation in Arts and Cultural Events

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.

02-01-01 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.

Texas Commission on the Arts List of Measure Definitions

Number of Activities to Promote Cultural Tourism

Goal: 2 Objective: 1 Strategy: 1 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.

Number of Grants that Promote Cultural Tourism

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

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.

02-01-03 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 2015 - 2019

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 commission is composed of nine members appointed by the governor with the advice and consent of the senate. The members must represent a diverse cross-section of the 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. Members of the commission serve staggered terms of six years.

The agency is authorized fourteen (14) 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 the 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 Commissioners and Executive Director work closely in all matters related to policy, programs, budget, and operations. TCA employs 14 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, Cultural Tourism 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.

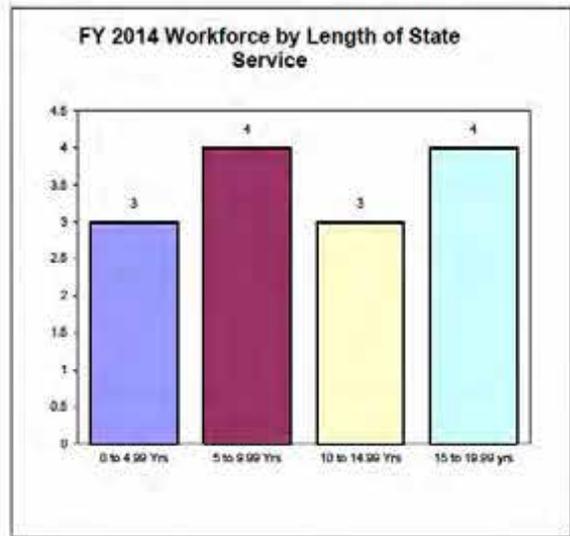
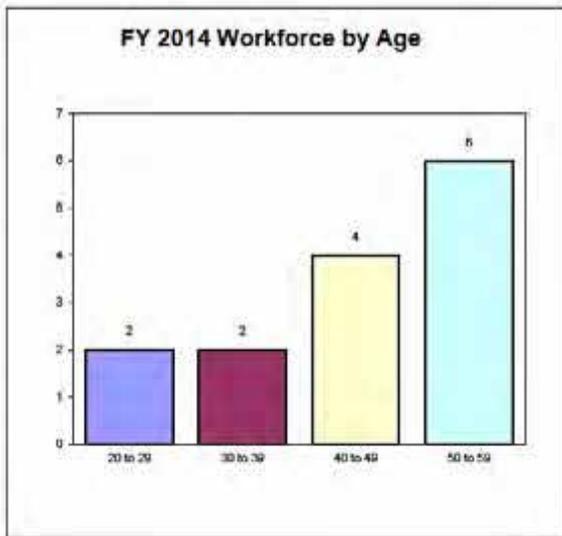
II. CURRENT WORKFORCE PROFILE

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 (14) FTEs each year for the 2014-2015 biennium. The agency is currently fully staffed.

DEMOGRAPHIC INFORMATION:

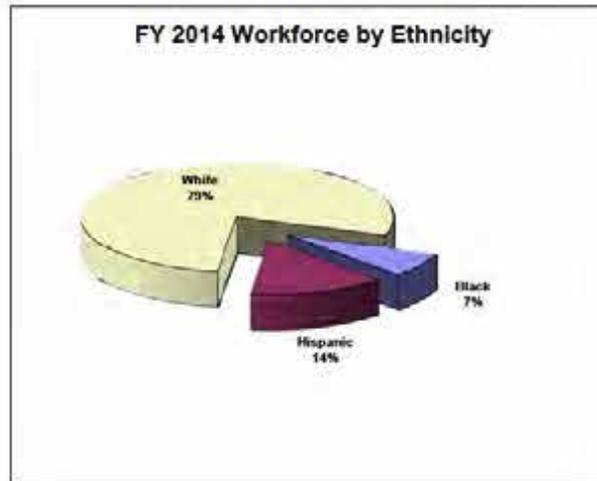
Age and Gender:

The agency's current headcount for Fiscal Year 2014 is 14 employees. The 14 employees are comprised of 5 males and 9 females. The majority of the agency's employees are over the age of 40. Employees have remained with the agency an average of 9 years. Within six years, in excess of one-fourth of the agency's employees could leave the workforce under the State of Texas' "Rule of 80", whereby an employee is eligible for retirement with full benefits once such an employee's age plus years' service equals 80. More considerable still is that this same group comprises 75% of the agency's senior leadership.



Ethnicity:

As of Fiscal Year 2014, 79% of the agency's workforce is white, 14% is Hispanic, and 7% is black, as illustrated in the chart below.



FY 2014 WORKFORCE COMPOSITION BY EEO CATEGORY:

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

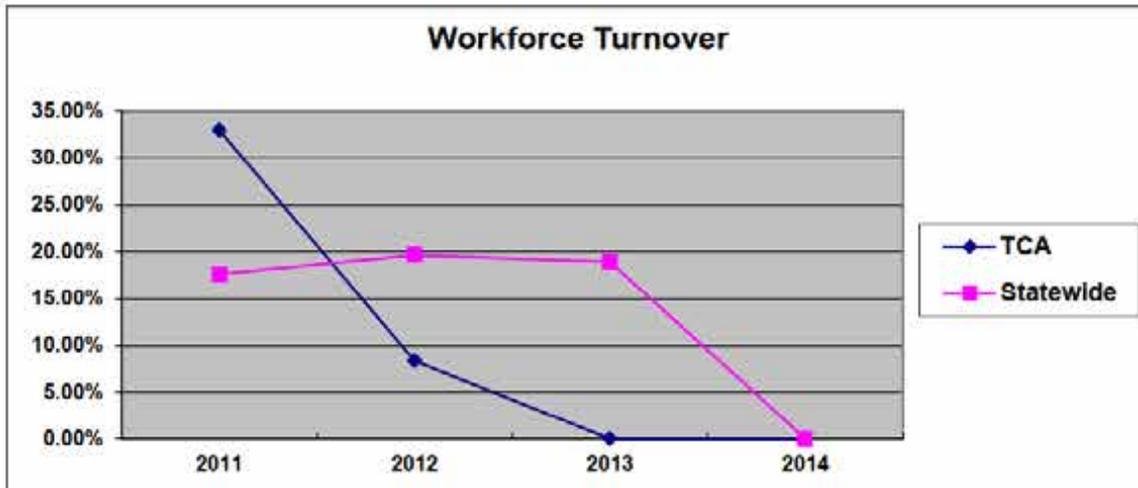
EEO Category	FY 2014	% of Total
Administrative Support	2	14.29%
Officials & Administrators	2	14.29%
Professionals	9	64.29%
Technicians	1	7.14%
Total	14.00	100.00%

WORKFORCE ELIGIBLE FOR RETIREMENT:

Within six years, in excess of one-fourth of the agency’s employees could leave the workforce under the State of Texas’ “Rule of 80”, whereby an employee is eligible for retirement with full benefits once such an employee’s age plus years’ service equals 80. More considerable still is that this same group comprises 75% of the agency’s senior leadership. The agency will need to develop a transition plan to ensure critical agency services are maintained during this period.

AGENCY TURNOVER:

The natural turnover rate for the Texas Commission on the Arts has been less than the turnover rate for the State of Texas in general over the last three years. A unique exception to this trend occurred in Fiscal Year 2011, as the 82nd Legislature mandated a one-third reduction to the agency’s full-time staff count.



PROJECTED TURNOVER RATE FOR FIVE YEARS:

The majority of TCA’s workforce is made up of a professional staff whose background and/or education is in the arts. There are no other state agencies that offer such focused opportunities for these employees to apply their experience, skills, and interests. Outside of potential retirement, little, if any, staff turnover is projected in the coming five years.

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:

- Grants management;
- Industry knowledge in the arts and cultural fields;
- Administrative and human resources expertise;
- Information technology administration;
- Customer service;
- Marketing and communications; and
- Fiscal and legislative best practices.

The agency continually reviews competing demands to ensure there is a reliable, adequate, and knowledgeable workforce in place to optimize its operational efficiency and effectiveness.

III. FUTURE WORKFORCE PROFILE

EXPECTED WORKFORCE CHANGES:

The agency does not anticipate changes to its mission, goals, and objectives; therefore, no drastic changes to the composition of its workforce are anticipated.

FUTURE WORKFORCE SKILLS NEEDED:

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

- Grants management;
- Industry knowledge in the arts and cultural fields;
- Administrative and human resources expertise;
- Information technology administration;
- Customer service;
- Marketing and communications; and
- Fiscal and legislative best practices.

ANTICIPATED INCREASE/DECREASE IN FTEs:

The agency anticipates no change in the authorized number of FTEs. The agency will manage workload increases by streamlining processes and allocating resources as necessary.

IV. GAP ANALYSIS

The Texas Commission on the Arts has sufficient experienced and knowledgeable staff to accomplish the agency’s 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 foremost skills required of the agency’s staff are passion for and knowledge of the arts. The prominence of so many colleges and universities in central Texas and the surrounding areas ensures a robust labor supply with arts, technical, and/or business backgrounds; therefore, the agency does not anticipate any shortage in skills. However, aforementioned issues related to an aging workforce in key positions could challenge the agency to bridge gaps in institutional knowledge and experience.

V. STRATEGY DEVELOPMENT

In the *Survey of Organizational Engagement*, the agency's lower scored constructs include: pay, benefits, and information services. The agency strives to improve these constructs, but often struggles in the absence of additional budget to address these concerns.

RETENTION PROGRAMS:

As a small agency, TCA offers few opportunities internal advancement and promotion. However, where feasible, the agency will continue to use authorized compensation and retention tools such as: merit raises, promotions, performance rewards, and retention bonuses to help retain employees.

The agency continually seeks opportunities to train and cross-train current employees in order to provide a challenging work environment and to bridge knowledge gaps. Additionally, the agency utilizes technology, wherever possible, to streamline processes and reduce the manual workload on current staff.

RECRUITMENT PLANS:

The agency does not continuously recruit employees. The agency only recruits prospective employees as vacancies materialize. The agency's recruiting efforts are largely handled electronically through the State's www.WorkinTexas.com site and the agency's homepage, in addition to word-of-mouth with constituents at arts agencies and other organizations in the field.

VI. CONCLUSION

The agency has sufficient staff with the experience, knowledge and skills to accomplish its mission, goals, and objectives, but periodically will assess its workforce composition and make adjustments as needed.

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APPENDIX F

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A dark grey banner with a geometric pattern of overlapping triangles. On the left, a white triangle points right, containing the word "SEE". To its right, the text "SURVEY OF EMPLOYEE ENGAGEMENT" is written in white, bold, uppercase letters.

SEE

SURVEY OF EMPLOYEE ENGAGEMENT

Texas Commission on the Arts

Data Report

2014



EMPLOYEE ENGAGEMENT

INSTITUTE FOR ORGANIZATIONAL EXCELLENCE

REPORT ID: 813

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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: 13
 Survey Distributed: 13
 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:	6	46.15%
Master's Degree:	Less Than 5	Not Available
Doctoral Degree:	Less Than 5	Not Available

I am

Female:	6	46.15%
Male:	5	38.46%

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:	Less Than 5	Not Available
50-59:	5	38.46%
60+:	Less Than 5	Not Available

Survey Respondent Information

Total Respondents: 13
 Survey Distributed: 13
 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:	10	76.92%
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:	Less Than 5	Not Available
No:	9	69.23%

I received a promotion during the last two years.

Yes:	Less Than 5	Not Available
No:	10	76.92%

I received a merit increase during the last two years.

Yes:	Less Than 5	Not Available
No:	9	69.23%

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

Yes:	12	92.31%
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.

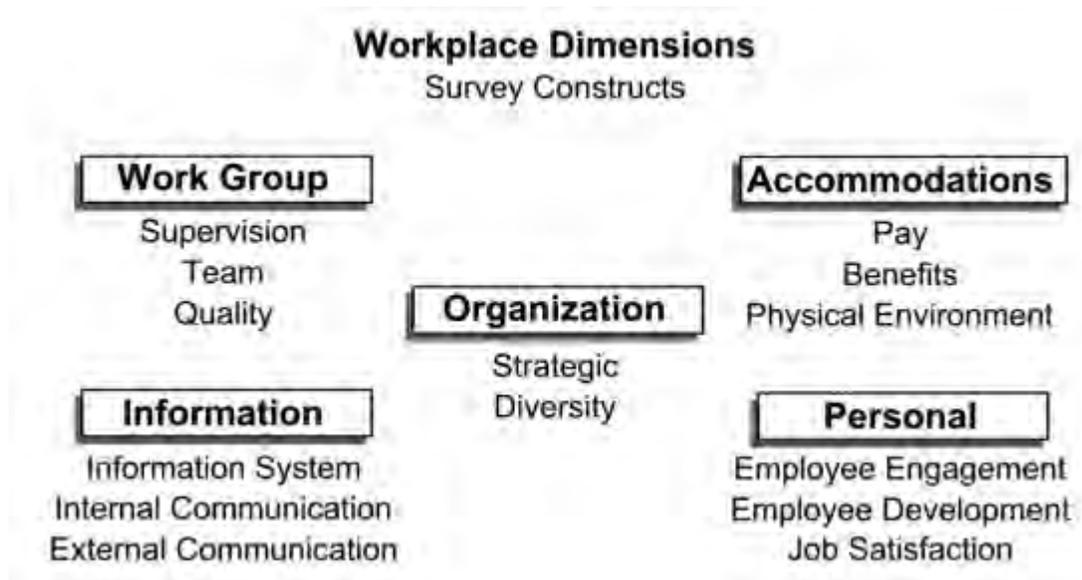
What is a good score? Regardless the construct average, scores range from areas of strength to areas of concern. In general, most scores are between 325 and 375. Scores below a 325 are of concern because they indicate general dissatisfaction. Scores above 375 indicate positive perceptions.

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
467	Strategic	438	Employee Engagement
461	External Communication	432	Employee Development
456	Supervision	427	Internal Communication
453	Quality	427	Diversity
452	Team	425	Information Systems
447	Job Satisfaction	422	Benefits
438	Physical Environment	294	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:

2012 Score:

All Respondents:

2010 Score:

Size Category 1:

2008 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:

2012 Score:

All Respondents:

2010 Score:

Size Category 1:

2008 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:

2012 Score:

All Respondents:

2010 Score:

Size Category 1:

2008 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="294"/>	2012 Score:	<input type="text" value="236"/>	All Respondents:	<input type="text" value="255"/>
		2010 Score:	<input type="text" value="314"/>	Size Category 1:	<input type="text" value="294"/>
		2008 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="255"/>

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="422"/>	2012 Score:	<input type="text" value="423"/>	All Respondents:	<input type="text" value="384"/>
		2010 Score:	<input type="text" value="402"/>	Size Category 1:	<input type="text" value="404"/>
		2008 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="396"/>

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="438"/>	2012 Score:	<input type="text" value="431"/>	All Respondents:	<input type="text" value="392"/>
		2010 Score:	<input type="text" value="418"/>	Size Category 1:	<input type="text" value="417"/>
		2008 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="406"/>

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:	467	2012 Score:	444	All Respondents:	401
		2010 Score:	444	Size Category 1:	420
		2008 Score:	Not Available	Mission 1/10:	412

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:	427	2012 Score:	379	All Respondents:	363
		2010 Score:	408	Size Category 1:	386
		2008 Score:	Not Available	Mission 1/10:	377

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="425"/>	2012 Score:	<input type="text" value="418"/>	All Respondents:	<input type="text" value="369"/>
		2010 Score:	<input type="text" value="424"/>	Size Category 1:	<input type="text" value="389"/>
		2008 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="387"/>

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="427"/>	2012 Score:	<input type="text" value="361"/>	All Respondents:	<input type="text" value="352"/>
		2010 Score:	<input type="text" value="403"/>	Size Category 1:	<input type="text" value="377"/>
		2008 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="365"/>

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="461"/>	2012 Score:	<input type="text" value="419"/>	All Respondents:	<input type="text" value="386"/>
		2010 Score:	<input type="text" value="442"/>	Size Category 1:	<input type="text" value="418"/>
		2008 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="402"/>

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:	438	2012 Score:	396	All Respondents:	380
		2010 Score:	422	Size Category 1:	394
		2008 Score:	Not Available	Mission 1/10:	389

Employee Development

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

Current Score:	432	2012 Score:	371	All Respondents:	375
		2010 Score:	389	Size Category 1:	381
		2008 Score:	Not Available	Mission 1/10:	384

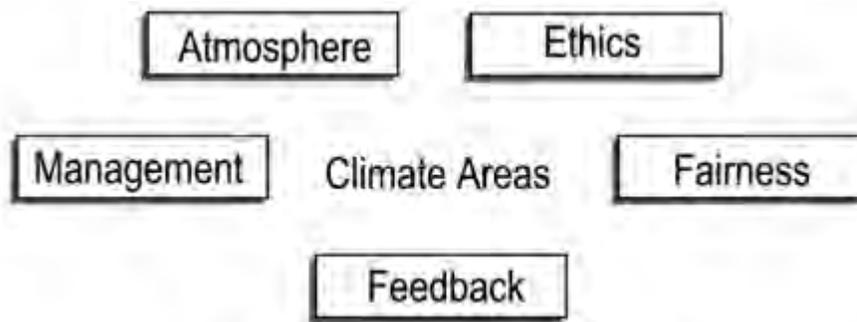
Job Satisfaction

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:	447	2012 Score:	375	All Respondents:	375
		2010 Score:	412	Size Category 1:	389
		2008 Score:	Not Available	Mission 1/10:	381

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="446"/>	2012 Score:	<input type="text" value="393"/>	All Respondents:	<input type="text" value="389"/>
		2010 Score:	<input type="text" value="408"/>	Size Category 1:	<input type="text" value="394"/>
		2008 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="400"/>

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="471"/>	2012 Score:	<input type="text" value="400"/>	All Respondents:	<input type="text" value="392"/>
		2010 Score:	<input type="text" value="441"/>	Size Category 1:	<input type="text" value="413"/>
		2008 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="408"/>

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="426"/>	2012 Score:	<input type="text" value="386"/>	All Respondents:	<input type="text" value="357"/>
		2010 Score:	<input type="text" value="384"/>	Size Category 1:	<input type="text" value="378"/>
		2008 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="377"/>

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="426"/>	2012 Score:	<input type="text" value="374"/>	All Respondents:	<input type="text" value="349"/>
		2010 Score:	<input type="text" value="413"/>	Size Category 1:	<input type="text" value="374"/>
		2008 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="365"/>

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="445"/>	2012 Score:	<input type="text" value="400"/>	All Respondents:	<input type="text" value="361"/>
		2010 Score:	<input type="text" value="436"/>	Size Category 1:	<input type="text" value="402"/>
		2008 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="384"/>

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:	4.67	2012 Score:	4.50	All Respondents:	4.15	
Standard Deviation:	0.49	2010 Score:	4.17	Size Category 1:	4.25	
Number of Respondents:	12	2008 Score:	Not Available	Mission 1/10:	4.26	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	8	4	0	0	0	0
Percentage:	66.67%	33.33%	Not Available	Not Available	Not Available	Not Available

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

		Current Benchmarks				
Current Score:	4.58	2012 Score:	4.25	All Respondents:	3.93	
Standard Deviation:	0.67	2010 Score:	4.17	Size Category 1:	4.11	
Number of Respondents:	12	2008 Score:	3.60	Mission 1/10:	4.05	
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

3. There is a real feeling of teamwork.

		Current Benchmarks				
Current Score:	4.50	2012 Score:	4.09	All Respondents:	3.75	
Standard Deviation:	0.52	2010 Score:	3.94	Size Category 1:	3.91	
Number of Respondents:	12	2008 Score:	3.85	Mission 1/10:	3.88	
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

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

		Current Benchmarks				
Current Score:	4.60	2012 Score:	4.00	All Respondents:	3.65	
Standard Deviation:	0.52	2010 Score:	3.89	Size Category 1:	3.88	
Number of Respondents:	11	2008 Score:	3.73	Mission 1/10:	3.81	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	6	4	0	0	0	1
Percentage:	54.55%	36.36%	Not Available	Not Available	Not Available	9.09%

Primary Items

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

		Current Benchmarks				
Current Score:	4.25	2012 Score:	3.92	All Respondents:	3.49	
Standard Deviation:	0.45	2010 Score:	3.89	Size Category 1:	3.73	
Number of Respondents:	12	2008 Score:	3.64	Mission 1/10:	3.65	
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

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

		Current Benchmarks				
Current Score:	3.67	2012 Score:	3.92	All Respondents:	3.60	
Standard Deviation:	0.89	2010 Score:	3.89	Size Category 1:	3.79	
Number of Respondents:	12	2008 Score:	Not Available	Mission 1/10:	3.74	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	1	8	1	2	0	0
Percentage:	8.33%	66.67%	8.33%	16.67%	Not Available	Not Available

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

		Current Benchmarks				
Current Score:	4.42	2012 Score:	4.25	All Respondents:	3.76	
Standard Deviation:	0.67	2010 Score:	4.39	Size Category 1:	3.92	
Number of Respondents:	12	2008 Score:	Not Available	Mission 1/10:	3.92	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	6	5	1	0	0	0
Percentage:	50.00%	41.67%	8.33%	Not Available	Not Available	Not Available

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

		Current Benchmarks				
Current Score:	4.50	2012 Score:	4.25	All Respondents:	3.75	
Standard Deviation:	0.52	2010 Score:	4.28	Size Category 1:	3.96	
Number of Respondents:	12	2008 Score:	Not Available	Mission 1/10:	3.94	
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

Primary Items

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

						Current Benchmarks	
Current Score:	4.25	2012 Score:	4.25	All Respondents:	3.54		
Standard Deviation:	0.62	2010 Score:	4.33	Size Category 1:	3.73		
Number of Respondents:	12	2008 Score:	Not Available	Mission 1/10:	3.73		
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:	4.42	2012 Score:	4.25	All Respondents:	3.82		
Standard Deviation:	0.67	2010 Score:	4.33	Size Category 1:	4.03		
Number of Respondents:	12	2008 Score:	4.00	Mission 1/10:	3.99		
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable	
Frequency:	6	5	1	0	0	0	
Percentage:	50.00%	41.67%	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:	4.58	2012 Score:	4.17	All Respondents:	4.05		
Standard Deviation:	0.52	2010 Score:	4.22	Size Category 1:	4.08		
Number of Respondents:	12	2008 Score:	Not Available	Mission 1/10:	4.04		
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable	
Frequency:	7	5	0	0	0	0	
Percentage:	58.33%	41.67%	Not Available	Not Available	Not Available	Not Available	

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

						Current Benchmarks	
Current Score:	4.67	2012 Score:	4.17	All Respondents:	3.90		
Standard Deviation:	0.49	2010 Score:	4.06	Size Category 1:	4.03		
Number of Respondents:	12	2008 Score:	3.54	Mission 1/10:	3.98		
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable	
Frequency:	8	4	0	0	0	0	
Percentage:	66.67%	33.33%	Not Available	Not Available	Not Available	Not Available	

Primary Items

13. My supervisor recognizes outstanding work.

Current Score:		4.42	2012 Score:	4.17	Current Benchmarks	
Standard Deviation:		0.90	2010 Score:	4.11	All Respondents:	3.87
Number of Respondents:		12	2008 Score:	3.58	Size Category 1:	4.06
					Mission 1/10:	3.94
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	7	4	0	1	0	0
Percentage:	58.33%	33.33%	Not Available	8.33%	Not Available	Not Available

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

Current Score:		4.67	2012 Score:	4.17	Current Benchmarks	
Standard Deviation:		0.49	2010 Score:	4.00	All Respondents:	4.01
Number of Respondents:		12	2008 Score:	4.08	Size Category 1:	4.13
					Mission 1/10:	4.07
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	8	4	0	0	0	0
Percentage:	66.67%	33.33%	Not Available	Not Available	Not Available	Not Available

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

Current Score:		4.45	2012 Score:	4.00	Current Benchmarks	
Standard Deviation:		0.93	2010 Score:	3.72	All Respondents:	3.74
Number of Respondents:		12	2008 Score:	3.92	Size Category 1:	3.93
					Mission 1/10:	3.84
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	7	3	0	1	0	1
Percentage:	58.33%	25.00%	Not Available	8.33%	Not Available	8.33%

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

Current Score:		4.75	2012 Score:	4.42	Current Benchmarks	
Standard Deviation:		0.45	2010 Score:	4.44	All Respondents:	4.09
Number of Respondents:		12	2008 Score:	4.17	Size Category 1:	4.30
					Mission 1/10:	4.14
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	9	3	0	0	0	0
Percentage:	75.00%	25.00%	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:	4.58	2012 Score:	4.50	All Respondents:	4.04	
Standard Deviation:	0.52	2010 Score:	4.33	Size Category 1:	4.19	
Number of Respondents:	12	2008 Score:	4.17	Mission 1/10:	4.12	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	7	5	0	0	0	0
Percentage:	58.33%	41.67%	Not Available	Not Available	Not Available	Not Available

18. My organization works well with other organizations.

		Current Benchmarks				
Current Score:	4.67	2012 Score:	4.42	All Respondents:	3.94	
Standard Deviation:	0.49	2010 Score:	4.39	Size Category 1:	4.14	
Number of Respondents:	12	2008 Score:	4.23	Mission 1/10:	4.07	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	8	4	0	0	0	0
Percentage:	66.67%	33.33%	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:	4.67	2012 Score:	4.42	All Respondents:	3.96	
Standard Deviation:	0.49	2010 Score:	4.61	Size Category 1:	4.18	
Number of Respondents:	12	2008 Score:	4.00	Mission 1/10:	4.13	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	8	4	0	0	0	0
Percentage:	66.67%	33.33%	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:	4.64	2012 Score:	4.42	All Respondents:	3.78	
Standard Deviation:	0.51	2010 Score:	4.69	Size Category 1:	3.98	
Number of Respondents:	12	2008 Score:	Not Available	Mission 1/10:	3.99	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	7	4	0	0	0	1
Percentage:	58.33%	33.33%	Not Available	Not Available	Not Available	8.33%

Primary Items

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

		Current Benchmarks				
Current Score:	4.25	2012 Score:	3.75	All Respondents:	3.54	
Standard Deviation:	0.62	2010 Score:	4.24	Size Category 1:	3.74	
Number of Respondents:	12	2008 Score:	Not Available	Mission 1/10:	3.71	
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

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

		Current Benchmarks				
Current Score:	4.42	2012 Score:	4.08	All Respondents:	3.87	
Standard Deviation:	0.52	2010 Score:	4.28	Size Category 1:	4.00	
Number of Respondents:	12	2008 Score:	3.67	Mission 1/10:	3.97	
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

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

		Current Benchmarks				
Current Score:	4.82	2012 Score:	4.50	All Respondents:	3.95	
Standard Deviation:	0.41	2010 Score:	4.61	Size Category 1:	4.13	
Number of Respondents:	12	2008 Score:	3.92	Mission 1/10:	4.09	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	9	2	0	0	0	1
Percentage:	75.00%	16.67%	Not Available	Not Available	Not Available	8.33%

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

		Current Benchmarks				
Current Score:	2.58	2012 Score:	2.25	All Respondents:	2.38	
Standard Deviation:	1.24	2010 Score:	2.82	Size Category 1:	2.79	
Number of Respondents:	12	2008 Score:	2.38	Mission 1/10:	2.40	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	1	1	5	2	3	0
Percentage:	8.33%	8.33%	41.67%	16.67%	25.00%	Not Available

Primary Items

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

Current Score: <input type="text" value="3.08"/>						2012 Score: <input type="text" value="2.33"/>						Current Benchmarks					
Standard Deviation: <input type="text" value="1.17"/>						2010 Score: <input type="text" value="3.44"/>						All Respondents: <input type="text" value="2.52"/>					
Number of Respondents: <input type="text" value="12"/>						2008 Score: <input type="text" value="2.82"/>						Size Category 1: <input type="text" value="2.90"/>					
												Mission 1/10: <input type="text" value="2.48"/>					
Response:		Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Don't Know/Not Applicable					
Frequency:		<input type="text" value="1"/>		<input type="text" value="3"/>		<input type="text" value="6"/>		<input type="text" value="0"/>		<input type="text" value="2"/>		<input type="text" value="0"/>					
Percentage:		8.33%		25.00%		50.00%		Not Available		16.67%		Not Available					

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

Current Score: <input type="text" value="3.17"/>						2012 Score: <input type="text" value="2.50"/>						Current Benchmarks					
Standard Deviation: <input type="text" value="1.27"/>						2010 Score: <input type="text" value="3.17"/>						All Respondents: <input type="text" value="2.74"/>					
Number of Respondents: <input type="text" value="12"/>						2008 Score: <input type="text" value="2.75"/>						Size Category 1: <input type="text" value="3.13"/>					
												Mission 1/10: <input type="text" value="2.76"/>					
Response:		Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Don't Know/Not Applicable					
Frequency:		<input type="text" value="1"/>		<input type="text" value="5"/>		<input type="text" value="3"/>		<input type="text" value="1"/>		<input type="text" value="2"/>		<input type="text" value="0"/>					
Percentage:		8.33%		41.67%		25.00%		8.33%		16.67%		Not Available					

27. My job meets my expectations.

Current Score: <input type="text" value="4.25"/>						2012 Score: <input type="text" value="3.58"/>						Current Benchmarks					
Standard Deviation: <input type="text" value="0.45"/>						2010 Score: <input type="text" value="3.94"/>						All Respondents: <input type="text" value="3.59"/>					
Number of Respondents: <input type="text" value="12"/>						2008 Score: <input type="text" value="3.54"/>						Size Category 1: <input type="text" value="3.69"/>					
												Mission 1/10: <input type="text" value="3.59"/>					
Response:		Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Don't Know/Not Applicable					
Frequency:		<input type="text" value="3"/>		<input type="text" value="9"/>		<input type="text" value="0"/>		<input type="text" value="0"/>		<input type="text" value="0"/>		<input type="text" value="0"/>					
Percentage:		25.00%		75.00%		Not Available		Not Available		Not Available		Not Available					

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

Current Score: <input type="text" value="4.50"/>						2012 Score: <input type="text" value="3.50"/>						Current Benchmarks					
Standard Deviation: <input type="text" value="0.52"/>						2010 Score: <input type="text" value="4.17"/>						All Respondents: <input type="text" value="3.79"/>					
Number of Respondents: <input type="text" value="12"/>						2008 Score: <input type="text" value="3.83"/>						Size Category 1: <input type="text" value="3.93"/>					
												Mission 1/10: <input type="text" value="3.88"/>					
Response:		Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Don't Know/Not Applicable					
Frequency:		<input type="text" value="6"/>		<input type="text" value="6"/>		<input type="text" value="0"/>		<input type="text" value="0"/>		<input type="text" value="0"/>		<input type="text" value="0"/>					
Percentage:		50.00%		50.00%		Not Available		Not Available		Not Available		Not Available					

Primary Items

29. I feel my efforts count.

Current Score:		4.33	2012 Score:	3.83	Current Benchmarks	
Standard Deviation:		1.16	2010 Score:	4.06	All Respondents:	3.76
Number of Respondents:		12	2008 Score:	4.08	Size Category 1:	3.95
					Mission 1/10:	3.86
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	7	4	0	0	1	0
Percentage:	58.33%	33.33%	Not Available	Not Available	8.33%	Not Available

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

Current Score:		4.42	2012 Score:	3.25	Current Benchmarks	
Standard Deviation:		0.67	2010 Score:	3.78	All Respondents:	3.66
Number of Respondents:		12	2008 Score:	3.38	Size Category 1:	3.87
					Mission 1/10:	3.65
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	6	5	1	0	0	0
Percentage:	50.00%	41.67%	8.33%	Not Available	Not Available	Not Available

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

Current Score:		4.83	2012 Score:	4.58	Current Benchmarks	
Standard Deviation:		0.39	2010 Score:	4.67	All Respondents:	3.95
Number of Respondents:		12	2008 Score:	4.31	Size Category 1:	4.03
					Mission 1/10:	4.08
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	10	2	0	0	0	0
Percentage:	83.33%	16.67%	Not Available	Not Available	Not Available	Not Available

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

Current Score:		4.25	2012 Score:	3.83	Current Benchmarks	
Standard Deviation:		0.62	2010 Score:	4.44	All Respondents:	3.65
Number of Respondents:		12	2008 Score:	4.00	Size Category 1:	3.93
					Mission 1/10:	3.77
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

33. My work atmosphere encourages open and honest communication.

Current Score: 4.08						2012 Score: 3.42						Current Benchmarks					
Standard Deviation: 0.90						2010 Score: 4.06						All Respondents: 3.49					
Number of Respondents: 12						2008 Score: 4.00						Size Category 1: 3.68					
												Mission 1/10: 3.62					
Response:		Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Don't Know/Not Applicable					
Frequency:		4		6		1		1		0		0					
Percentage:		33.33%		50.00%		8.33%		8.33%		Not Available		Not Available					

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

Current Score: 4.42						2012 Score: 3.50						Current Benchmarks					
Standard Deviation: 0.67						2010 Score: 3.83						All Respondents: 3.59					
Number of Respondents: 12						2008 Score: Not Available						Size Category 1: 3.79					
												Mission 1/10: 3.70					
Response:		Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Don't Know/Not Applicable					
Frequency:		6		5		1		0		0		0					
Percentage:		50.00%		41.67%		8.33%		Not Available		Not Available		Not Available					

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

Current Score: 4.33						2012 Score: 3.67						Current Benchmarks					
Standard Deviation: 0.65						2010 Score: 3.78						All Respondents: 3.33					
Number of Respondents: 12						2008 Score: 3.67						Size Category 1: 3.68					
												Mission 1/10: 3.50					
Response:		Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Don't Know/Not Applicable					
Frequency:		5		6		1		0		0		0					
Percentage:		41.67%		50.00%		8.33%		Not Available		Not Available		Not Available					

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

Current Score: 4.67						2012 Score: 4.17						Current Benchmarks					
Standard Deviation: 0.49						2010 Score: 4.28						All Respondents: 3.77					
Number of Respondents: 12						2008 Score: 3.58						Size Category 1: 4.10					
												Mission 1/10: 3.94					
Response:		Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Don't Know/Not Applicable					
Frequency:		8		4		0		0		0		0					
Percentage:		66.67%		33.33%		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:	4.67	2012 Score:	4.25	All Respondents:	3.88	
Standard Deviation:	0.49	2010 Score:	4.33	Size Category 1:	4.21	
Number of Respondents:	12	2008 Score:	3.42	Mission 1/10:	4.05	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	8	4	0	0	0	0
Percentage:	66.67%	33.33%	Not Available	Not Available	Not Available	Not Available

38. My organization shares appropriate information with the public.

		Current Benchmarks				
Current Score:	4.58	2012 Score:	4.17	All Respondents:	3.93	
Standard Deviation:	0.52	2010 Score:	4.56	Size Category 1:	4.23	
Number of Respondents:	12	2008 Score:	4.17	Mission 1/10:	4.06	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	7	5	0	0	0	0
Percentage:	58.33%	41.67%	Not Available	Not Available	Not Available	Not Available

39. My organization communicates effectively with other organizations.

		Current Benchmarks				
Current Score:	4.50	2012 Score:	4.17	All Respondents:	3.86	
Standard Deviation:	0.52	2010 Score:	4.50	Size Category 1:	4.17	
Number of Respondents:	12	2008 Score:	3.85	Mission 1/10:	4.00	
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

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

		Current Benchmarks				
Current Score:	4.50	2012 Score:	4.42	All Respondents:	4.00	
Standard Deviation:	0.52	2010 Score:	4.00	Size Category 1:	4.31	
Number of Respondents:	12	2008 Score:	Not Available	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

Primary Items

41. My workplace is well maintained.

		Current Benchmarks				
Current Score:	4.00	2012 Score:	4.33	All Respondents:	3.78	
Standard Deviation:	0.74	2010 Score:	4.24	Size Category 1:	3.96	
Number of Respondents:	12	2008 Score:	3.92	Mission 1/10:	3.91	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	9	0	1	0	0
Percentage:	16.67%	75.00%	Not Available	8.33%	Not Available	Not Available

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

		Current Benchmarks				
Current Score:	4.58	2012 Score:	4.25	All Respondents:	4.01	
Standard Deviation:	0.52	2010 Score:	4.28	Size Category 1:	4.23	
Number of Respondents:	12	2008 Score:	3.92	Mission 1/10:	4.15	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	7	5	0	0	0	0
Percentage:	58.33%	41.67%	Not Available	Not Available	Not Available	Not Available

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

		Current Benchmarks				
Current Score:	4.45	2012 Score:	4.25	All Respondents:	3.89	
Standard Deviation:	0.69	2010 Score:	4.22	Size Category 1:	4.19	
Number of Respondents:	11	2008 Score:	3.38	Mission 1/10:	4.02	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	6	4	1	0	0	0
Percentage:	54.55%	36.36%	9.09%	Not Available	Not Available	Not Available

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

		Current Benchmarks				
Current Score:	4.42	2012 Score:	4.08	All Respondents:	3.93	
Standard Deviation:	0.67	2010 Score:	4.33	Size Category 1:	4.09	
Number of Respondents:	12	2008 Score:	Not Available	Mission 1/10:	4.00	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	6	5	1	0	0	0
Percentage:	50.00%	41.67%	8.33%	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:	4.50	2012 Score:	4.00	All Respondents:	3.81	
Standard Deviation:	0.67	2010 Score:	4.53	Size Category 1:	3.96	
Number of Respondents:	12	2008 Score:	Not Available	Mission 1/10:	3.96	
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

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

		Current Benchmarks				
Current Score:	4.42	2012 Score:	4.33	All Respondents:	4.10	
Standard Deviation:	0.52	2010 Score:	4.44	Size Category 1:	4.24	
Number of Respondents:	12	2008 Score:	4.17	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

47. I am encouraged to learn from my mistakes.

		Current Benchmarks				
Current Score:	4.33	2012 Score:	4.17	All Respondents:	3.98	
Standard Deviation:	0.65	2010 Score:	4.11	Size Category 1:	4.05	
Number of Respondents:	12	2008 Score:	3.92	Mission 1/10:	4.01	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	5	6	1	0	0	0
Percentage:	41.67%	50.00%	8.33%	Not Available	Not Available	Not Available

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

		Current Benchmarks				
Current Score:	4.25	2012 Score:	3.58	All Respondents:	3.45	
Standard Deviation:	0.97	2010 Score:	3.94	Size Category 1:	3.61	
Number of Respondents:	12	2008 Score:	4.08	Mission 1/10:	3.58	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	6	4	1	1	0	0
Percentage:	50.00%	33.33%	8.33%	8.33%	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:	4.33	2012 Score:	3.58	All Respondents:	3.52		
Standard Deviation:	0.49	2010 Score:	3.94	Size Category 1:	3.72		
Number of Respondents:	12	2008 Score:	3.92	Mission 1/10:	3.58		
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	

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

						Current Benchmarks	
Current Score:	4.25	2012 Score:	3.83	All Respondents:	3.44		
Standard Deviation:	0.62	2010 Score:	4.35	Size Category 1:	3.70		
Number of Respondents:	12	2008 Score:	3.85	Mission 1/10:	3.59		
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	

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

						Current Benchmarks	
Current Score:	4.25	2012 Score:	3.33	All Respondents:	3.82		
Standard Deviation:	0.62	2010 Score:	3.59	Size Category 1:	3.93		
Number of Respondents:	12	2008 Score:	3.83	Mission 1/10:	3.92		
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	

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

						Current Benchmarks	
Current Score:	4.50	2012 Score:	4.17	All Respondents:	3.72		
Standard Deviation:	0.52	2010 Score:	4.39	Size Category 1:	4.00		
Number of Respondents:	12	2008 Score:	4.23	Mission 1/10:	3.89		
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	

Primary Items

53. Every employee is valued.

Current Score:		4.08	2012 Score:	3.83	Current Benchmarks	
Standard Deviation:		1.17	2010 Score:	4.00	All Respondents:	3.53
Number of Respondents:		12	2008 Score:	4.00	Size Category 1:	3.80
					Mission 1/10:	3.68
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	5	5	1	0	1	0
Percentage:	41.67%	41.67%	8.33%	Not Available	8.33%	Not Available

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

Current Score:		4.33	2012 Score:	3.92	Current Benchmarks	
Standard Deviation:		0.89	2010 Score:	4.17	All Respondents:	3.82
Number of Respondents:		12	2008 Score:	Not Available	Size Category 1:	3.87
					Mission 1/10:	3.83
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	6	5	0	1	0	0
Percentage:	50.00%	41.67%	Not Available	8.33%	Not Available	Not Available

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

Current Score:		4.45	2012 Score:	3.92	Current Benchmarks	
Standard Deviation:		0.52	2010 Score:	3.83	All Respondents:	3.87
Number of Respondents:		12	2008 Score:	3.67	Size Category 1:	3.92
					Mission 1/10:	4.01
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	5	6	0	0	0	1
Percentage:	41.67%	50.00%	Not Available	Not Available	Not Available	8.33%

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

Current Score:		4.42	2012 Score:	3.58	Current Benchmarks	
Standard Deviation:		0.67	2010 Score:	3.83	All Respondents:	3.73
Number of Respondents:		12	2008 Score:	3.42	Size Category 1:	3.80
					Mission 1/10:	3.85
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	6	5	1	0	0	0
Percentage:	50.00%	41.67%	8.33%	Not Available	Not Available	Not Available

Primary Items

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

		Current Benchmarks				
Current Score:	4.09	2012 Score:	3.42	All Respondents:	3.56	
Standard Deviation:	0.94	2010 Score:	3.72	Size Category 1:	3.66	
Number of Respondents:	12	2008 Score:	3.42	Mission 1/10:	3.65	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	5	1	1	0	1
Percentage:	33.33%	41.67%	8.33%	8.33%	Not Available	8.33%

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

		Current Benchmarks				
Current Score:	4.45	2012 Score:	3.90	All Respondents:	3.54	
Standard Deviation:	0.52	2010 Score:	4.17	Size Category 1:	3.91	
Number of Respondents:	12	2008 Score:	Not Available	Mission 1/10:	3.76	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	5	6	0	0	0	1
Percentage:	41.67%	50.00%	Not Available	Not Available	Not Available	8.33%

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

		Current Benchmarks				
Current Score:	4.45	2012 Score:	4.09	All Respondents:	3.68	
Standard Deviation:	0.52	2010 Score:	4.56	Size Category 1:	4.12	
Number of Respondents:	12	2008 Score:	Not Available	Mission 1/10:	3.91	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	5	6	0	0	0	1
Percentage:	41.67%	50.00%	Not Available	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:	4.33	2012 Score:	3.75	All Respondents:	3.48	
Standard Deviation:	0.65	2010 Score:	4.39	Size Category 1:	3.76	
Number of Respondents:	12	2008 Score:	4.00	Mission 1/10:	3.66	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	5	6	1	0	0	0
Percentage:	41.67%	50.00%	8.33%	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:	4.20	2012 Score:	3.64	All Respondents:	3.37	
Standard Deviation:	0.63	2010 Score:	3.88	Size Category 1:	3.63	
Number of Respondents:	12	2008 Score:	3.10	Mission 1/10:	3.52	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	3	6	1	0	0	2
Percentage:	25.00%	50.00%	8.33%	Not Available	Not Available	16.67%

62. My ideas and opinions count at work.

		Current Benchmarks				
Current Score:	4.25	2012 Score:	3.83	All Respondents:	3.62	
Standard Deviation:	0.75	2010 Score:	4.11	Size Category 1:	3.83	
Number of Respondents:	12	2008 Score:	4.00	Mission 1/10:	3.77	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	5	5	2	0	0	0
Percentage:	41.67%	41.67%	16.67%	Not Available	Not Available	Not Available

63. In my workplace, I believe people generally are treated fairly (i.e. without favoritism).

		Current Benchmarks				
Current Score:	4.25	2012 Score:	3.64	All Respondents:	3.34	
Standard Deviation:	0.97	2010 Score:	3.56	Size Category 1:	3.59	
Number of Respondents:	12	2008 Score:	3.64	Mission 1/10:	3.57	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	6	4	1	1	0	0
Percentage:	50.00%	33.33%	8.33%	8.33%	Not Available	Not Available

64. My performance is evaluated fairly.

		Current Benchmarks				
Current Score:	4.27	2012 Score:	4.08	All Respondents:	3.80	
Standard Deviation:	1.01	2010 Score:	4.11	Size Category 1:	3.96	
Number of Respondents:	11	2008 Score:	3.70	Mission 1/10:	3.95	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	6	3	1	1	0	0
Percentage:	54.55%	27.27%	9.09%	9.09%	Not Available	Not Available

Primary Items

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

		Current Benchmarks				
Current Score:	4.67	2012 Score:	3.92	All Respondents:	3.83	
Standard Deviation:	0.65	2010 Score:	4.41	Size Category 1:	4.07	
Number of Respondents:	12	2008 Score:	4.17	Mission 1/10:	3.99	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	9	2	1	0	0	0
Percentage:	75.00%	16.67%	8.33%	Not Available	Not Available	Not Available

66. Employees are generally ethical in my workplace.

		Current Benchmarks				
Current Score:	4.75	2012 Score:	4.08	All Respondents:	4.01	
Standard Deviation:	0.45	2010 Score:	4.41	Size Category 1:	4.19	
Number of Respondents:	12	2008 Score:	4.17	Mission 1/10:	4.17	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	9	3	0	0	0	0
Percentage:	75.00%	25.00%	Not Available	Not Available	Not Available	Not Available

67. Harassment is not tolerated at my workplace.

		Current Benchmarks				
Current Score:	4.42	2012 Score:	4.18	All Respondents:	4.11	
Standard Deviation:	1.17	2010 Score:	4.11	Size Category 1:	4.19	
Number of Respondents:	12	2008 Score:	3.75	Mission 1/10:	4.25	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	8	3	0	0	1	0
Percentage:	66.67%	25.00%	Not Available	Not Available	8.33%	Not Available

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

		Current Benchmarks				
Current Score:	4.50	2012 Score:	3.67	All Respondents:	3.68	
Standard Deviation:	0.52	2010 Score:	4.06	Size Category 1:	3.69	
Number of Respondents:	12	2008 Score:	4.33	Mission 1/10:	3.74	
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

Primary Items

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

Current Score:		4.17	2012 Score:	4.18	Current Benchmarks	
Standard Deviation:	0.84		2010 Score:	4.06	All Respondents:	3.66
Number of Respondents:	12		2008 Score:	3.31	Size Category 1:	3.91
					Mission 1/10:	3.76
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	5	4	3	0	0	0
Percentage:	41.67%	33.33%	25.00%	Not Available	Not Available	Not Available

70. I understand my benefits plan.

Current Score:		4.33	2012 Score:	4.25	Current Benchmarks	
Standard Deviation:	0.49		2010 Score:	4.11	All Respondents:	4.01
Number of Respondents:	12		2008 Score:	3.67	Size Category 1:	4.19
					Mission 1/10:	4.15
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

71. Benefits can be selected to meet individual needs.

Current Score:		4.17	2012 Score:	4.25	Current Benchmarks	
Standard Deviation:	0.72		2010 Score:	3.89	All Respondents:	3.86
Number of Respondents:	12		2008 Score:	3.54	Size Category 1:	4.03
					Mission 1/10:	3.97
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

Survey Constructs and Related Items

Dimension 1: Work Group

Supervision	Construct Score = 456	Avg	S.D.
11: My supervisor provides me with a clear understanding of my work responsibilities.		4.58	0.52
12: My supervisor gives me accurate feedback about my performance.		4.67	0.49
13: My supervisor recognizes outstanding work.		4.42	0.90
14: My supervisor gives me the opportunity to do my best work.		4.67	0.49
15: My supervisor is consistent when administering policies concerning employees.		4.45	0.93
Team	Construct Score = 452	Avg	S.D.
1: People in my work group cooperate to get the job done.		4.67	0.49
2: My work group is actively involved in making work processes more effective.		4.58	0.67
3: There is a real feeling of teamwork.		4.50	0.52
4: In my work group, I have an opportunity to participate in the goal setting process.		4.60	0.52
5: Work groups are trained to incorporate the opinions of each member.		4.25	0.45
Quality	Construct Score = 453	Avg	S.D.
20: My work group uses the feedback from our customers/clients when making decisions.		4.64	0.51
21: My work group regularly uses performance data to improve the quality of our work.		4.25	0.62
22: My work group's goals are consistently met or exceeded.		4.42	0.52
23: Our organization is known for the quality of service we provide.		4.82	0.41

Survey Constructs and Related Items

Dimension 2: Accommodations

Pay	Construct Score = 294	Avg	S.D.
24: My pay keeps pace with the cost of living.		2.58	1.24
25: Salaries are competitive with similar jobs in the community.		3.08	1.17
26: I feel I am paid fairly for the work I do.		3.17	1.27
Benefits	Construct Score = 422	Avg	S.D.
69: Benefits are comparable to those offered in other jobs.		4.17	0.84
70: I understand my benefits plan.		4.33	0.49
71: Benefits can be selected to meet individual needs.		4.17	0.72
Physical Environment	Construct Score = 438	Avg	S.D.
40: Given the type of work I do, my physical workplace meets my needs.		4.50	0.52
41: My workplace is well maintained.		4.00	0.74
42: There are sufficient procedures to ensure the safety of employees in the workplace.		4.58	0.52
43: I have adequate resources and equipment to do my job.		4.45	0.69

Survey Constructs and Related Items

Dimension 3: Organization

Strategic	Construct Score = 467	Avg	S.D.
16: I have a good understanding of our mission, vision, and strategic plan.		4.75	0.45
17: I understand the state, local, national, and global issues that impact the organization.		4.58	0.52
18: My organization works well with other organizations.		4.67	0.49
19: My organization develops services to match the needs of our customers/clients.		4.67	0.49
Diversity	Construct Score = 427	Avg	S.D.
50: An effort is made to get the opinions of people throughout the organization.		4.25	0.62
51: The people I work with treat each other with respect.		4.25	0.62
52: My organization works to attract, develop, and retain people with diverse backgrounds.		4.50	0.52
53: Every employee is valued.		4.08	1.17

Survey Constructs and Related Items

Dimension 4: Information

Information Systems	Construct Score = 425	Avg	S.D.
6: My work group uses the latest technology to communicate and interact.		3.67	0.89
7: The information available from our computer systems is reliable.		4.42	0.67
8: Overall, our computer information systems present information in an understandable way.		4.50	0.52
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.		4.42	0.67
Internal Communication	Construct Score = 427	Avg	S.D.
32: I feel the communication channels I must go through at work are reasonable.		4.25	0.62
33: My work atmosphere encourages open and honest communication.		4.08	0.90
34: Overall within the groups I work, there is good communication.		4.42	0.67
35: The right information gets to the right people at the right time.		4.33	0.65
External Communication	Construct Score = 461	Avg	S.D.
36: I believe our organization communicates our mission effectively to the public.		4.67	0.49
37: Our organization communicates well with our governing bodies (i.e. the board, the legislature, etc.)		4.67	0.49
38: My organization shares appropriate information with the public.		4.58	0.52
39: My organization communicates effectively with other organizations.		4.50	0.52

Survey Constructs and Related Items

Dimension 5: Personal

Employee Engagement	Construct Score = 438	Avg	S.D.
44: The people I work with care about my personal well-being.		4.42	0.67
45: I am encouraged to come up with better ways to serve my customers/clients.		4.50	0.67
46: I know how my work impacts others in the organization.		4.42	0.52
47: I am encouraged to learn from my mistakes.		4.33	0.65
48: There is a basic trust among employees and supervisors.		4.25	0.97
49: When possible, decision making and control are given to employees doing the actual work.		4.33	0.49
Employee Development	Construct Score = 432	Avg	S.D.
54: I believe I have a career with this organization.		4.33	0.89
55: I have access to information about job opportunities, conferences, workshops, and training.		4.45	0.52
56: Training is made available to me so that I can do my job better.		4.42	0.67
57: Training is made available to me for personal growth and development.		4.09	0.94
Job Satisfaction	Construct Score = 447	Avg	S.D.
27: My job meets my expectations.		4.25	0.45
28: My work environment supports a balance between work and personal life.		4.50	0.52
29: I feel my efforts count.		4.33	1.16
30: The amount of work I am asked to do is reasonable.		4.42	0.67
31: I feel a sense of pride when I tell people that I work for this organization.		4.83	0.39

Survey Climate Areas and Related Items

Climate/Atmosphere	Construct Score = 446	Avg	S.D.
67: Harassment is not tolerated at my workplace.		4.42	1.17
68: Within my workplace, there is a feeling of community among employees.		4.50	0.52
Climate/Ethics	Construct Score = 471	Avg	S.D.
65: I am confident that any ethics violation I report will be properly handled.		4.67	0.65
66: Employees are generally ethical in my workplace.		4.75	0.45
Climate/Fairness	Construct Score = 426	Avg	S.D.
63: In my workplace, I believe people generally are treated fairly (i.e. without favoritism).		4.25	0.97
64: My performance is evaluated fairly.		4.27	1.01
Climate/Feedback	Construct Score = 426	Avg	S.D.
60: I believe we will use the information from this survey to improve our performance.		4.33	0.65
61: I am satisfied with the opportunities I have to give feedback on my supervisor's performance.		4.20	0.63
62: My ideas and opinions count at work.		4.25	0.75
Climate/Management	Construct Score = 445	Avg	S.D.
58: Upper management (i.e. Executive and/or Senior Leadership) effectively communicates important information.		4.45	0.52
59: Upper management (i.e. Executive and/or Senior Leadership) tries to be accessible and visible.		4.45	0.52

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
1	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
2	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
3	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
4	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
5	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



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.....

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