



Texas Commission on the Arts

Investing in a Creative Texas

STRATEGIC PLAN 2011 - 2015

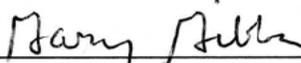
AGENCY STRATEGIC PLAN
For the Fiscal Years 2011-15 Period

by

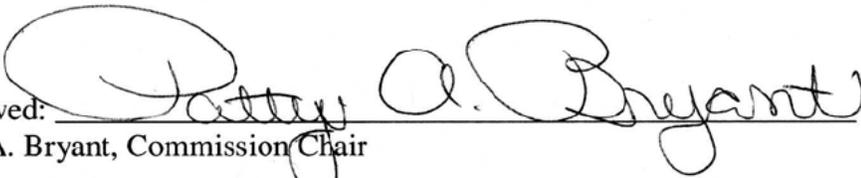
Texas Commission on the Arts

Board Member	Dates of Term	Hometown
Patty A. Bryant, Chair	10/05/05 – 08/31/11	Amarillo
Polly Sowell, Vice-Chair	10/05/05 – 08/31/11	Austin
David C. Garza, Parliamentarian	10/05/05 – 08/31/11	Brownsville
Paul Kellam McCash, Jr., Secretary	11/02/07 – 08/31/13	Texarkana
Jeanne Parker, Treasurer	11/02/07 – 08/31/13	Austin
Cobie Russell, At-Large Member	04/16/04 – 08/31/15	Dallas
Norma Helm Webb, At-Large Member	10/05/05 – 08/31/11	Midland
Dale W. Brock	03/16/10 – 08/31/15	Wichita Falls
Alphonse A. Dotson	11/02/07 – 08/31/13	Voca
Susan Howard-Chrane	11/02/07 – 08/31/13	Boerne
Linda Lowes Hatchel	12/28/09 – 08/31/15	Woodway
Molly Hipp Hubbard	11/02/07 – 08/31/13	Houston
Patty Hayes Huffines	12/28/09 – 08/31/15	Austin
Liza B. Lewis	12/28/09 – 08/31/15	San Antonio
Billye Proctor Shaw, Past Chair	10/05/05 – 08/31/11	Abilene
George R. "Bob" Snead	01/12/04 – 08/31/15	El Paso
S. Shawn Stephens	12/28/09 – 08/31/15	Houston

June 18, 2010

Signed: 

Gary Gibbs, Executive Director

Approved: 

Patty A. Bryant, Commission Chair

TABLE OF CONTENTS

Introduction	5
Statewide Vision, Mission, and Philosophy	7
Relevant Statewide Goals and Benchmarks	8
Agency Mission	9
Agency Philosophy	9
Internal/External Assessment	11
Organizational Aspects	15
Fiscal Aspects	25
Self-Evaluation and Opportunities for Improvement	37
Agency Goals	41
Objectives and Outcome Measures	41
Strategies and Output, Efficiency, and Explanatory Measures	41
Technology Initiative Alignment	
Part 1: Technology Assessment Summary	43
Part 2: Technology Initiative Alignment	51
Appendices:	
A. Description of Agency’s Planning Process	
B. Current Organizational Chart	
C. Five-year Projections for Outcomes	
D. List of Measure Definitions	
E. Implementing the Texas Transformation	
F. Workforce Plan	
G. Survey of Organizational Excellence Results and Utilization Plans	

INTRODUCTION

Texas has a rich and diverse cultural arts tradition, one that plays a significant role in economic development, education, cultural tourism, and quality of life. The same creativity and innovation demonstrated by countless artists and arts organizations throughout Texas are employed every day in our state's creative economy. Business leaders and educators appreciate and value the contribution the arts make to our quality of life. The arts make Texas a better place to live.

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 vision the future. Over the past three years, the agency has worked closely with constituents and legislators to bring about significant, positive change. We continue to clarify our purpose as we consider recommendations from the field, as well as the priorities of state government.

Looking ahead, TCA is eager to build upon the positive momentum that is the result of the previous strategic plan. The agency believes the 2011 – 2015 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 assure that Texas remains healthy and strong, and will, indeed, be recognized as the *State of the Arts*.

Sincerely,

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

Gary Gibbs, Ph.D.

Executive Director

Texas Commission on the Arts

STATEWIDE ELEMENTS

STATEWIDE VISION

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

March 2010

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

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

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

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

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

THE MISSION OF TEXAS STATE GOVERNMENT

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

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

THE PHILOSOPHY OF TEXAS STATE GOVERNMENT

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

- First and foremost, Texas matters most. This is the overarching, guiding principle by which we will make decisions. Our state, and its future, is more important than party, politics, or individual recognition.
- Government should be limited in size and mission, but it must be highly effective in performing the tasks it undertakes.
- Decisions affecting individual Texans, in most instances, are best made by those individuals, their families, and the local government closest to their communities.
- Competition is the greatest incentive for achievement and excellence. It inspires ingenuity and requires individuals to set their sights high. Just as competition inspires excellence, a sense of personal responsibility drives individual citizens to do more for their future and the future of those they love.
- Public administration must be open and honest, pursuing the high road rather than the expedient course. We must be accountable to

taxpayers for our actions.

- State government has a responsibility to safeguard taxpayer dollars by eliminating waste and abuse and providing efficient and honest government.
- Finally, state government should be humble, recognizing that all its power and authority is granted to it by the people of Texas, and those who make decisions wielding the power of the state should exercise their authority cautiously and fairly.

RELEVANT STATEWIDE GOALS AND BENCHMARKS

General Government Priority Goal

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

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

Benchmarks:

- Total state taxes per capita
- Total state spending per capita
- Percentage change in state spending, adjusted for population and inflation
- State and local taxes per capita

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



AGENCY MISSION

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

AGENCY PHILOSOPHY

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

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

The Commission is committed to keeping itself

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

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



INTERNAL/EXTERNAL ASSESSMENT

OVERVIEW OF AGENCY SCOPE AND FUNCTIONS

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

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

The main functions of the Texas Commission on the Arts are to invest funds in the form of grants to cultural, educational, artistic, and civic organizations, and to promote the arts in all disciplines. TCA invests funds in non-profit organizations throughout the state, and those funds serve as a financial catalyst in opening doors to additional resources. The non-profit organizations in which TCA invests provide services that support a variety of public policy issues, including education, economic development, criminal justice, and social services through arts-based programming.

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

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

HISTORICAL PERSPECTIVE

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

Responding to the need for 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 Texas Cultural Endowment Fund and the *State of the Arts* specialty license plate.

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

TCA completed its third Sunset Review in 2007.



Concerns over the agency's administrative costs resulted in a renewal period of six years, as opposed to the standard twelve, by the 80th Legislature. Additionally, significant alterations to TCA's budget structure resulted in the agency becoming a self-funded agency. The agency became dependent upon interest earnings from the Texas Cultural Endowment Fund for grants and operational costs.

Unfortunately, the Endowment proved to be an unstable budget source, especially during the economic downturn. The Legislature recognized this difficulty, and during the 81st legislative session passed HB 2242 resulting in the abolition of the Texas Cultural Endowment Fund, as well as changes to TCA's method of finance.

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 way to build their local communities. It should be noted that 68% of the more than 2,000 clients served by TCA are arts and cultural institutions. Another 18% are pre-K through college educational institutions, and 10% are faith-based organizations, health and human service providers, local governments, tourism and economic development groups, parks and other non-profits. Public libraries comprise 3% 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. Under a second Memorandum of Understanding with the Texas Department of Transportation (TxDOT), TCA receives \$670,000 annually for the development and promotion of tourism. TCA uses these funds to develop and promote Texas' cultural assets as a way to attract visitors to the state, and the agency works closely with public and private sector tourism partners to promote Texas as a premiere tourism destination.

TCA is also closely aligned with the education

INTERNAL/EXTERNAL ASSESSMENT

community in Texas. The Commission works in partnership with the Texas Education Agency (TEA) under two Memorandum of Understanding agreements intended to enhance arts education programming in schools, provide teacher training opportunities, and support the Texas Essential Knowledge and Skills (TEKS) with professional, curriculum-based arts education programs.

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

Today, TCA is seeking new ways to meet its mission and goals while providing support for its many diverse service populations. In recent years, changes in the agency's leadership and budget structure drove TCA to find new solutions to the challenges facing the agency. With the support of the Texas Legislature, constituents, and the private sector, TCA successfully implemented dramatic and positive changes at all levels of the agency. The result has been an exciting period in TCA's evolution, and the Commission expects to build upon this newfound momentum to better serve the needs of the state.

PUBLIC PERCEPTION

TCA strives to maintain close lines of communication with constituents in the field.

During Fiscal Year 2010, TCA hosted over thirty webinar training sessions to educate constituents about new grant categories and seek input on recent changes. TCA also uses technological expertise to conduct regular online surveys of the field as a way to gather insight on a variety of topics.

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

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



ORGANIZATIONAL ASPECTS

TCA ORGANIZATIONAL STRUCTURE AND WORKFORCE

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

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

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

TCA's Executive Director is the Commission's sole employee. The Commission and the Executive Director work very closely in all matters related to agency policy, programs, budget, and operations.

ORGANIZATIONAL ASPECTS

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

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

The agency is authorized eighteen FTEs each year for the 2010 – 2011 biennium. The agency is currently staffed by seventeen full time employees and one part-time employee. This equals 17.75 FTEs. The eighteen employees are comprised of six males and twelve females. Fourteen (77.8%) of our agency's current employees are between the ages of 30 and 49. One employee is between the ages of 16 and 29 and three employees are between the ages of 50 and 59. We currently have no employees over the age of 59. In Fiscal Year 2010, 72% of our agency's workforce is white, 17% is Hispanic, and 11% is black.

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

One of the agency's greatest strengths is that

more than 50% of employees have experience and knowledge of the arts. Employees in these positions were recruited from the private sector and had previous careers in the arts and cultural industries. Most of these employees have been with the agency between seven and fifteen years.

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

The Texas Commission on the Arts has one office headquartered in Austin at:

Texas Commission on the Arts
920 Colorado
E.O. Thompson Building
Fifth Floor
Austin, TX 78701

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

Staff travel is necessary in order for TCA to meet agency measures. TCA is required to conduct on-site grant monitoring assessments. Staff

members also travel for the purpose of participating in tourism related activities as required by the Texas State Strategic Tourism Plan approved by the Office of the Governor. Additionally, TCA participates in regional and national partnerships 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 and budget limits the amount of purchases made by the agency annually. However, TCA continues to work towards improved use of HUBs.

The agency's goal for purchasing services from HUBs was 33% for Fiscal Year 2009. The agency actually spent 21.9% of its services contract budget with HUBs. The agency only has two major service providers. One is a HUB and the other one is not. The majority of the agency's service contract budget is spent on evaluators brought in to review grant applications. None of the evaluators are registered as HUBs, though they include women and people of color.

The agency's goal for purchasing commodities from HUBs is 12.6% for Fiscal Year 2009. The agency actually spent 19.6% of its commodities budget with HUBs. This percentage will re-

main high as we continue to improve our use of HUBs.

KEY ORGANIZATIONAL EVENTS

TCA Grants

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

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

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

ORGANIZATIONAL ASPECTS

been greatly reduced.

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

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

- **Education:** Intended for projects that use art to promote innovations in K-12 education (must be TEKS-aligned).
- **Health & Human Services:** Intended for projects that use art to improve human health or functioning. Designed for projects that occur in a health care or human services setting such as a hospital, clinic, senior activity center, women's shelter, or homeless shelter.
- **Economic Development:** Intended for projects that use art to diversify local economies, generate revenue, and attract visitors and investment. Designed for projects that focus on cultural tourism such as festivals, gallery walks, and art fairs.
- **Public Safety & Criminal Justice:** Intended for projects that use art to prevent juvenile delinquency and recidivism. Designed for projects that focus on at-risk youth in a community setting or are focused on an incarcerated population in juvenile detention centers, prisons, alternative learning centers, or in after school programs.

- **Natural Resources & Agriculture:** Intended for projects that use art to understand and/or improve the ecological and agricultural environment. Designed for activities in rural counties such as festivals, fairs, gallery exhibitions or theatrical presentations; or those activities focusing on natural resources such as energy sources, water, green art, and other ecological issues.

These changes required a period of transition, and TCA anticipated questions from the field. TCA staff was available to help answer questions by phone or email. Additionally, the agency conducted educational webinars to educate constituents about the improved opportunities available to them. This use of technology allowed TCA to connect with a large statewide audience in a manner that was low-cost, yet highly effective.

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

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

Recognizing that a vast percentage of Texas is considered rural with county populations of less than 50,000, TCA developed a rural initiative to

provide services and reach out to this important constituency. Because few arts organizations exist in rural areas, TCA has created a category called Rural Arts Provider that allows the agency to distribute funds in the 106 rural counties of the state.

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

ARTS EDUCATION

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

The Texas Education Agency mandates that arts education in music, art, theater, and dance be provided to all students, but current law does not specify how schools should address this mandate (hours per week of instruction, certi-

fied arts teachers, etc.). The result of this disconnect is that the scope of arts education in Texas public schools varies greatly among districts and campuses. Many non-profit arts organizations have developed educational programs to assist in bridging the gap; these organizations depend upon TCA funds to keep their programs alive. With this in mind, TCA strives to:

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

Direct exposure to creativity through performances or visits, hands-on instructions with visiting artists, or long-term activities with arts organizations is a proven way to boost a child's problem solving skills, poise, language, and communication abilities. Arts can be used to teach

ORGANIZATIONAL ASPECTS

any subject. A simple example is using music to help students learn how to memorize large lists of things, ranging from the elements in the periodic table to U. S. presidents. Some schools have found that students spend more time being physically active during P.E. when dance is the focus. Theater and visual arts can make seemingly dry historical studies come to life. Incorporating the arts into other subjects teaches students how to make connections and think creatively. TCA funds make this happen.

TCA's Arts Respond grants in the priority areas of Education, Public Safety & Criminal Justice, and Health & Human Resources 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 to hospitals. TCA's Young Masters grants support arts education by providing exemplary arts students in grades 8 – 12 with the financial help they need to pursue advanced study in the arts and possibly a career in the arts.

TEXAS CULTURAL ENDOWMENT FUND

In 1993, the Legislature created the Texas Cultural Endowment Fund to provide a stable source of funding for the Texas Commission on the Arts. The legislation included a provision for the designation of a dedicated tax source to fund the Texas Cultural Endowment Fund (although a dedicated funding source was never identified for the Endowment). The concept was for TCA to eventually operate off the interest earnings



generated by the Endowment.

In 2006, the Sunset Advisory Commission recommended TCA continue oversight of the Endowment and use interest earnings from the corpus to fund grants to the field, and the 80th Legislature approved this approach. The result was a reduction of General Revenue to TCA that was supplanted with interest earnings from the Endowment. TCA became a self-funded agency and received very little General Revenue as part of the agency appropriation.

One of TCA's priorities for the 81st legislative session was to identify a stable funding source for the arts. The agency had become dependent upon interest earnings from the Texas Cultural Endowment Fund for grants and operational costs. Unfortunately, the Endowment proved to be an unstable budget source, especially during the economic downturn.

Passage of HB 2242 (Representative Leibowitz/ Donna Howard, et al.), resulted in the abolition of the Texas Cultural Endowment Fund. In accordance with the legislation, the Endowment

was liquidated and the funds moved to the Texas State Treasury. Private donations, and interest earnings from those donations, were returned to the donors prior to moving the remainder of the fund to the Treasury.

The money that was transferred to the Texas State Treasury from the Endowment was invested in Arts Create grants for Fiscal Years 2010 and 2011. As a result, TCA was able to make the largest grant awards in over 20 years, an achievement that had great positive effect on rural and urban communities statewide.

STATE OF THE ARTS SPECIALTY LICENSE PLATE

Created in 1993 with the same legislation that established the Texas Cultural Endowment Fund, the *State of the Arts* license plate has been the best selling specialty plate in Texas for almost 15 years. In addition to generating close to \$5 million in cumulative revenue to fund arts grants, the *State of the Arts* license plate has received unprecedented levels of media coverage, highlighting TCA programming and the diversity of the arts in Texas.

The success of the plate has been extremely important to TCA’s ability to continue to provide high-quality support and service to the field. Once this was an additional infusion of funding into TCA’s grants budget, but it is now absolutely necessary to the budgetary bottom line. TCA must continue to find success with the specialty license plate program in order to earn the dollars necessary to conduct business.

TCA faces a unique challenge in the sense that a significant portion of the agency’s grant budget depends upon sales of a product that the agency does not oversee. The Department of Motor Vehicles (DMV) has contracted with a company called My Plates, Inc. (MPI) to take over the marketing of specialty plates in Texas. DMV will continue to manufacture the plates that are in turn distributed through local county tax offices.

My Plates has offered to enter into an agreement



STEP UP TO THE PLATE

Invest \$30 in a creative Texas by flying the flag for art. Order or renew your State of the Arts license plate to ensure our unique Texan culture endures for future generations. Visit www.txplate.com to order online and learn more.

The Texas Commission on the Arts supports a creative economy and enhances education by investing proceeds from State of the Arts plates in arts and cultural organizations statewide. Just look around. Chances are you already enjoy the benefit of that investment in your own community.

Only \$30 annually over normal registration fees supports a great cause, and that's a step in the right direction.



ORGANIZATIONAL ASPECTS

with all existing specialty partners, including the *State of the Arts* plate, to assist with marketing efforts. However, such an agreement would result in the cost of the plate going from \$30 to \$55 with TCA only receiving \$14 as opposed to the \$22 per plate currently earned with each sale or renewal. The only way TCA could realize higher levels of revenue from the plate would be if consumers are willing to pay between \$195 and \$595 for personalized versions of the plate.

There is no research to support the notion that consumers will pay such an increased amount for specialty plates in the current down economy. Additionally, many *State of the Arts* license plate owners have communicated to TCA that if the cost of the plate increases they will cancel their plates and choose to make a donation directly to the arts organization of their choice. Because the potential loss in revenue could have a devastating effect on grants to non-profit organizations, especially in rural communities, TCA has decided to take a “wait and see” approach before entering into a contract with My Plates.

CULTURAL TOURISM

The Texas Commission on the Arts is one of the five primary state agencies charged with the development and promotion of Texas as a tourism destination. TCA works under a Memorandum of Understanding (MOU) with the Office of the Governor Economic Development and Tourism, Texas Department of Transportation, Texas Parks and Wildlife, and Texas Historical Commission to ensure there is no duplication of ef-

fort and that state dollars are being expended on tourism activities and programs that yield the highest level of return on investment.

TCA works closely with the other tourism MOU partner agencies to develop and execute the Texas State Strategic Tourism plan each year. TCA staff provides information on tourism development and promotion at workshops, conferences, and individual meetings with constituents as outlined in the plan.

As mentioned previously, TCA receives \$670,000 via a Memorandum of Understanding (MOU) with the Texas Department of Transportation. Because TCA’s primary tourism function is product development, a majority of the MOU funds are distributed by TCA as grants to organizations that are specifically working on cultural tourism projects.



TCA grants, tourism marketing efforts, and educational assistance help create and sustain arts venues and performances that are attractive tourist destinations. The arts play a significant role in attracting tourists to Texas, helping tourism, a \$60.6 billion industry in 2008, become the state's third largest industry.

The Texas Legislature has given TCA regulatory authority to designate Cultural Districts on behalf of the state in communities engaged in revitalization, 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, 12 Cultural Districts have been designated in Texas. They include:

- Abilene Cultural District
- African American Cultural Heritage District, Austin
- Dallas Arts District
- Denison Cultural District
- Fort Worth Cultural District
- Houston Museum District
- Houston Theater District
- Huntsville Cultural District
- Lubbock Cultural District
- McAllen Cultural District
- San Angelo Historic City Center Cultural District
- Winnsboro Cultural Arts District

Applications for the designation are accepted on

an annual basis. TCA does not provide funds to Cultural Districts. However, Districts are eligible for several benefits including use of the state approved logo, eligibility to apply for funds in the Arts Respond grant category, and inclusion in agency marketing and public relations activities (e.g., Cultural District website template).

TCA believes Cultural Districts provide a catalyst for economic development activity in local communities, downtown revitalization programs, and preservation of 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 premiere tourism destinations.

Common goals of cultural districts include:

- **Attract artists and cultural enterprises to a local community.** Artists, cultural organizations and creative enterprises all contribute to a community's economic potential as well as generating direct economic activity.
- **Encourage business and job development.** Cultural districts can create a hub of economic activity that helps an area become an appealing place to live, visit and conduct business.
- **Address the needs of both urban and rural communities.** Metropolitan and rural areas present distinct economic development concerns. Cultural districts are a highly adaptable economic development approach that can take the unique conditions, assets, needs and opportunities of a community to make substantial con-

ORGANIZATIONAL ASPECTS

tributions in terms of economic development, cultural tourism development, downtown revitalization and the restoration of civic pride and direction.

- **Establish tourism destinations.** Cultural districts are marketable tourism assets that highlight the distinct identity of communities and encourage in-state, out of state, and even international visitors.
- **Preserve and reuse historic buildings.** In some communities, the cultural district development is a way to stimulate historic preservation. Adaptive reuse and rehabilitation of older buildings can result in structural and façade improvements and these spaces provide opportunities for affordable housing, artist live/work space and homes for arts organizations.

In addition to grants and Cultural District designation, TCA uses MOU funds to actively market Texas as a tourism destination. TCA provides constituents with the tools they need to develop their cultural resources and promote them as tourism attractions including the Tools for Results Toolkit, www.artonart.com blog, Zip Code Tracker software, support for Texas Tourism Week, and a variety of public relations activities.

In 1998, 2003, and 2007, TCA issued a Request For Proposal (RFP) in accordance with state regulations as outlined by the Texas Facilities Commission. As a result, TCA currently has a contractual agreement with Hahn, Texas to provide public relations and promotional support for TCA initiatives. Hahn, Texas' work directly

supports TCA's #2 Goal to "Promote Participation in Arts & Cultural Events" including the "Cultural Tourism" and "Marketing and Fundraising" strategies as outlined in TCA's legislative measures.



FISCAL ASPECTS

TCA's budget for the 2010-2011 biennium is \$14,846,584.

As previously noted, passage of HB 2242 during the 81st legislative session resulted in the abolition of the Texas Cultural Endowment Fund. Private donations to the Endowment, and interest earnings from those donations, were returned to the donors as required by the legislation. Public funds in the Endowment were transferred to the Texas State Treasury and TCA invested those funds in Arts Create grants for Fiscal Years 2010 and 2011.

Arts Create grants provide operational support enabling arts and cultural organizations to conduct business. These grants represent the state's investment in Texas' creative economy. They are provided by the Texas Commission on the Arts so that arts organizations may attract business and a creative workforce, assist in educating Texas students, and foster economic development through cultural tourism.

The Texas Commission on the Arts must maintain this level of funding to ensure dollars invested in arts orga-

FISCAL ASPECTS

nizations statewide continue to provide a high level of return for the citizens of the state.

Texas Commission on the Arts Method of Finance for 2008 - 2011

	2008	% of Total	2009	% of Total	2010	% of Total	2011	% of Total
General Revenue Fund	159,750	3%	1,154,405	22%	1,024,769	10%	309,678	6%
GR Dedicated - Arts Operating Fund #0334	2,932,397	53%	1,627,600	32%	7,098,221	70%	2,381,016	51%
Federal Funds	863,500	16%	863,500	17%	884,450	9%	884,450	19%
Appropriated Receipts	530,405	10%	530,405	10%	152,000	1%	152,000	3%
Interagency Contracts	980,000	18%	980,000	19%	980,000	10%	980,000	21%
Total	5,466,052	100%	5,155,910	100%	10,133,440	100%	4,707,144	100%

In Fiscal Year 2002, General Revenue comprised 72% of TCA's appropriation. Between Fiscal Year 2004 and Fiscal Year 2007, approximately half of TCA's appropriation came from General Revenue. In Fiscal Years 2008 and 2009, General Revenue dropped to 3% and 22% respectively. In FY 2010 General Revenue represented 10% of the agency budget dropping to 5% in FY 2011. The chart below details the reduction in General Revenue appropriated to TCA over the past six biennia:

Fiscal Year	Total Appropriation	General Revenue	GR Percentage of Total Appropriation
FY 2011	4,704,144	309,678	6%
FY 2010	10,133,440	1,024,769	10%
FY 2009	5,155,910	1,154,405	22%
FY 2008	5,466,052	159,750	3%
FY 2007	5,040,265	2,353,415	47%
FY 2006	5,066,272	2,364,127	47%
FY 2005	5,714,666	2,700,252	47%
FY 2004	5,856,666	2,900,253	50%
FY 2003	5,424,835	3,304,829	61%
FY 2002	7,409,076	5,289,070	72%

In the previous biennium (when TCA was a self-funded agency) the main source of funding was the General Revenue Dedicated – Texas Commission on the Arts Operating Fund # 0334 (Arts Operating Fund). The Arts Operating Fund included funds from three sources: interest earnings on the Texas Cultural Endowment Fund, *State of the Arts* specialty license plate sales, and restricted donations.

With the abolition of the Texas Cultural Endowment Fund, TCA realized a temporary increase in the Arts Op-

erating Fund as dollars from the Endowment were placed in the account when the fund was dissolved. Those funds were expended over the course of the FY 2010 – 2011 biennium and will not be available in the future.

State of the Arts specialty license plate sales ebb and flow depending upon consumer interest. While TCA's specialty plate has been the best-selling plate for more than a decade, the agency only realizes about \$350,000 in license plate revenue annually.

The third item included in the Arts Operating Fund is restricted donations. The agency does not have a staff dedicated to fundraising and does not contract with an outside entity to provide such a service. Dollars raised as restricted donations depend upon the donor's knowledge of TCA and willingness to donate money to a public agency. However, TCA's Method of Finance also includes \$152,000 in Appropriated Receipts for each year of the 2010-2011 biennium. This target is achieved through limited restricted donations from private donors.

These three factors make the Arts Operating Fund an unpredictable budget source.

As has been the case since the agency was created more than forty years ago, TCA receives federal funds from the National Endowment for the Arts (NEA). The federal funds are used for arts education grants, assistance to local arts agencies in Texas, assistance to underserved communities, and for specific initiatives, such as Poetry Out Loud and American Masterpieces. It should be noted that NEA funds are not used to cover administrative costs.

The amount of Federal Funds awarded to TCA depends on the size of the budget for the National Endowment for the Arts. TCA's federal funding is also dependent on the type of programs the NEA is supporting and whether it is applicable to the agency.

In order to secure NEA funding, TCA participates in a competitive grant process. A common misconception about NEA funding is that because it is congressionally mandated, all states automatically receive federal dollars. In fact, all State Arts Agencies (SAAs) apply for grants from the NEA in a competitive process. Texas has been able to reap the benefit of significant federal funding for the arts because TCA has a history of competing well in the federal process.

Another 18 to 19% of TCA's budget comes from Interagency Contracts. TCA currently has an interagency contract with Texas Education Agency (TEA) for \$310,000 for arts education and the previously noted contract with the Texas Department of Transportation tied to Cultural Tourism. The continuation of these contracts is dependent on the availability of funds from TEA and TxDOT.

FISCAL ASPECTS

According to the National Assembly of State Arts Agencies (NASAA), Texas ranks 43rd out of the 50 states in per capita funding for the arts. Texas spends \$0.32 in per capita funding as compared with the average per capita funding for all state arts agencies of \$0.96. Minnesota led the states with \$5.82 in per capita arts funding.

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

Funding Category	State Arts Agencies - Average	Texas Commission on the Arts
Legislative	82.5%	9%
Other	3.7%	77%
Private	1.7%	2%
National Endowment for the Arts	12.3%	12%
TOTAL	100%	100%

Only 9% of TCA's total appropriation comes directly from a legislative source as compared with an average of more than 82% for State Arts Agencies. The abolition of the Texas Cultural Endowment Fund allowed TCA to provide the largest grant awards in more than twenty years during the FY 2010 – 2011 biennium. An appropriation of General Revenue is necessary in order for the state to continue to invest in Texas' creative economy.

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

SERVICE POPULATION DEMOGRAPHICS

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



A majority of the organizations that TCA provides substantial support have:

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

Using the guidance of the Equity Mandate, TCA has created an equitable process for distributing grant dollars to all constituents, including those in rural counties and ethnically specific minority arts organizations. In Fiscal Year 2009, TCA provided grants in all 31 Senatorial Districts (100%) and 133 of the 150 House Districts (89%).

FUTURE TRENDS

Two major demographic shifts on the horizon are expected to significantly impact the organizations that TCA serves. One is the aging and

retiring leadership in non-profit organizations. The other is the shift in the ethnic makeup of our state. The combination of these factors will force non-profits to change how they do business and potentially, how much they contribute to the state's economy.

Today, members of the baby boom generation make up more than 72% of all non-profit leaders in the United States, and more than half of them are over 50 years old. Of these leaders, 34% have been in their executive level position for ten years or more and/or founded the organization. The baby boom generation has already begun to transition out of the non-profit sector. There will be a significant shortage of experienced leadership. Acquisition of talent will become more competitive, and the average tenure with organizations will become shorter. These leadership transitions can quickly put non-profit organizations in peril. Most non-profit organizations do not have a leadership transition plan in place and are unprepared for these changes.

There is a pressing need to quickly engage the next generation of up and coming non-profit leaders. Indicators show this next generation has different values, priorities, and interests. Studies suggest they will not accept or stay in a job requiring long hours with low compensation and limited benefits. They want more, and the need for their talent makes it more difficult for the non-profit sector to attract and retain promising young leaders.

FISCAL ASPECTS

Young minority leaders are in even shorter supply. Today, people of color lead just 16% of non-profit organizations in the nation. This is especially important to Texas, which is now a minority majority state that is expected to become predominantly Hispanic by 2020. A positive result of the shift in the ethnic makeup of the state is that non-profit organizations are working to become more inclusive and reflective of Texas' diversity in their programs. In Texas and across the nation, minority arts organizations have dramatically less earned income, private foundation support, and corporate sponsorship than their non-minority counterparts.

Among the victims of the recession have been non-profit arts groups. Hit by a drop in donations and government funding in the wake of the economic recession, non-profit arts groups are undergoing a painful restructuring that includes mergers, acquisitions, collaborations, cutbacks and closings. The once-booming non-profit sector is facing many changes from new regulations from the IRS that will result in substantially fewer non-profit organizations (see *Impact of Federal Statutes* section). Some Texas communities may be left with many fewer or no arts organizations.

A recent survey of 1300 non-profit professionals reveals that 80% of those participating anticipate an increased need for services, and 90% anticipate the upcoming years to be more difficult than the recent three years. The survey also revealed that non-profits are taking dramatic and creative steps in order to maintain, and even expand, ser-

vices to meet increased demand during this time of economic uncertainty.



TECHNOLOGICAL DEVELOPMENTS

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

Recently, TCA's website was redesigned to make it more accessible and intuitive to navigate. The new website also reflects the agency's move to-

wards greater transparency. TCA's quarterly operational budget, statement on the Endowment Fund, links to actual expenditures, and more are now available online. By aligning the website with the agency's goals and strategies, TCA has made services more evident and operations more transparent.

Our goals for IT are to be effective, efficient, secure, economical, and innovative.

Strategies for achieving those goals include:

- **Participating in statewide initiatives to promote e-government:** TCA consistently lists grant opportunities through the TexasOnline eGrants application system. This service makes it easy for grant seekers in Texas to find the potential sources of funding available through state government. Many new constituents have discovered our agency and our grant programs through this application. The enhanced exposure inherent in TexasOnline is beneficial to the agency and to the public.
- **Advancing e-government by providing online services:** The automation of grants and services makes the agency more accessible, transparent, and efficient. TCA's online grant system builds a customized interface for account holders allowing them to research opportunities for TCA funding, apply for grants online, manage multiple applications, follow the progress of their application 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 between 1,200 and 1,800 grants per fiscal year using this system.

- **Using technology to achieve efficiencies:** The agency has automated repetitive tasks and bulk processing to reduce human error and redirect staff workload. Implementation of end-to-end process automation has reduced entry errors on application forms, controlled grants processing and the evaluation process, aided data warehousing, and automated reports by controlling aggregate and historic grants data. These efforts to achieve streamlined business process integration have resulted in significant benefits to TCA, including enhanced communication, decreased printing and mailing costs, strategic use of staff, and reduction of problem grant applications.
- **Continuing to build on our past success:** Recently, the agency has developed the ability to review applications online. Evaluators can view applications, support materials, and websites, and score each one with a ballot online. This saves the agency the travel and per diem costs associated with conducting a review 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 applica-

FISCAL ASPECTS



tions on their own schedule. Since evaluators all volunteer their time and expertise for this process, it can make the difference 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 eight 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 & development, programs & 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, we have been able to provide these services to a larger number of constituents in a more cost effective manner. Many constituents were first introduced to webinar technology through TCA.
- **Using technology to encourage economic development:** The agency's new Art-on-Art blog provides information about current events across the state to promote cultural tourism. The blog serves as a resource for Texas tourists and also as a model for the arts industry on how to employ web 2.0 tools effectively. A related resource is an

interactive map showing the locations of each of the new designated cultural districts. Visitors can use the map to plan a trip, download walking tours and maps, and link to websites of each of the districts.

- **Employing best practices in IT security:** TCA uses the vulnerability and penetration testing services offered through the Department of Information Services (DIR) to test and improve the protection of our IT assets.

- **Participating in the cost savings offered through DIR:** TCA uses the DIR's Cooperative Contracts program for IT products and services. The agency has an IT Staff Augmentation Contract to fulfill technology needs. Through this program, TCA is able to use one consulting agency to provide services in four distinct IT-SAC 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 our services and broaden access to our constituents. We plan to build on our recent success with webinars, blogs, and related web 2.0 technologies to engage constituents in new ways. We will continue conducting online panels to evaluate and score applications to the agency. We will seek

out ways to provide traditional technical assistance through new technologies.

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

ECONOMIC VARIABLES

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

FISCAL ASPECTS

munity development, enriching local amenities and attracting young professionals to an area.

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

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

While it hasn't been immune to the problems plaguing the nation, the Texas housing market, employment rate, and overall economic growth are relatively strong. The arts in Texas continue to have a tremendously positive economic impact for the state. In addition to maintaining some of the nation's most treasured art collections in a number of world-class museums, Texas hosts many unique festivals and arts events that draw the attention of visitors from every part of the globe. Along with local patrons and audiences,

attendees of these various arts activities contribute significantly to the economic bottom line of local and state economies. These economic benefits are enjoyed throughout Texas from urban areas featuring acclaimed museums and performing arts facilities to rural Texas where visitors experience authentic music, storytelling, and film festivals.

Another example of the arts serving as the catalyst for economic benefit is TCA's Cultural District Designation Program. Cultural District designation recognizes special zones that harness the power of cultural resources to stimulate economic development and community revitalization. In the twelve communities where districts have been designated, they have become focal points for generating business, attracting tourists, stimulating cultural development and fostering civic pride. TCA continues to work with communities across the state to develop thriving creative strategies to boost local economies and to realize other cultural and civic benefits.

In recent years, independent economic impact studies have been conducted in San Antonio, Austin, Houston, and the Dallas/Ft. Worth Metroplex. TCA is working in partnership with the Texas Cultural Trust Council to determine the Arts Index of Texas. The data will result in a highly distilled annual measure of the health and vitality of the arts in Texas by using equally weighted, regularly published, and reliable indicators.

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

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

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

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

IMPACT OF FEDERAL STATUTES AND REGULATIONS

The Texas Commission on the Arts is the repository for congressionally mandated federal funds

that come to the state through the National Endowment for the Arts. TCA competes well in the NEA's grant process and uses federal funds to provide direct grants.

Forty percent of all NEA funds, approximately \$47.8 million in FY 2008, were awarded to state art agencies. The NEA is requesting \$161 million and an additional \$5 million for a new initiative called *Our Town* for Fiscal Year 2011. This request represents level funding for the federal agency, and if successful will net the TCA level NEA funding of just over \$1 million. The most recent five years has seen funding from the NEA rising annually.

The new initiative, *Our Town*, could be beneficial to Texas communities engaged in arts-based community development and engagement activities. The \$5 million budget for *Our Town* will be distributed to thirty-five communities across the nation for projects that include cultural district development, public art acquisition, festival and event development, and affordable housing for low-income artists.

The Pension Protection Act of 2006 requires the IRS to revoke the federal tax exemption of any organization that is required to file an annual return (Form 990-N, 990-EZ, 990, or 990-PF) and has failed to do so for three consecutive years. The IRS began revoking exemptions on May 17, 2010. Non-profits that wish to have their exemptions reinstated will be required to re-apply to the IRS. GuideStar, an information service special-

FISCAL ASPECTS

izing in U.S. non-profits, estimates that 350,000 to 400,000 non-profits are in danger of losing their exemptions. A large number of these organizations are smaller non-profits that previously were not required to file an annual return.

This new revocation process will force TCA and other grantmakers to dramatically change their practice when verifying non-profit status for eligibility and at the time funds are awarded.

Federal laws, rules, and Office of Management and Budget (OMB) regulations now require TCA to assure grantees who receive dollars from the NEA through the Commission also comply with these mandates, regulations and reporting requirements. TCA will be required to provide grant recipients of NEA dollars with the Federal award and Catalog of Federal Domestic Assistance (CFDA) number, as well as inform grant award recipients that there may be no overlapping project costs between two or more Federal awards.

The new reporting requirement represents a heavy new burden for recipients of subgrant funds from TCA that are funded with NEA dollars. A subgrant results when funds are regrant-ed to organizations or individuals for activities conducted independently of the direct award recipient. Additional requirements for organizations that subgrant NEA funds include:

- Providing TCA with final reports and any other information or reports necessary to fulfill all applicable Federal reporting requirements;

- Adhering to the prohibition against lobbying within a Federally-supported grant or cooperative agreement;
- Using only U.S. air carriers for foreign travel; and
- Maintaining records pertinent to the award for three years following submission of the final report.

TCA's recent experience in awarding funds for the American Recovery and Reinvestment Act revealed that many Texas arts organizations are unprepared for the increased reporting burden. Commission staff provided technical assistance and training around the new reporting standards, and the resulting reports required more follow-up communications and corrections on the part of award recipients.

FederalReporting.gov is the central government-wide data collection system for Federal agencies and grant recipients of federal awards of the Recovery Act. Grant recipients use FederalReporting.gov to fulfill their reporting obligations. Reports are submitted on a quarterly basis and the goal of this system is to insure transparency in the awarding of Federal dollars and reporting of expenditures to the general public. It is expected that all Federal grant awards will require reporting through FederalReporting.gov within the next two years. This new requirement represents a tremendous new workload for TCA and its grant recipients.



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 has met or exceeded the target numbers associated with its performance measures, and strategies have been formulated to address areas that did not meet expectations.

TCA is committed to being a productive partner in state government. The Executive Director has met with government officials and other agency heads to determine how the arts can better serve the priorities of the state. The Executive Director serves on the Comptroller's Enterprise Resource Planning (ERP) Task Force, one of two smaller agencies represented on the committee. TCA staff has also participated in the numerous work groups associated with the ERP Task Force. TCA maintains strong relationships with its MOU partners

SELF-EVALUATION AND OPPORTUNITIES FOR IMPROVEMENT

– Texas Education Agency, Texas Department of Transportation, Texas Historical Commission, Texas Parks and Wildlife, and Office of the Governor, Economic Development and Tourism.

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

As TCA restructured its grants process, the agency has, for the first time in its history, developed investment opportunities through grant programs that directly address the Governor’s priorities for the state. Many arts organizations throughout the state provide cultural services that expand far beyond the walls of a theater, concert hall, or museum. TCA supports their efforts of education and community outreach through the Arts Respond grant category.

While TCA’s Arts Create grants focus on providing operating support enabling arts organizations to have secure infrastructures so they can continue to contribute to the economic vitality of the state, Arts Responds supports the field’s efforts in the areas of education, health and human services, public safety and criminal justice, and natural resources and agriculture.

The major obstacle facing TCA is the amount of General Revenue appropriated to the agency. In order to be relevant to the arts field, TCA’s investment must remain steady. With very little General Revenue appropriated and the Texas Cultural Endowment Fund abolished, TCA teeters in fiscal uncertainty. TCA’s desire is that the amount of its legislative appropriation will remain unchanged, but the method of finance will be altered to provide the agency with a stabilizing influx of General Revenue. Such stability would allow TCA to maintain its current level of support for the field and ensure businesses in the creative industries survive the current economic challenge.

TCA will continue its strong relationships with local arts organizations, arts councils, and city-managed arts and cultural affairs departments to assure 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

SELF-EVALUATION AND OPPORTUNITIES FOR IMPROVEMENT

seek new relationships with appropriate state agencies and officials.

TCA recognizes that in rural counties where there is a lack of art organizations, it is often a governmental or general non-profit organization that will apply for Commission funding. These entities are considered Rural Arts Providers by TCA, and set up with online grant accounts. 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 TCA, agency grant administrators visit by phone, email and/or travel to targeted rural regions to meet with constituents to educate them on the opportunities for funding from the Commission.

TCA hopes to build upon the work already being with Rural Arts Providers by using existing TCA resources to market the arts in rural areas to cultural tourists. TCA believes that by working with non-traditional arts venues (i.e., wineries, ranches, bed & breakfasts, historic sites), new models for presenting and marketing the arts can be developed in rural Texas. TCA's Texas Touring Arts Roster, Cultural Districts, Texas Original (TxO) program, and grants can be utilized to bring nonprofit, for-profit, government, and arts entities together to ignite business development and tourism marketing opportunities. TCA will look closely at existing business models and ap-

propriate partnerships for advancing this concept.

In Fall 2010, TCA will partner with the National Assembly of State Arts Agencies to host a Leadership Institute in Austin, TX. Commissioners and state arts agency leaders from all 50 states plus the territories will come to Texas for the four-day Institute. As a result, TCA will be able to highlight the great artistic resources of the state, as well as contribute to the local Austin and state economy through cultural tourism. It is an honor and sign of respect that this national service organization has selected TCA to serve as the host of this prestigious gathering.

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

AGENCY GOALS

GOAL 1: ARTS AND CULTURAL GRANTS

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

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

Objective outcomes:

1. Percentage of grant applications funded
2. Percentage of applications from minority organizations
3. Percentage of assistance dollars provided to applications from minority organizations
4. Percentage of applications from rural counties
5. Percentage of grant dollars to rural counties
6. Percentage of grant dollars awarded from license plate sales
7. Percentage of grants funded for arts education
8. Percent of funded grantees monitored

01-01-01 STRATEGY ARTS ORGANIZATION GRANTS: Distribute grants for production, performance, exhibition, touring and administration to arts and cultural organization.

Output measures:

1. Number of grant applications processed
2. Number of funded applications from

rural counties

3. Number of funded applications from minority organizations
4. Number of funded grantees monitored

Efficiency measures:

1. Average grant amount awarded to arts and cultural organizations

01-01-02 STRATEGY ARTS EDUCATION GRANTS: Distribute grants for curriculum development, student achievement and teacher training.

Output measures:

1. Number of grants for arts education

Efficiency measures:

1. Average grant amount awarded for arts education

Explanatory measures:

1. Average grant amount requested for arts education

01-01-03 STRATEGY DIRECT ADMINISTRATION: evaluate arts organization and arts education grant applications; monitor for contract compliance.

AGENCY GOALS

GOAL 2: PROMOTION AND PARTICIPATION

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

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

Objective outcomes:

1. Percent grant dollars awarded that promote cultural tourism
2. Dollar amount of funding secured for tca

02-01-01 STRATEGY CULTURAL TOURISM:
Distribute grants to promote arts and cultural events in Texas to attract tourists.

Output measures:

1. Number of marketing and public relations activities, conferences, and seminars to promote cultural tourism
2. Number of grants that promote cultural tourism

02-01-02 STRATEGY MARKETING AND FUNDRAISING: Expand local audiences in arts and cultural activities through marketing, advertising & public relations. Increase private sector contributions for tca's programs.

02-01-03 STRATEGY DIRECT ADMINISTRATION: Evaluate cultural tourism grant applications, monitor for contract compliance, and manage the agency's marketing, advertising & public relations.

GOAL 3: INDIRECT ADMINISTRATION

03-01 OBJECTIVE INDIRECT ADMINISTRATION

03-01-01 STRATEGY CENTRAL ADMINISTRATION

03-01-02 STRATEGY INFORMATION RESOURCES

PART 1: TECHNOLOGY ASSESSMENT SUMMARY

- *Provide a brief description of the planned technology solutions that respond to the key factors that will affect the agency. Consider how those solutions align with the statewide technology goals reflected in the State Strategic Plan for Information Resources (Advancing Texas Technology).*

The Texas Commission on the Arts will continue to use technology to advance the mission and goals of the agency by enhancing the quality of our services and operations. Our goals for IT are to be efficient, effective, secure, economical and innovative.

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

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

- redesigning the agency's website
- initiating online panels to evaluate grant proposals
- reworking online grant application forms to be shorter and easier to use
- restructuring business logic so online forms accommodate new two-year grant program
- reducing the number of grant forms overall
- consolidating online report forms to serve multiple programs
- introducing training for constituents through webinars
- redesigning the e-newsletter
- replacing the Art on Art calendar with a blog highlighting cultural activities across the state
- launching a searchable map for the new Cultural Districts program

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

Further refinements will be made to the online grant system as we complete the migration of that system to a newer framework. TCA's online grant application builds a customized interface for account holders allowing them to research opportunities for TCA funding, apply for grants online, manage multiple

applications, follow the progress of their application through the review and scoring phase, receive their award, and provide revisions and evaluation reports. TCA's ability to provide customized guidelines, online technical assistance, grant-writing tips, and electronic grant submission has resulted in significant cost savings to the agency and a broader and higher degree of customer service to constituents. The agency receives, processes, pays, evaluates, and monitors between 1,200 and 1,800 grants per fiscal year using this system.

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

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

- *Provide agency descriptions related to each statewide technology goal listed below. The criteria for these descriptions appear after each goal and are labeled 1.a, 1.b, 2.a, and so forth.*

Statewide Technology Goal 1

Strengthen and Expand the Use of Enterprise Services and Infrastructure

1.1 Enhance Capabilities of the Shared Infrastructure

- Data Center Infrastructure
- Communications Technology Infrastructure
- Statewide Portal Infrastructure

1.2 Leverage Shared Applications

- Enterprise Resource Planning (ERP)
- Email Messaging

1.3 Leverage the State's Purchasing Power

- Product and Services Portfolio Expansion

1.a Describe agency plans to strengthen and/or expand its capabilities through the initiatives described in Statewide Technology Goal 1.

1.1. (a) TCA is not currently a participant in the data center services program, but our efforts towards internal consolidation will better prepare the agency for participation when that time comes. (b) TCA has always subscribed to the TEX-AN statewide communications services and looks forward to the upcoming enhancements to those services. (c) TCA participates in TexasOnline eGrants application. The application makes it easy for grant seekers in Texas to find the potential sources of funding available through state government. Many new constituents have discovered our agency and our grant programs through this application. The enhanced exposure inherent in TexasOnline is beneficial to the agency and to the public. New services, particularly the Web 2.0 applications, made available through the new Marketplace on TexasOnline are of interest to our agency. Currently, we are analyzing the impact of the new domain and new email addresses on the agency so we can efficiently move forward with that initiative.

1.2. (a) TCA participated in the Enterprise Resource Planning advisory council and will take advantage of the outcomes of the project. (b) TCA is ready to evaluate the enterprise email messaging solutions offered through DIR's Cooperative Contracts.

1.3. (a) As one of the smaller agencies, TCA benefits greatly from the coordination of bulk purchasing of shared services and products. TCA will continue to utilize the Cooperative Contracts for products and services; the ITC program saves our agency time and money.

1.b Describe agency plans to strengthen and/or expand its capabilities through other initiatives that leverage enterprise or multi-agency services and infrastructure, including managed services, shared applications, internal consolidation efforts, and procurement strategies.

TCA has identified internal consolidation efforts as a priority. Reducing the number of systems and platforms supported by TCA will conserve the agency resources, lessen security measures required to protect data and safeguard systems, and enhance the agency's ability to adapt to ever-increasing technological complexities.

Statewide Technology Goal 2

Secure and Safeguard Technology Assets and Information

2.1 Align the State's Approach to Enterprise Security with other State and National Strategies

- State Enterprise Security Plan
- Vulnerability to Cyber Attacks
- Response and Recovery Capabilities

2.2 Integrate Identity Management, Credentialing, and Access Privileges

- Identity Management Services

2.a Provide an update on the agency's progress in implementing strategies to align with the State Enterprise Security Plan.

(a) TCA will continue to participate in the State Enterprise Security Plan under DIR's leadership. Our agency utilizes and reports through the CERT portal and SIRS systems. We receive and respond to alerts from DIR around potential technology threats and take action to mitigate those threats. Staff attends security training to stay current with the latest statewide efforts and best practices in cybersecurity. (b) The agency employs the annual WAVS and CPT testing on our systems so we can strengthen our security systems. (c) Our response and recovery capabilities are tested and proven; this is an area we always strive to improve and build upon our past experiences.

2.b Describe the agency's identity management strategies in place or planned.

The agency has a roles based identity management plan that has evolved over time. The dynamic nature of staff responsibility has required the creation of fewer coarse-grained roles that provide initial access to resources. As staff responsibilities exceed the bounds of those roles, request-based identity management becomes necessary to provide privileges necessary for staff members to meet their commitments.

Given that the agency is a uniform Microsoft environment, the establishment of directory services via

Active Directory in 2000 has been an effective means of realizing privilege administration across the agency's infrastructure.

Statewide Technology Goal 3

Serve Citizens Anytime, Anywhere

3.1 Expand and Enhance Access to Agency Services

- Multi-Channel Access
- Rural Broadband Expansion

3.2 Facilitate Open and Transparent Government

- Best Practices for Information Assets

3.a Describe the agency's plans to expand or enhance access to its services and promote citizen engagement through online services and emerging technologies.

(a) The agency's primary online service continues to be our grant application system, originally launched in 1998. We continue to refine and enhance the system to better meet the needs of our constituents and the goals of the agency. This past year, we began using webinar training for our panelists and applicants. Constituents appreciate the convenience and accessibility of the webinars and the agency realized savings in traditional travel costs and staff time. We plan to build on this success by expanding our offerings of webinar trainings. The agency replaced our legacy Art on Art calendar with an Art on Art blog to promote cultural tourism. The blog also serves as a model for the arts industry on how to utilize this technology to build new audiences, engage patrons, and garner press for events. We developed a list of our grant recipients that have a presence on Twitter so we could begin to cross-pollinate these efforts. Another online resource TCA offers is our Tools for Results Tool-kit of information, best practices, and templates geared towards the arts business development. A new chapter focusing on economic development is planned for this online resource which continues to be one of the more popular offerings on our website. (b) TCA has a mandate to provide services broadly throughout the state and actively works to reach out to the underserved regions of the state. Enhanced internet access in rural communities will make that work easier and more cost effective for our agency.

3.b Describe initiatives planned or in process that will facilitate access to agency information and public data.

TCA's website was redesigned with an eye on transparency. The new site offers information from Commission Meetings, state, and federal reports previously available only through a Freedom of Information Act request.

Eight years ago, TCA began posting a searchable list of current grant recipients online in an effort to

make the agency more transparent and open. The agency has identified the modernization of that search tool as a planned project and will employ a common infrastructure in the redevelopment.

Statewide Technology Goal 4

Pursue Excellence and Foster Innovation across the Enterprise

4.1 Link Technology Solutions to Workplace Innovations

- Workplace Productivity and Collaboration

4.2 Pursue Leading-Edge Strategies for Application Deployment

- Cloud Computing
- Specifications, Toolkits, and the Application Marketplace
- Legacy Systems Modernization

4.3 Optimize Information Asset Management

- Best Practices for Managing Digital Information

4.4 Promote the Use and Sharing of Information

- Health Information Exchange
- Statewide Communications Interoperability
- Justice Information System Integration
- Enterprise Geospatial Services

4.a Describe agency plans to implement or enhance workplace productivity and to leverage collaboration tools.

Our agency is currently experimenting with enterprise resource scheduling and evaluating enterprise collaboration tools.

4.b Describe agency strategies to develop and deploy applications more efficiently (i.e., through Cloud Computing, Software as a Service, Application Toolkits, Legacy System Modernization).

(a) As part of our planning phase, TCA will be evaluating the risks and benefits of cloud computing. (b) We will also review and evaluate the offerings through the TexasOnline Marketplace to identify viable applications and services that we can use or repurpose to serve our needs. (c) In our current effort to modernize our legacy grants system to .NET we also streamlined our business rules and logic to make the system lighter and more efficient. We will continue this practice as we evaluate our other aging systems.

4.c Describe agency strategies to enhance information asset management practices.

Part and parcel of the planning phase is an internal study of the agency's existing information assets. The agency has undergone dramatic changes and is due for a critical and comprehensive look at what information we are housing and protecting and why. This will be a continuation of our efforts to streamline, simplify, and consolidate.

4.d Describe agency practices or plans to enhance the use and sharing of information with agency business partners.

TCA is always interested in finding new ways to leverage the public investment in the agency and in finding new ways to collaborate with our agency business partners. Currently, the agency is able to share as much information as necessary with our existing partners. We have no plans in place at this time that impact or enhance these capabilities.

PART 2: TECHNOLOGY INITIATIVE ALIGNMENT

The table below depicts the format and mapping of the Texas Commission on the Arts current and planned technology initiatives to the agency's business objectives.

TECHNOLOGY INITIATIVE	RELATED AGENCY OBJECTIVE/(S)	RELATED SSP STRATEGY/(IES)	CURRENT OR PLANNED	ANTICIPATED BENEFIT(S)	INNOVATION, BEST PRACTICE,
1. Redesign website to improve navigation, appearance, and accessibility to users with disabilities	All Objectives	3.1	Current	Improve customer satisfaction. Makes agency operations and information more transparent to the public.	
2. Allow applicants to apply for grant funding online and via Texas Online	All Objectives	3.1	Current	Reduces human error, processing time, and complexity. Increases public access to all funding opportunities.	Best practice
3. Provide an online interface for evaluating and scoring grant proposals	All Objectives	3.1	Current	Reduces the cost of conducting evaluation panel meetings	
4. Implement a secure mechanism to automate the batch payment of grants	A.1.3 B.1.3		Current	Reduces time and human error in the processing and issuing of payments.	Benchmarking: Compare time and errors when issuing grant payment manually via USAS versus batch payer
5. Enhance the public's ability to search and access grants issued by the agency		3.2	Current	Satisfies public's demand for more openness in government; supports more informed public input during meetings.	Best practice

TECHNOLOGY INITIATIVE	RELATED AGENCY OBJECTIVE/(S)	RELATED SSP STRATEGY/(IES)	CURRENT OR PLANNED	ANTICIPATED BENEFIT(S)	INNOVATION, BEST PRACTICE,
6. Provide workshops and trainings to constituents via webinars	All Objectives	3.1	Current	Reduce the cost of conducting workshops and trainings across the state	
7. Develop a blog to promote arts and cultural events in Texas	B.1.1 B.1.2 B.1.3	3.1	Current	Increase cultural tourism and economic impact in Texas. Provide focused information to public citizens.	
8. Internal consolidation of IT assets, systems and platforms	C.1.1 C.1.2		Current	Reduces the cost of managing resources; lessens security measures required to protect data and safeguard systems	
9. Refine life-cycle management of stored files and information	C.1.1 C.1.2		Planned	Reduces costs associated with storing information; reduce time to comply with e-discovery and other information requests.	

APPENDIX A

Description of Agency's Planning Process

DESCRIPTION OF TEXAS COMMISSION ON THE ARTS PLANNING PROCESS STRATEGIC PLAN FY 2011-2015

OVERVIEW

In preparation for the FY 2011-2015 strategic plan, the 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 at various meetings with constituents across the state. Feedback regarding agency policies and program management was sought at committee meetings, policy discussions at evaluator panel meetings, 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.

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

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

CHANGES TO GRANTS AND PROGRAMS IN 2009

As a result of the 2009-2013 strategic planning effort, TCA implemented a large number of changes in the guidelines for grants and programs. These changes required a period of transition, and TCA anticipated questions from the field. TCA staff was available to help answer questions by phone or email. Additionally, the agency conducted educational webinars to educate constituents about the improved opportunities available to them. This use of technology allowed TCA to connect with a large statewide audience in a manner that was low-cost, yet highly effective.

COMMISSION INPUT

Planning input is encouraged by the agency's governing body at regular quarterly meetings. At the March 4, 2010 meeting, Commissioners discussed the mission statement of the agency and laid out plans for TCA staff to complete for the 2011-2015 strategic plans. Commissioners approved the 2011-2015 strategic plans at the June 3, 2010 meeting.

EVALUATION PANEL MEETINGS

At the conclusion of each evaluation panel meeting, TCA staff convenes a discussion to seek suggestions and monitor observations of evaluators. During the twelve months before the 2011-2015 strategic plan we written, thirty-eight evaluation panels were conducted and one hundred fifty seven individuals participated in the evaluation and 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 at least one hundred and thirty, or 12% of the total of its annual grant awards. During these visits, staff insures that grant funds have been utilized for eligible expenditures and that organizations have the proper financial documentation for the deposits and expenditures. In addition, TCA staff gives each applicant that they monitor an overview of TCA grant programs, answers questions, and brings issues of concern back to headquarters. The information gathered from these site visits informs the planning process.

OTHER INFORMATION

The agency has traditionally provided workshops and trainings on grant programs, grant writing skills, and relevant topics for the arts industry of the state. TCA staff spoke at conferences, and attended gatherings and meetings and had meetings with constituents across the state to review changes in TCA's guidelines and grant application deadlines. Staff conducted over 75 different visits with constituents over the past twelve months.

CONCLUSION

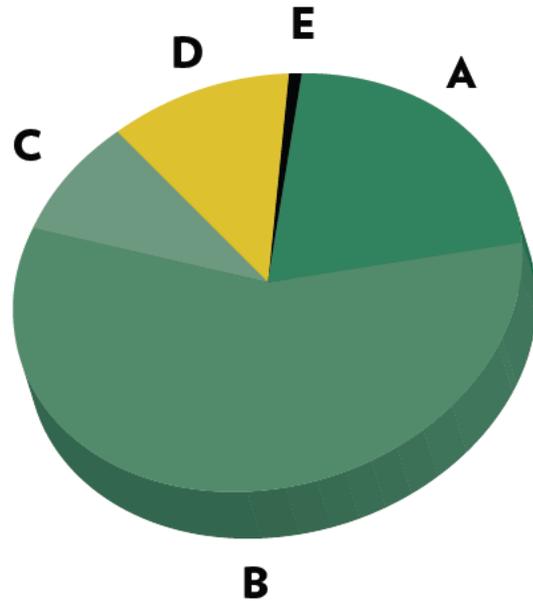
Based on evaluations by staff and significant input from the field, TCA has identified areas for improvement. The fiscal operations of the agency have been scrutinized and monitored to assure compliance with legal requirements and proper accounting procedures. TCA responded to constituent feedback and 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. The field has also indicated the importance of support from TCA. In many communities a TCA grant is viewed as a "Good Housekeeping" seal of approval and assists in leveraging for additional private funding.

CUSTOMER SERVICE SURVEY

In May of 2010, TCA issued a constituent survey to gauge the public’s attitude towards the agency. The survey had over 300 surveys returned from constituents. Results of the survey are reflected in the report on customer service in the agency’s strategic plan.

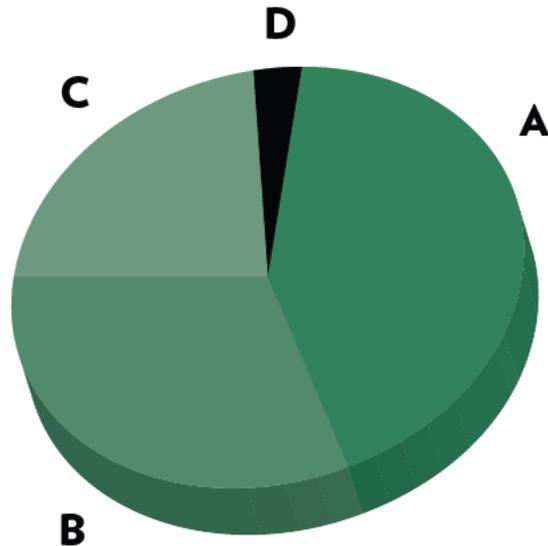
1. How many times have you had contact (including submission of grant applications) with TCA staff in the past 12 months?

- A. Six or more: 68
- B. Two to five: 177
- C. Once: 27
- D. None: 35
- E. No response recorded: 2



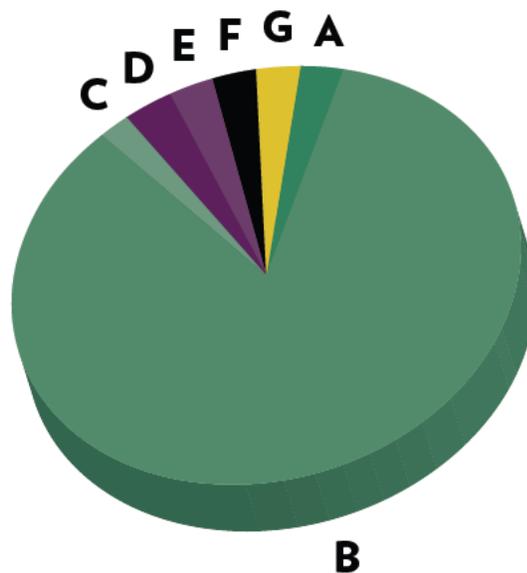
2. Indicate how long you have interacted with this agency.

- A. Six or more years: 134
- B. Two to five years: 100
- C. One year or less: 69
- D. No response recorded: 9



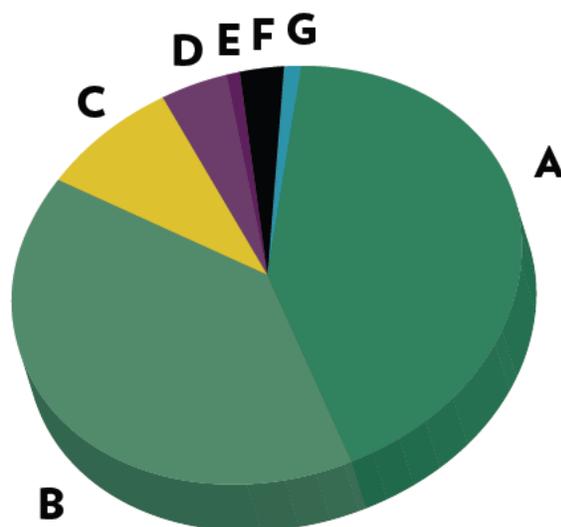
3. *The primary reason for your contact with us.*

- A. General information: 9
- B. Grant information: 262
- C. Information about the arts: 6
- D. Problem resolution: 9
- E. Referral, advice, technical: 9
- F. No response recorded: 9
- G. Other: 8



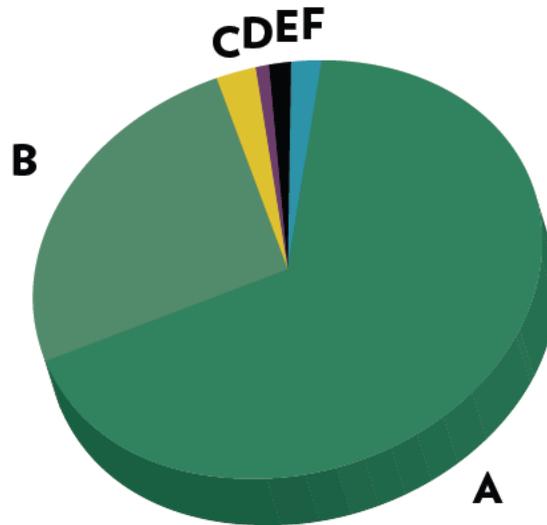
4. *My overall experience was positive.*

- A. Strongly Agree: 91
- B. Agree: 86
- C. Neutral: 18
- D. Disagree: 9
- E. Strongly Disagree: 2
- F. No response recorded: 6
- G. Not Applicable: 2



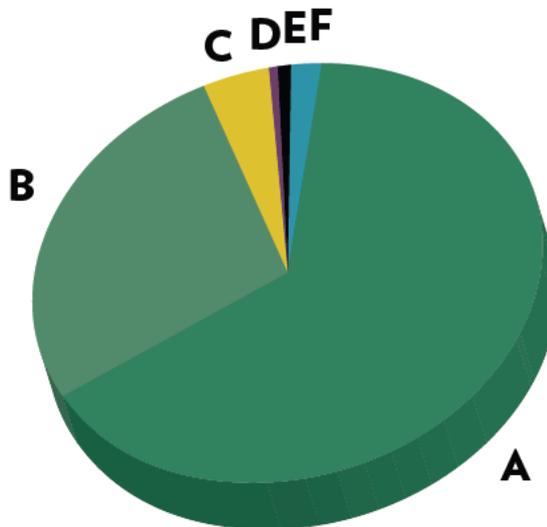
5. *Staff was courteous and friendly.*

- A. Strongly Agree: 212
- B. Agree: 80
- C. Neutral: 7
- D. Disagree: 3
- E. No response recorded: 4
- F. Not Applicable: 6



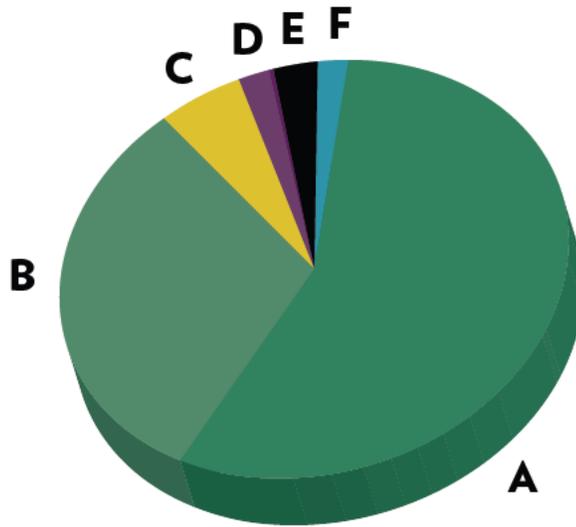
6. *Staff was knowledgeable and helpful.*

- A. Strongly Agree: 203
- B. Agree: 86
- C. Neutral: 13
- D. Disagree: 2
- E. No response recorded: 2
- F. Not Applicable: 6



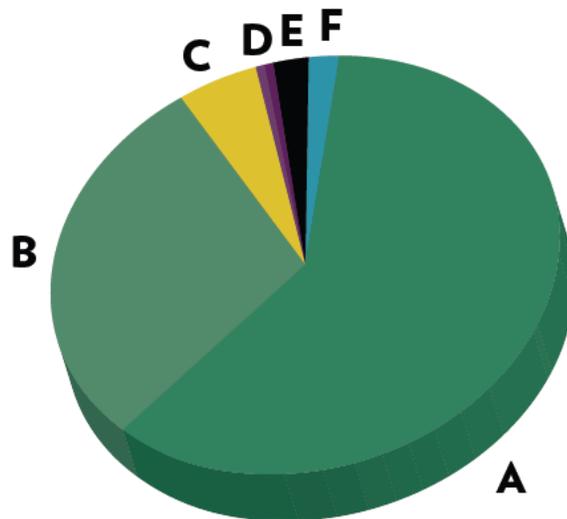
7. *I received a prompt response.*

- A. Strongly Agree: 177
- B. Agree: 97
- C. Neutral: 17
- D. Disagree: 6
- E. Strongly Disagree: 1
- F. No response recorded: 8
- G. Not Applicable: 6



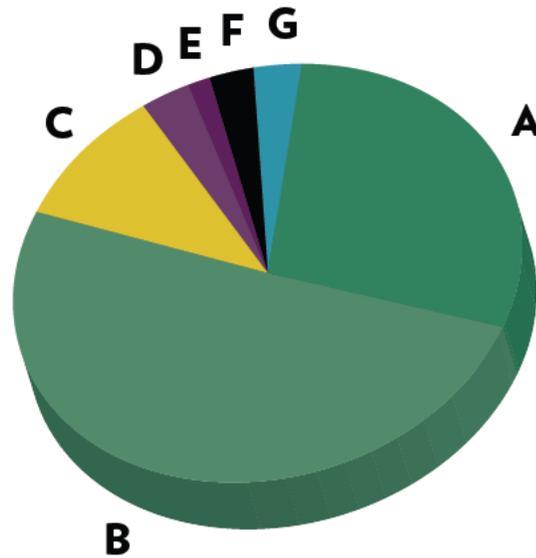
8. *I received the information I requested.*

- A. Strongly Agree: 189
- B. Agree: 91
- C. Neutral: 16
- D. Disagree: 2
- E. Strongly Disagree: 1
- F. No response recorded: 7
- G. Not Applicable: 6



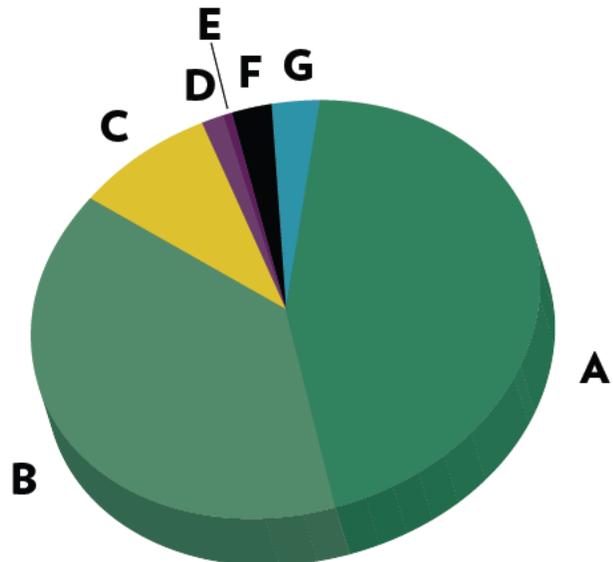
9. *Written materials are clear and accurate.*

- A. Strongly Agree: 91
- B. Agree: 158
- C. Neutral: 31
- D. Disagree: 10
- E. Strongly Disagree: 4
- F. No response recorded: 9
- G. Not Applicable: 9



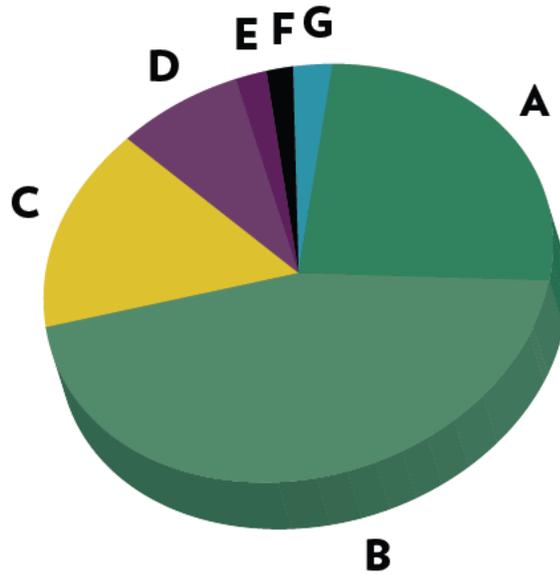
10. *Email communications are useful and timely.*

- A. Strongly Agree: 140
- B. Agree: 122
- C. Neutral: 27
- D. Disagree: 4
- E. Strongly Disagree: 2
- F. No response recorded: 8
- G. Not Applicable: 9



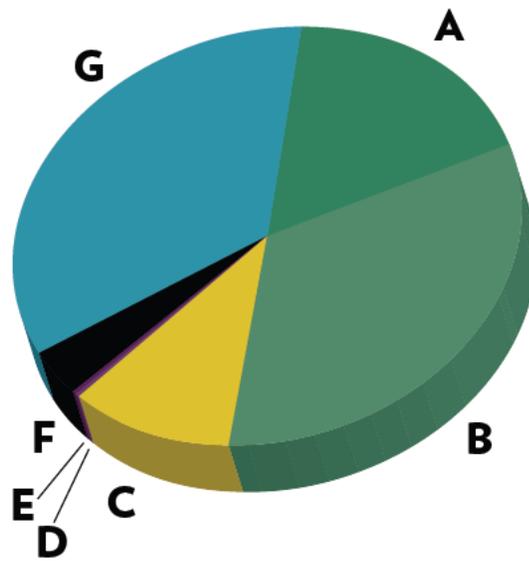
11. *The website was easy to use and well organized.*

- A. Strongly Agree: 80
- B. Agree: 141
- C. Neutral: 48
- D. Disagree: 24
- E. Strongly Disagree: 6
- F. No response recorded: 6
- G. Not Applicable: 7



12. *The newsletter contained accurate and useful information.*

- A. Strongly Agree: 56
- B. Agree: 101
- C. Neutral: 34
- D. Disagree: 1
- E. Strongly Disagree: 1
- F. No response recorded: 12
- G. Not Applicable: 107



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

A. Strongly Agree: 37

B. Agree: 70

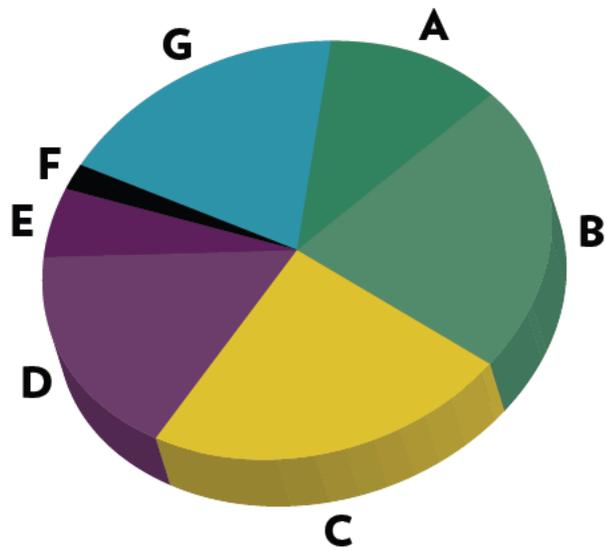
C. Neutral: 72

D. Disagree: 54

E. Strongly Disagree: 16

F. No response recorded: 6

G. Not Applicable: 57



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

A. Strongly Agree: 97

B. Agree: 122

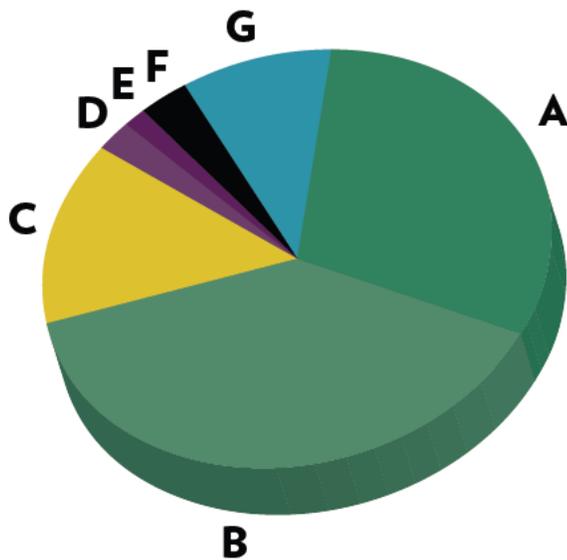
C. Neutral: 43

D. Disagree: 7

E. Strongly Disagree: 4

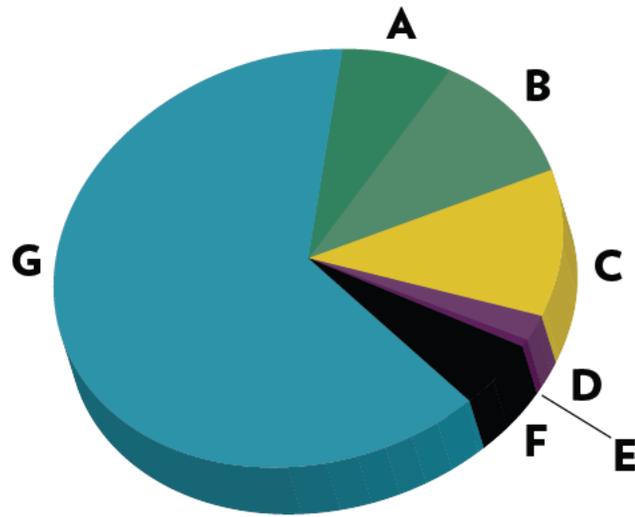
F. No response recorded: 10

G. Not Applicable: 29



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

- A. Strongly Agree: 23
- B. Agree: 34
- C. Neutral: 35
- D. Disagree: 6
- E. Strongly Disagree: 2
- F. No response recorded: 16
- G. Not Applicable: 196



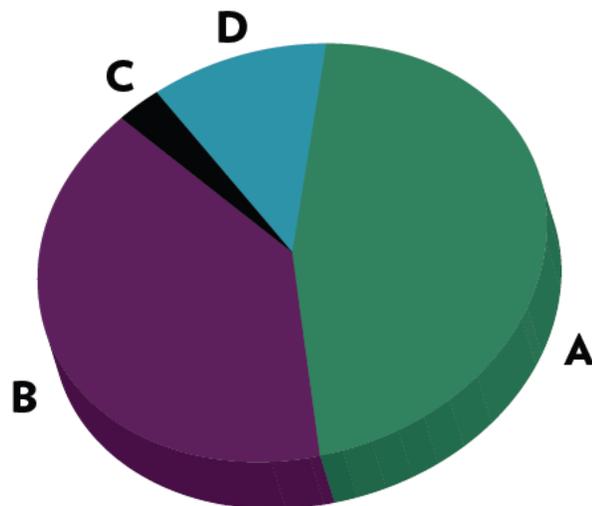
GRANT PROGRAMS:

Two years ago, TCA made major changes to the grant programs. We would like your thoughts on those changes.

Arts Create: Two-year renewable operational support.

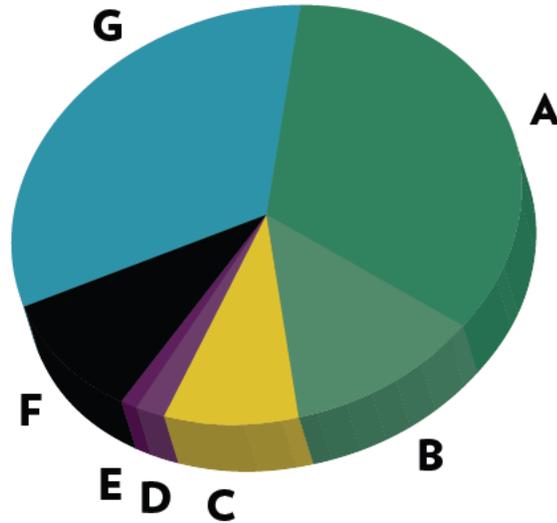
16. *Did you apply to this program?*

- A. Yes: 144
- B. No: 125
- C. No response recorded: 9
- D. Not applicable: 34



17. Rate your overall satisfaction with the Arts Create grant program?

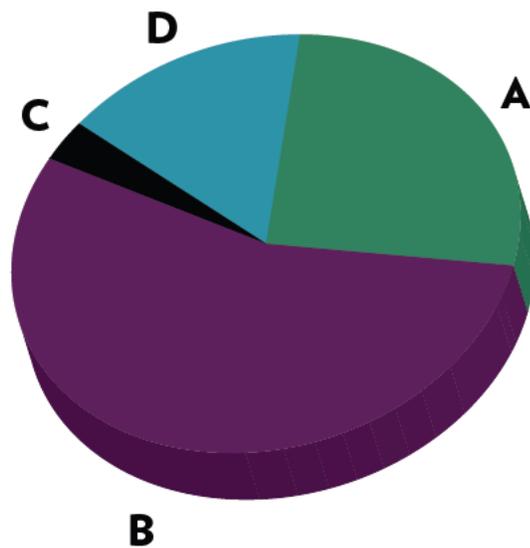
- A. Very Satisfied: 106
- B. Satisfied: 37
- C. Neutral: 27
- D. Dissatisfied: 6
- E. Very Dissatisfied: 4
- F. No response recorded: 32
- G. Not Applicable: 100



Arts Respond Projects: support available twice-a-year for projects that align with State Priority Areas of economic development; education; health & human services; natural resources & agriculture; public safety & criminal justice.

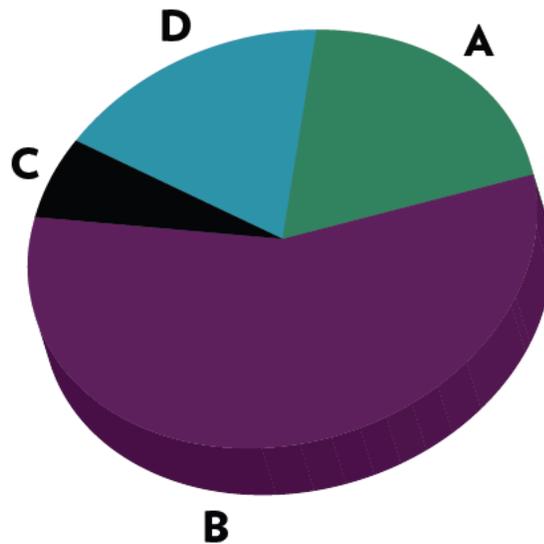
18. Did you apply to this program at the July 2009 deadline?

- A. Yes: 84
- B. No: 171
- C. No response recorded: 10
- D. Not Applicable: 47



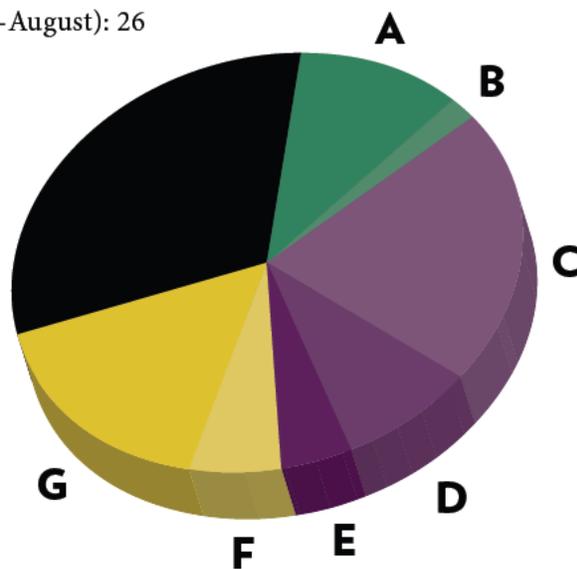
19. Did you apply to this program at the January 2010 deadline?

- A. Yes: 63
- B. No: 177
- C. No response recorded: 19
- D. Not Applicable: 53



20. If you did not apply in January, please indicate why:

- A. Not aware of this deadline: 34
- B. Deadline was too soon after the holidays: 6
- C. Did not have a project that fit this program: 67
- D. Did not have a project that fit this timeframe (April-August): 26
- E. Did not think we had a second opportunity: 14
- F. Not clear about how to use the Priority Areas: 18
- G. Other: 52
- H. No response recorded: 95

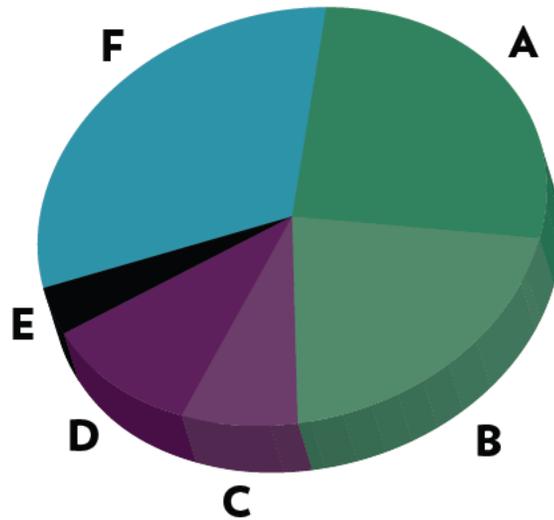


Based on feedback we have received from the field, we are considering changing the second deadline. The two options under consideration are:

1. Consolidating the two deadlines into one, so all four opportunities for project support would have the July deadline.
2. Backing up the January deadline to November, so the timeframe for those projects would be January-August. Applicants could submit up to two applications at each of the two deadlines.

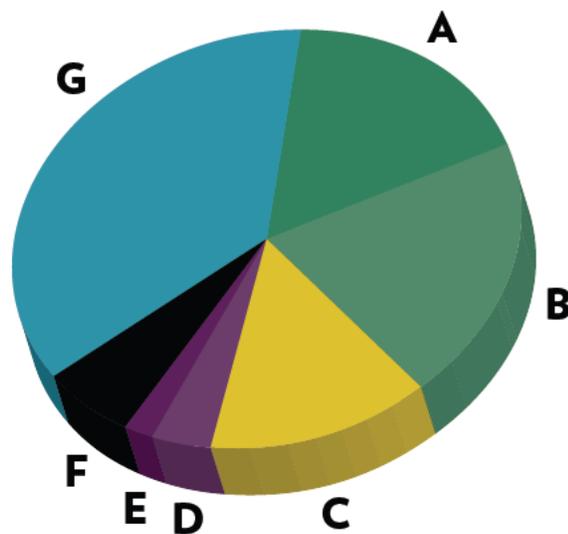
21. Which would you prefer?

- A. Backing up January deadline to November: 84
- B. Consolidation to one deadline in July: 65
- C. Either would be better: 23
- D. Leaving the second deadline in January: 33
- E. No response recorded: 12
- F. No Opinion: 95



22. Rate your overall satisfaction with the Arts Respond Project grant program?

- A. Very Satisfied: 55
- B. Satisfied: 62
- C. Neutral: 44
- D. Dissatisfied: 12
- E. Very Dissatisfied: 6
- F. No response recorded: 20
- G. Not Applicable: 113



23. Overall, do you feel these changes were positive?

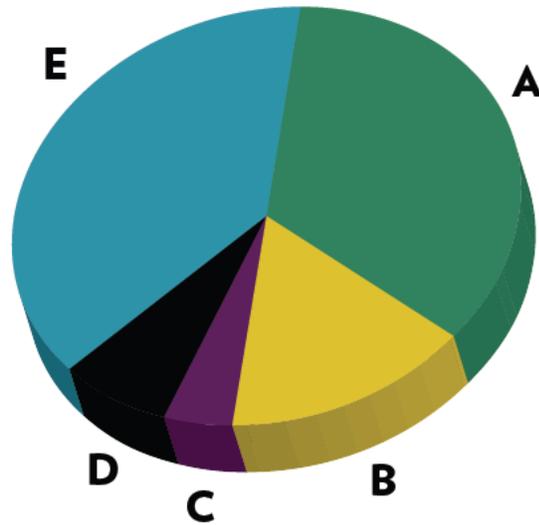
A. Yes: 109

B. Maybe: 47

C. No: 14

D. No response recorded: 24

E. Not Applicable: 118



WEBINAR TRAININGS:

Based on feedback from the field about how hard it is to funds professional development, we are considering offering online trainings.

24. Would you be interested?

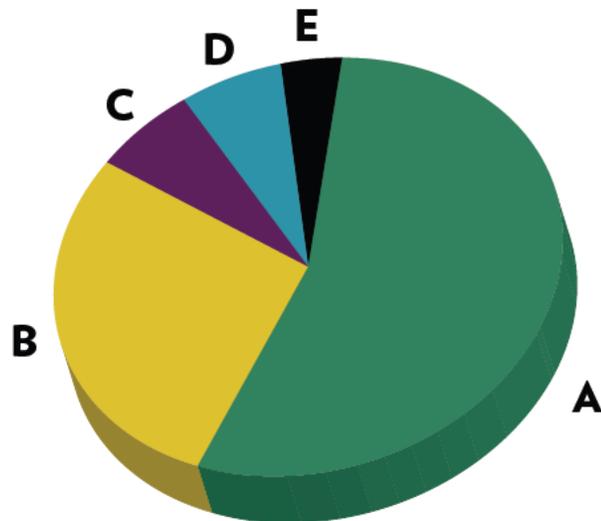
A. Yes: 172

B. Maybe: 88

C. No: 20

D. No Opinion: 20

E. No response recorded: 12



If yes, which topics would you be most interested in:

Please indicate your interest using a 1 to 10 scale where 10 is very interested and 1 is not interested

25. Fundraising

10: 126

9: 29

8: 37

7: 14

6: 10

5: 17

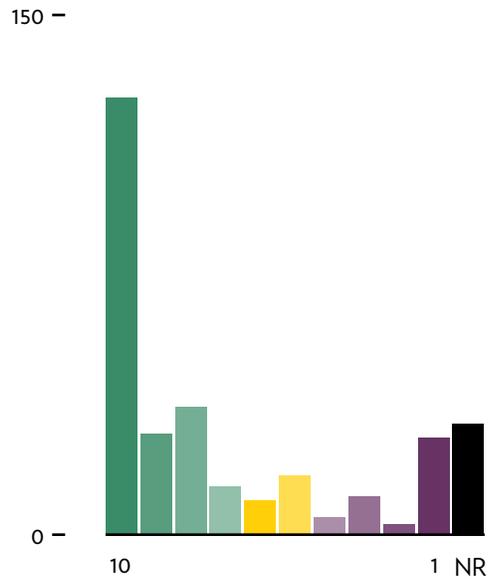
4: 5

3: 11

2: 3

1: 28

No Response Recorded: 32



26. Economic development and tourism

10: 72

9: 18

8: 36

7: 25

6: 29

5: 26

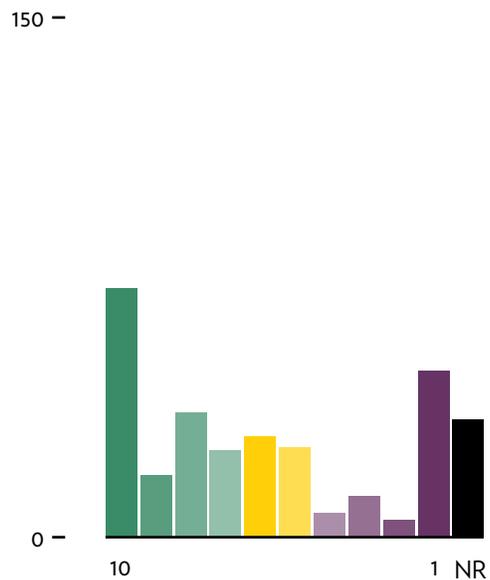
4: 7

3: 12

2: 5

1: 48

No response recorded: 34



27. Grant writing

10: 121

9: 40

8: 39

7: 20

6: 14

5: 12

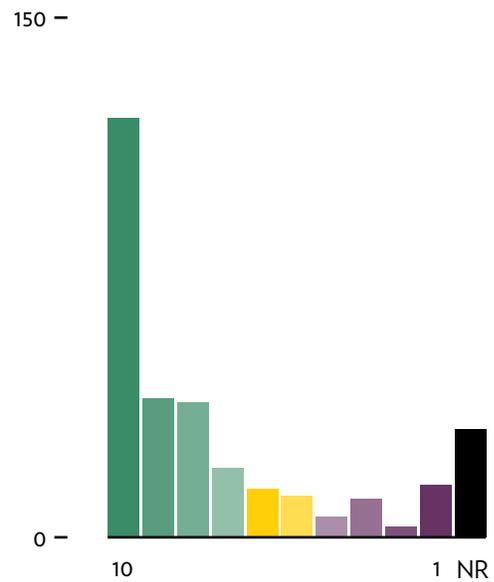
4: 6

3: 11

2: 3

1: 15

No response recorded: 31



28. New IRS Form 990 requirements

10: 54

9: 26

8: 29

7: 24

6: 27

5: 32

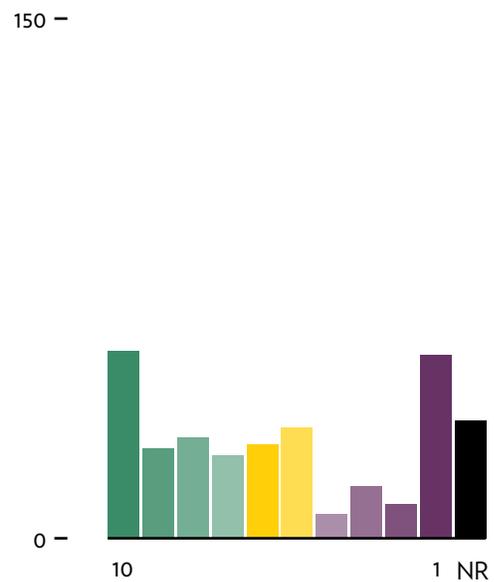
4: 7

3: 15

2: 10

1: 53

No response recorded: 34



29. Financial reporting

150 -

10: 51

9: 24

8: 45

7: 32

6: 23

5: 34

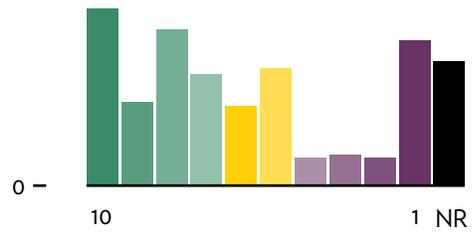
4: 8

3: 9

2: 8

1: 42

No response recorded: 36



30. Marketing

150 -

10: 97

9: 36

8: 41

7: 22

6: 16

5: 19

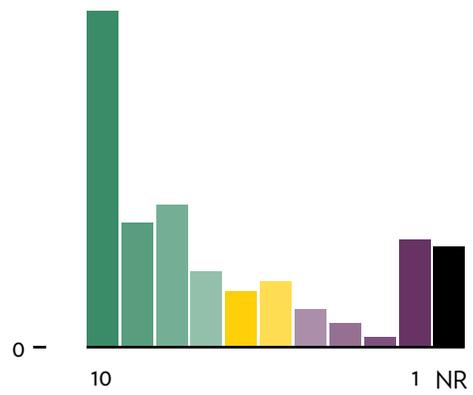
4: 11

3: 7

2: 3

1: 31

No response recorded: 29



31. Social Media/Web 2.0

10: 89

9: 41

8: 35

7: 19

6: 18

5: 27

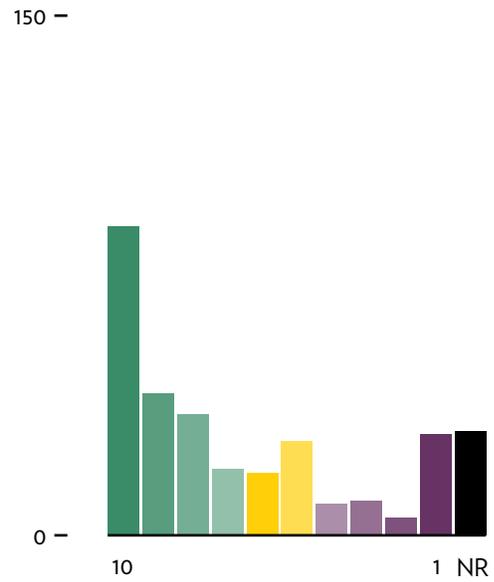
4: 9

3: 10

2: 5

1: 29

No response recorded: 30



32. Leadership transitions

10: 52

9: 32

8: 40

7: 28

6: 25

5: 31

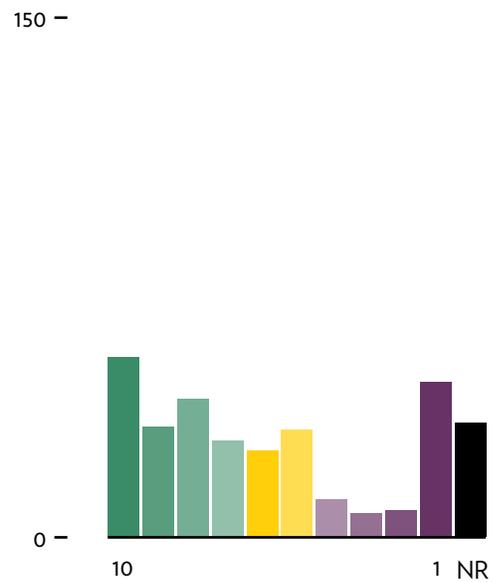
4: 11

3: 7

2: 8

1: 45

No response recorded: 33



33. Arts Respond Priority Areas

10: 96

9: 51

8: 31

7: 19

6: 22

5: 22

4: 9

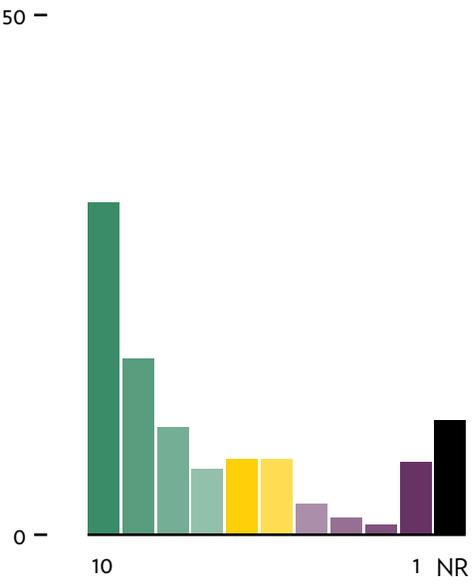
3: 5

2: 3

1: 21

No response recorded: 33

150 -



APPENDIX B

Current Organizational Chart

APPENDIX C

Five-year Projections for Outcomes

**TEXAS COMMISSION ON THE ARTS
2011 - 2015 PERFORMANCE MEASURES PROJECTIONS**

GOAL 1: ARTS & CULTURAL GRANTS

Type	Performance Measure	2011 Goal	2012 Goal	2013 Goal	2014 Goal	2015 Goal
Outcome 1	% of Grant Applications Funded	93%	93%	93%	93%	93%
Outcome 2	% of Applications from Minority Organizations	20%	20%	20%	20%	20%
Outcome 3	% of Assistance Dollars Provided to Applications from Minority Organizations	20%	20%	20%	20%	20%
Outcome 4	% Applications that are from Rural Counties	15%	15%	15%	15%	15%
Outcome 5	% of Grant Dollars to Rural Counties	10%	10%	10%	10%	10%
Outcome 6	% of Total Grant Dollars Awarded from License Plate Sales	5%	5%	5%	5%	5%
Outcome 7	% of Grants Funded for Arts Education	20%	20%	20%	20%	20%
Outcome 8	% of Funded Grantees Monitored	10%	10%	10%	10%	10%

GOAL 2: PROMOTION AND PARTICIPATION

Type	Performance Measure	2011 Goal	2012 Goal	2013 Goal	2012 Goal	2013 Goal
Outcome 1	% Grant Dollars Awarded that Promote Cultural Tourism	25%	25%	25%	25%	25%
Outcome 2	\$ Amt of Funding Secured for TCA	\$ 152,000	\$ 152,000	\$ 152,000	\$ 152,000	\$ 152,000

APPENDIX D

List of Measure Definitions

**TEXAS COMMISSION ON THE ARTS
LIST OF MEASURE DEFINITIONS**

**TEXAS COMMISSION ON THE ARTS
LIST OF MEASURE DEFINITIONS**

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

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

**Percentage of Grant Applications Funded
Goal: 1 Objective: 1 Outcome: 1**

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

**Percentage of Applications from Minority Organizations
Goal: 1 Objective: 1 Outcome: 2**

Definition	This measure identifies the percentage of grant applications from ethnically specific 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 Applications from Minority Organizations
Goal: 1 Objective: 1 Outcome: 3**

Definition	This measure represents the percentage of grant dollars awarded to ethnically specific minority organizations.
-------------------	--

**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 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 awarded to 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 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.

**TEXAS COMMISSION ON THE ARTS
LIST OF MEASURE DEFINITIONS**

New Measure	No.
Desired Performance	Higher than target.

**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 that have curricular impact divided by the 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 organizations receiving funding that were monitored 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 divided by the total number of grants awarded in the previous fiscal year. Those grants that were cancelled will not be counted in the number of grants awarded.
Data Limitations	None.

**TEXAS COMMISSION ON THE ARTS
LIST OF MEASURE DEFINITIONS**

Calculation Type	Non-cumulative.
New Measure	Yes.
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 ethnically specific minority organizations.
-------------------	---

**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 ethnically specific 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 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 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.
New Measure	No.
Desired Performance	Higher than target.

**TEXAS COMMISSION ON THE ARTS
LIST OF MEASURE DEFINITIONS**

01-01-03 STRATEGY: DIRECT ADMINISTRATION

Evaluate grant application; monitor for contract compliance.

Goal 2: Promotion and Participation

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

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

Percentage of Grant Dollars Awarded that Promote Cultural Tourism

Goal: 2 Objective: 1 Outcome: 1

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

Dollar Amount of Private Funding Secured for TCA

Goal: 2 Objective: 1 Outcome: 2

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

02-01-01 STRATEGY: CULTURAL TOURISM

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

**TEXAS COMMISSION ON THE ARTS
LIST OF MEASURE DEFINITIONS**

**Number of Grants that Promote Cultural Tourism
Goal: 2 Objective: 1 Strategy: 1 Output Measure: 1**

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

02-01-02 STRATEGY: MARKETING AND FUNDRAISING

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

02-01-03 STRATEGY: DIRECT ADMINISTRATION

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

Number of Marketing and PR Activities, Conferences and Seminars to Promote Cultural Tourism

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

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

Goal 3: Indirect Administration

03-01 OBJECTIVE: Indirect Administration

**TEXAS COMMISSION ON THE ARTS
LIST OF MEASURE DEFINITIONS**

03-01-01 STRATEGY: CENTRAL ADMINISTRATION

03-01-02 STRATEGY: INFORMATION RESOURCES

APPENDIX E

Workforce Plan



**TEXAS COMMISSION ON
THE ARTS**

WORKFORCE PLAN
FOR FISCAL YEARS 2011 - 2015

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 General Services Commission*, the Texas Historical Commission, the Texas State Library, the Texas Tourist Development Agency**, 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.

* *General Services Commission is now called the Facilities Commission.*

** *Texas Tourist Development Agency is now the Office of the Governor, Economic Development and Tourism division*

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

The agency is authorized eighteen (18) 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 is to develop a receptive climate for the arts through the conservation and advancement of our rich and diverse arts and cultural industries.

AGENCY STRATEGIC GOALS AND OBJECTIVES

<p style="text-align: center;">GOAL 1: Arts and Cultural Grants <i>To provide arts and cultural grants for the arts and cultural industry in Texas</i></p>
<p>Objective: Provide financial, human, and technical resources to ensure viable arts and cultural communities in Texas</p>
<p style="text-align: center;">GOAL 2: Promotion and Participation <i>Promote widespread attendance at arts and cultural performances and exhibitions in Texas</i></p>
<p>Objective: Promote participation in arts and cultural events and ensure 100% access to arts programs.</p>
<p style="text-align: center;">GOAL 3: Indirect Administration</p>

BUSINESS FUNCTIONS

The Texas Commission on the Arts is governed by seventeen (17) Commissioners, who are appointed by the Governor to six-year terms, and the Executive Director, who is hired by the Commissioners. The Commissioners and Executive Director work closely in all matters related to policy, programs, budget, and operations. TCA employs eighteen (18) full-time equivalents (FTEs), including the Executive Director, for the day-to-day operations of the agency.

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

ANTICIPATED CHANGES TO MISSION, STRATEGIES, AND GOALS

The Texas Commission on the Arts anticipates will change the wording of its mission, but there will be no change in the agency's strategies and goals over the next five years. However, the agency stands ready to adapt to any changes that may be required by legislation.

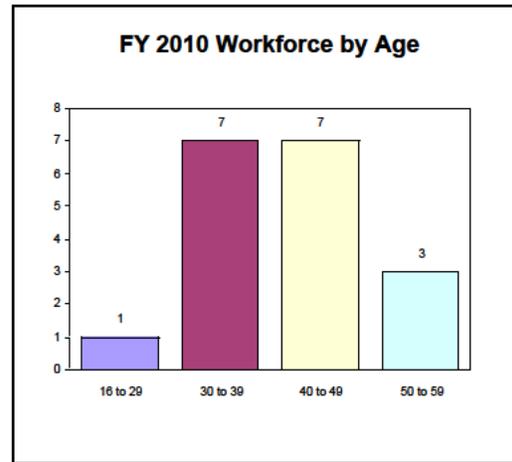
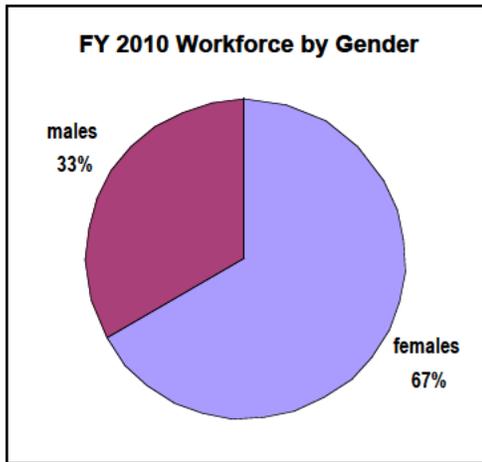
II. CURRENT WORKFORCE PROFILE

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 eighteen (18) FTEs each year for the 2010 – 2011 biennium. The agency is currently staffed by seventeen (17) full time employees and one (1) part-time employee. This equals 17.75 FTEs. The agency will lay-off two (2) FTEs in the near future to adhere to the 5% cuts mandated by the Leadership for the 2010 – 2011 biennium.

DEMOGRAPHIC INFORMATION:

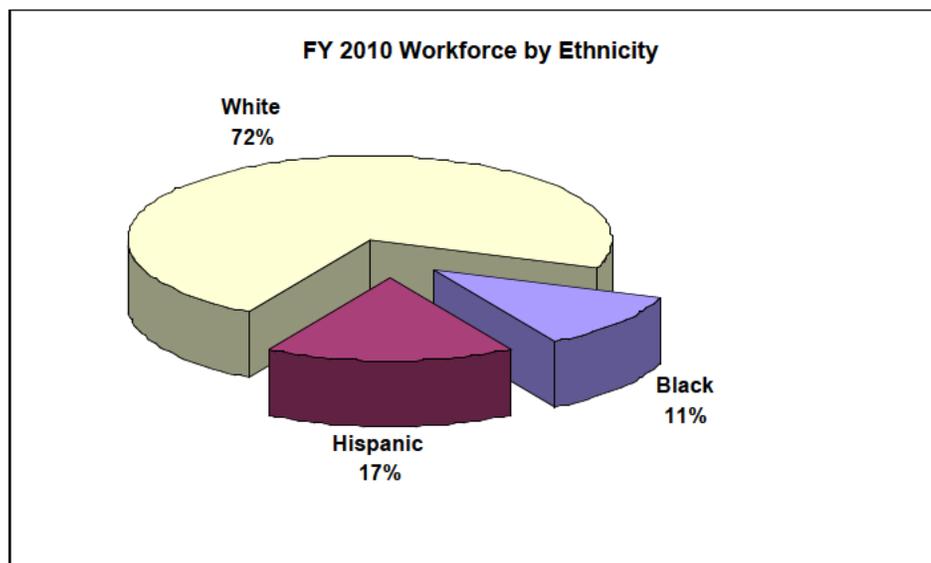
Age and Gender:

The agency's current headcount for Fiscal Year 2010 is eighteen (18) employees. The eighteen employees are comprised of six males and twelve females. Fourteen (77.8 %) of our agency's current employees are between the ages of 30 and 49. One employee is between the ages of 16 and 29 and three employees are between the ages of 50 and 59. We currently have no employees over the age of 59.



Ethnicity:

In Fiscal Year 2010, 72% of our agency's workforce is white, 17% is Hispanic, and 11% is black, as illustrated in the chart below.



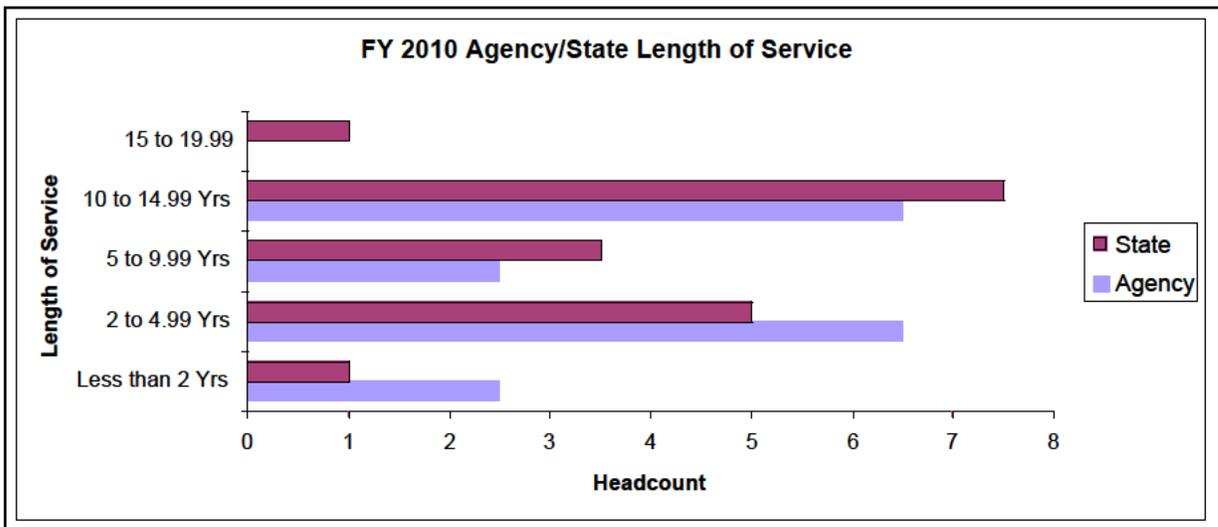
FY 2010 WORKFORCE COMPOSITION BY EEO CATEGORY:

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

EEO Category	FY 2010	% of Total
Administrative Support	4	22.20%
Officials & Administrators	2	11.10%
Professionals	10	55.60%
Technicians	2	11.10%
Total	18.00	100.00%

LENGTH OF SERVICE:

In Fiscal Year 2010, 17 out of TCA’s 18 employees have more than two years experience working for the State of Texas, while 15.5 have two or more years working for our agency. The agency average length of service is 6.9 years. The chart below depicts the agency and state length of service for Fiscal Year 2010.

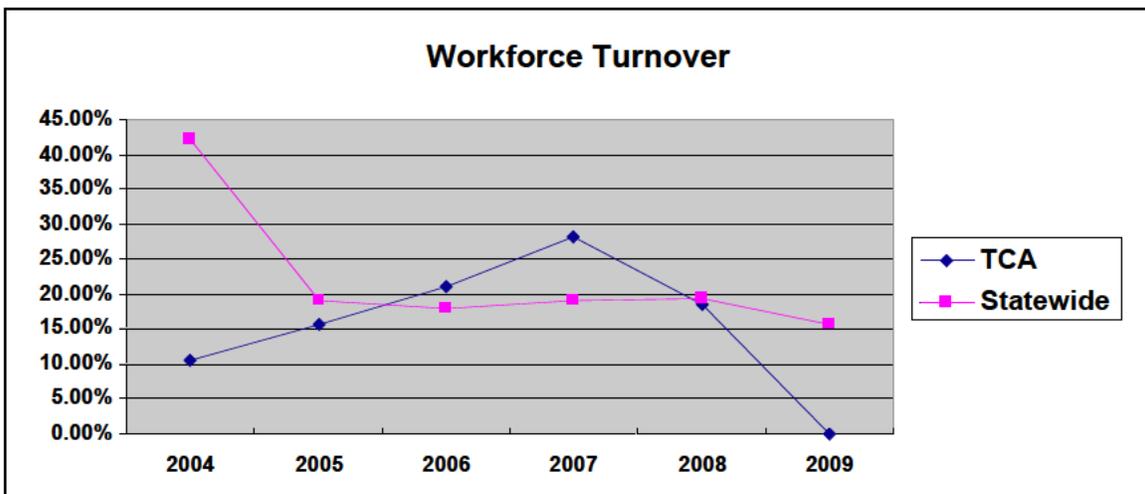


WORKFORCE ELIGIBLE FOR RETIREMENT:

TCA does not have any employees eligible for retirement under State of Texas Rules for the next five years.

AGENCY TURNOVER:

While the turnover rate for the State of Texas has remained steady during the last five years, TCA's has fluctuated greatly. The reason for this is the agency's size. When one employee is leaves the agency, the turnover rate increases dramatically. For example, there were four employees that left in 2006, five in 2007, and three in 2008. The turnover rated fluctuated from 21.1% to 28.2% and then to 18.5%. In 2009, the agency did not have any employees that left to pursue other interests.



PROJECTED TURNOVER RATE FOR FIVE YEARS:

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

We, also, don't foresee any employees leaving the agency to retire. The current average age for our employees is 43, way below retirement age. Of our entire current workforce, we have two people eligible to retire in FY 2015. We have another person eligible in FY 2017 and another in FY 2018. The rest still have many years before being eligible to retire under the State of Texas retirement rules. The agency does not anticipate any turnover from retirement within the next five years.

Any turnover the agency may have in the next five years will probably come from an administrative or Finance position. The agency expects its turnover rate to stay below 12%, which are two FTEs.

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

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

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

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

III. FUTURE WORKFORCE PROFILE

EXPECTED WORKFORCE CHANGES:

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

FUTURE WORKFORCE SKILLS NEEDED:

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

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

ANTICIPATED INCREASE/DECREASE IN FTEs:

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

IV. GAP ANALYSIS

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

ANTICIPATED SHORTAGE/SURPLUS IN STAFFING LEVELS:

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

ANTICIPATED SHORTAGE/SURPLUS OF SKILLS:

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

V. STRATEGY DEVELOPMENT

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

RETENTION PROGRAMS:

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

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

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

RECRUITMENT PLANS:

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

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

VI. CONCLUSION

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

APPENDIX F

Survey of Employee Engagement Results and Utilization Plans



The Survey of Employee Engagement

Texas Commission on the Arts



Executive Summary

2010

Executive Summary

Table of Contents

Introduction	1
Survey Framework & Administration	1
Organization Profile	2
Synthesis Score & Response Rates	2
Construct Analysis	3
Areas of Strength	4
Areas of Concern	5
Climate Analysis	6
Participant Profile	7
Benchmarking	8
Next Steps	9
Timeline	10

Institute for Organizational Excellence
1 University Station
D3500
Austin, Texas 78712

www.survey.utexas.edu
soe@uts.cc.utexas.edu
Phone (512) 471-9831
Fax (512) 471-9600



Introduction

Thank you for your participation in the Survey of Employee Engagement (SEE). We trust that you will find the information helpful in your leadership planning and organizational development efforts. As an organizational climate assessment, the SEE represents an employee engagement measurement tool based on modern organizational and managerial practice and sound theoretical foundations. In short, the SEE is specifically focused on the key drivers relative to the ability to engage employees towards successfully fulfilling the vision and mission of the organization.

Participation in the SEE indicates the willingness of leadership and the readiness of all employees to engage in meaningful measurement and organizational improvement efforts. The process is best utilized when leadership builds on the momentum initiated through the surveying process and begins engagement interventions using the SEE data as a guide. Contained within these reports are specific areas of organizational strengths and of organizational concern.

The SEE framework initially consists of a series of items to ascertain the demography of the respondents. The purpose is to measure whether or not a representative group of respondents participated. The second section contains 71 primary items. These are used to assess essential and fundamental aspects of how the organization functions, the climate, potential barriers to improvement, and internal organizational strengths. The items are all scored on a five-point scale from Strongly Disagree(1) to Strongly Agree(5) and are averaged to produce various summary measures - Constructs, Climate indicators, and the Synthesis Score.

The SEE has 14 Constructs which capture the concepts most utilized by leadership and those which drive organizational performance and engagement. These constructs are: Supervision, Team, Quality, Pay, Benefits, Physical Environment, Strategic, Diversity, Information Systems, Internal Communication, External Communication, Employee Engagement, Employee Development, and Job Satisfaction. In the Climate section of the reports are the Climate indicators: Atmosphere, Ethics, Fairness, Feedback, and Management.

The overall survey score, or Synthesis score, is a broad indicator for overall comparison with other entities and when available, over time.

Survey Administration Profile:

Collection Period:

01-25-2010 through 02-05-2010

Collection Method:

All employees took the survey online.

Additional Items and Categories (if applicable) may be used to target areas specific to the organization. Refer to the Appendix of the Data Report for a complete listing.

Survey Liaison:

Jim Bob McMillan (512) 936-6572
Deputy Director
920 Colorado, 5th Flr
Austin, TX 78701

jimbob@arts.state.tx.us



Organization Profile

Texas Commission on the Arts

Organizational Leadership:

ID: 813

- Gary Gibbs, Executive Director



Synthesis Score:

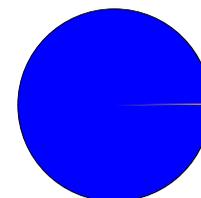
4.12

The Synthesis Score is an average of all survey items and represents the overall score for the organization. For comparison purposes, Synthesis scores typically range from 3.25 to 3.75.

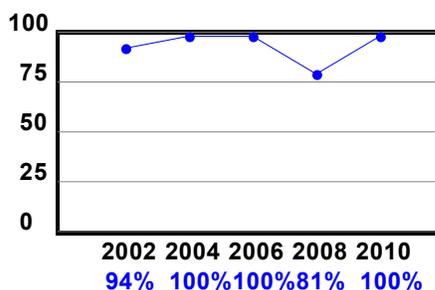
Response Rates

Overall Response Rate

Out of the 18 employees who were invited to take the survey, 18 responded. As a general rule, rates higher than 50 percent suggest soundness. Rates lower than 30 percent may indicate problems. At 100%, your response rate is considered high. High rates mean that employees have an investment in the organization, want to see the organization improve, and generally have a sense of responsibility to the organization. With this level of engagement, employees have high expectations from Leadership to act on the survey results.



Responded 100%
Did Not Respond 0%



Response Rate Over Time

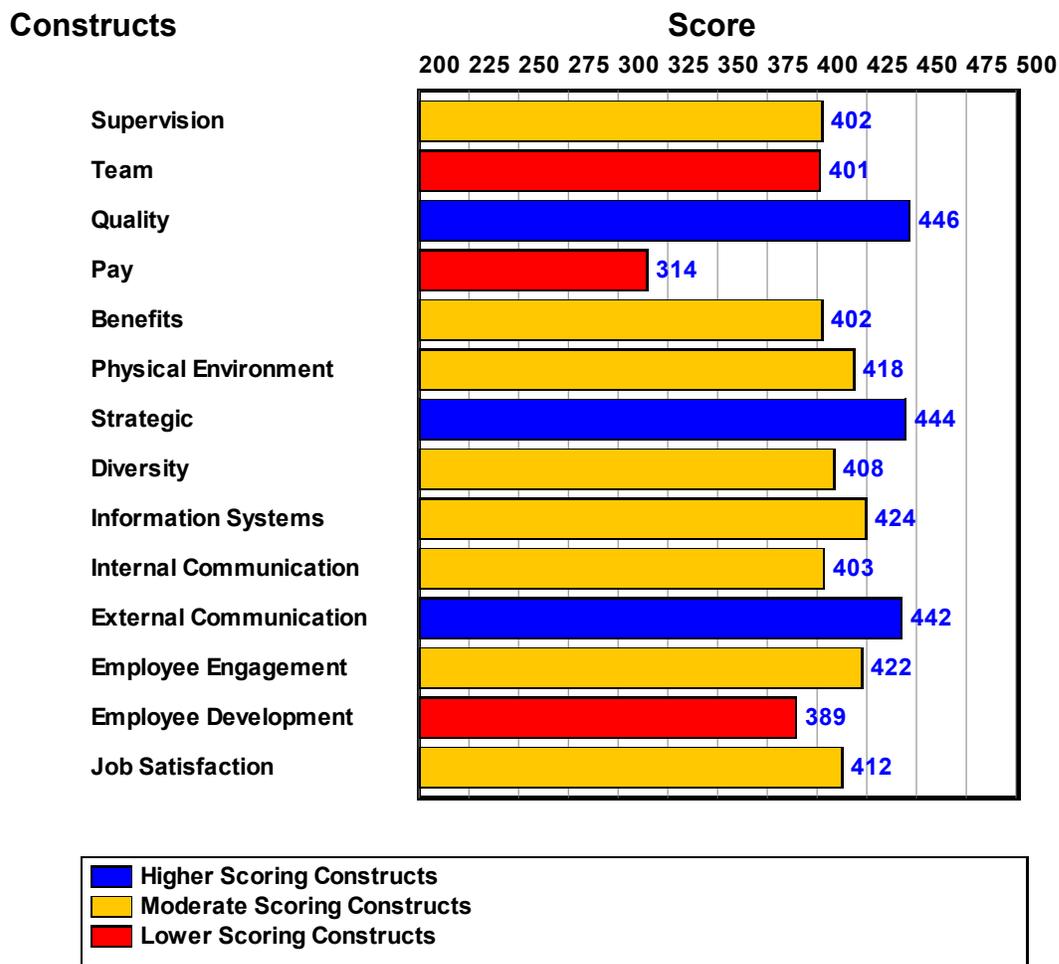
One of the values of participating in multiple iterations of the survey is the opportunity to measure organizational change over time. In general, response rates should rise from the first to the second and succeeding iterations. If organizational health is sound and the online administration option is used, rates tend to plateau around the 60 to 65 percent level. A sharp decline in your response rate over time can be a significant indicator of a current or potential developing organizational problem.



Construct Analysis

Constructs have been color coded to highlight the organization's areas of strength and areas of concern. The 3 highest scoring constructs are blue, the 3 lowest scoring constructs are red, and the remaining 8 constructs are yellow.

Each construct is displayed below with its corresponding score. Highest scoring constructs are areas of strength for this organization while the lowest scoring constructs are areas of concern. Scores above 350 suggest that employees perceive the issue more positively than negatively, and scores of 375 or higher indicate areas of substantial strength. Conversely, scores below 350 are viewed less positively by employees, and scores below 325 should be a significant source of concern for the organization and should receive immediate attention.



Organizational Typology: Areas of Strength

The following Constructs are relative strengths for the organization:

Quality

Score: 446

The Quality construct focuses upon the degree to which quality principles, such as customer service and continuous improvement are a part of the organizational culture. This construct also addresses the extent to which employees feel that they have the resources to deliver quality services.

High scores indicate that employees feel the organization delivers superior products and services to its customers. In general, quality is a result of understanding the needs of customers or clients coupled with a continuous examination of products and processes for improvement. Essential to maintaining high levels of quality are the clear articulation of goals, the careful attention to changes in the environment that might affect resources or heightened competition, and the vigorous participation by all members.

Strategic

Score: 444

The Strategic construct reflects employees' thinking about how the organization responds to external influences that should play a role in defining the organization's mission, vision, services, and products. Implied in this construct is the ability of the organization to seek out and work with relevant external entities.

High scores indicate employees view the organization as able to quickly relate its mission and goals to environmental changes and demands. It is viewed as creating programs that advance the organization and having highly capable means of drawing information and meaning from the environment. Maintaining these high scores will require leadership to continually assess the ability of the organization and employees at all levels to test programs against need and to continue to have rapid feedback from the environment.

External Communication

Score: 442

The External Communication construct looks at how information flows into the organization from external sources, and conversely, how information flows from inside the organization to external constituents. It addresses the ability of organizational members to synthesize and apply external information to work performed by the organization.

High scores indicate that employees view their organization as communicating effectively with other organizations, its clients, and those concerned with regulation. Maintaining these high scores will require leadership to be alert to change and maintain strong and responsive tools to assess the external environment.



Organizational Typology: Areas of Concern

The following Constructs are relative concerns for the organization:

Pay

Score: 314

The Pay construct addresses perceptions of the overall compensation package offered by the organization. It describes how well the compensation package 'holds up' when employees compare it to similar jobs in other organizations.

Low scores suggest that pay is a central concern or reason for satisfaction or discontent. In some situations pay does not meet comparables in similar organizations. In other cases individuals may feel that pay levels are not appropriately set to work demands, experience and ability. Cost of living increases may cause sharp drops in purchasing power, and as a result, employees will view pay levels as unfair. Remedying Pay problems requires a determination of which of the above factors are serving to create the concerns. Triangulate low scores in Pay by reviewing comparable positions in other organizations and cost of living information. Use the employee feedback sessions to make a more complete determination for the causes of low Pay scores.

Employee Development

Score: 389

The Employee Development construct is an assessment of the priority given to employees' personal and job growth needs. It provides insight into whether the culture of the organization sees human resources as the most important resource or as one of many resources. It directly addresses the degree to which the organization is seeking to maximize gains from investment in employees.

High scores indicate that employees feel the organization provides opportunities for growth in organizational responsibilities and personal needs. Maintaining high scores requires both providing resources and challenges for employees.

Team

Score: 401

The Team construct captures employees' perceptions of the people within the organization that they work with on a daily basis to accomplish their jobs (the work group or team). This construct gathers data about how effective employees think their work group is as well as the extent to which the organization supports cooperation among employees.

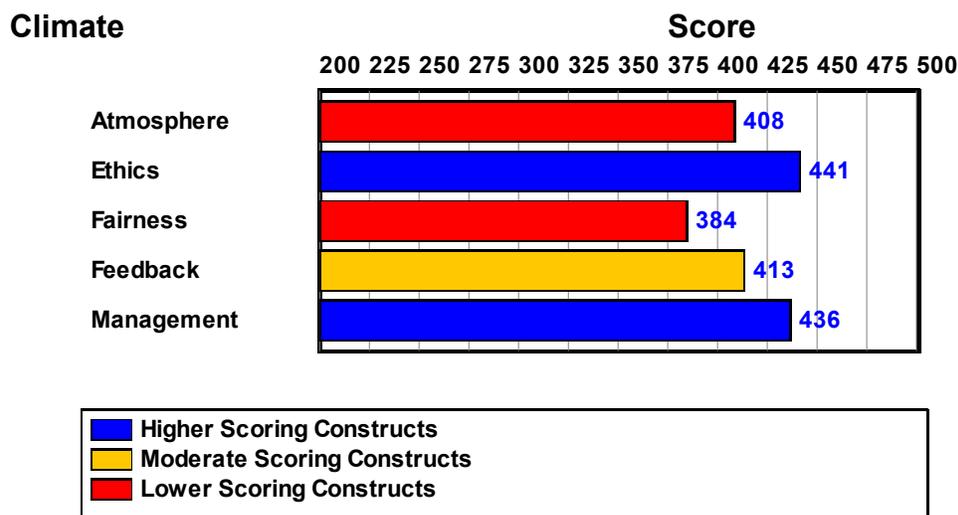
High Team scores indicate that employees view their work groups as effective, cohesive, and open to the opinions of all its members. Maintaining these high scores will require leadership to ensure employees are actively involved in their work groups and have opportunities to contribute to goal setting and other work processes.



Climate Analysis

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 have been color coded to highlight the organization's areas of strength and areas of concern. The 2 highest scoring climate areas are blue (Ethics, Management), the 2 lowest scoring climate areas are red (Fairness, Atmosphere), and the remaining climate area is yellow (Feedback).

Each Climate Area is displayed below with its corresponding score. Scores above 350 suggest that employees perceive the issue more positively than negatively, and scores of 375 or higher indicate areas of substantial strength. Conversely, scores below 350 are viewed less positively by employees, and scores below 325 should be a significant source of concern for the organization and should receive immediate attention.



Climate Definitions:

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

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.

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

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

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



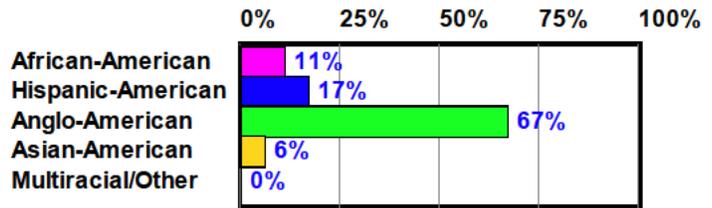
Participant Profile

Demography data help one to see if the Survey response rate matches the general features of all employees in the organization. It is also an important factor in being able to determine the level of consensus and shared viewpoints across the organization. It may also help to indicate the extent to which the membership of the organization is representative of the local community and those persons that use the services and products of the organization. Charts and percentages are based on valid responses.

***Please note that there may be a slight variation between the percentages presented here and those found in the Data Report. This is due to respondents who chose not to answer particular demographic items. All available demographic responses are reported in your Data Report.**

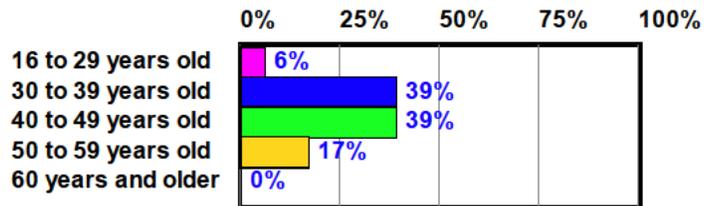
Race/Ethnic Identification

Racial/Ethnic diversity within the workplace provides resources for innovation. A diverse workforce helps ensure that different ideas are understood, and that the community sees the organization as representative of the community.



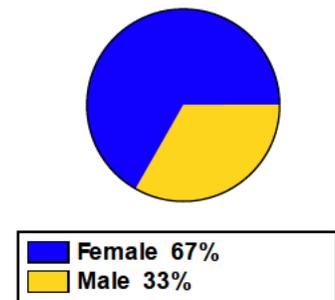
Age

Age diversity brings different experiences and perspectives to the organization, since people have different challenges and resources at various age levels. Large percentages of older individuals may be a cause of concern if a number of key employees are nearing retirement age.



Gender

The ratio of males to females within an organization can vary among different organizations. However, extreme imbalances in the gender ratio when compared to actual gender diversity within your organization should be a source of concern and may require immediate attention as to why one group is responding at different than anticipated rates.



Benchmark Data and Other Resources

Benchmark Categories:

Benchmark Data composed of the organizations participating in the survey are provided in your reports. Benchmarks are used to provide a unit of comparison of organizations of similar mission and size. If you selected to use organizational categories, internal benchmarks between categories as well as over time data illustrate differences and changes along item and construct scores. Our benchmark data are updated every two years and are available from our website at www.survey.utexas.edu. The most current benchmark data are provided in your report. To get a better idea of how this organization compares to others like it, we provide three types of benchmark data: organizations with a similar size, similar mission, and organizations belonging to a special grouping. **The Benchmark Categories for this organization are:**

Organization Size: Size category 1 includes organizations with less than 26 employees.

Mission Category: Mission 1/10 (General Government)

The General Government category includes organizations involved in the general operating procedures of the government.

Special Grouping: None

Reporting and Other Resources:

A Data Report accompanies this summary. The data report provides greater detail than the executive summary. The data report is largely a quantitative report of the survey responses. Demographic data are presented in percentages and real numbers. Construct means and benchmark comparison numbers are provided on all variables. Item data are broken into mean, frequency counts, standard deviations, and number of respondents. Item benchmark data are also displayed.

Electronic Reports are provided in two formats. First, all executive and data reports are included in pdf files for ease in distribution and for clear printability. This file format is widely used, and a free pdf reader called Adobe Acrobat reader is available from www.adobe.com. The second type of electronic reports are in Microsoft Excel format. These reports are construct and item survey data in a flat spreadsheet format. This allows the user to sort highs and lows, search for individual items, or create custom reports from the survey data.

Using the Survey as a Catalyst for organizational improvement is essential to the survey process. The survey creates momentum and interest. At the end of the executive summary report is a series of suggested next steps to assist in these efforts. Also, we have captured several presentations from other organizations that have used the data in strategic planning, organizational improvement, and employee engagement initiatives. Please visit us at www.survey.utexas.edu for additional survey resources.

Additional Services are available from our group. We conduct 360-Degree leadership and supervisory evaluations, special leadership assessments, customer and client satisfaction surveys along with the ability to create and administer a variety of custom hardcopy and online survey instruments. Consultation time for large presentations, focus groups, or individual meetings is available as well. For additional information, please contact us at anytime.



Next Steps: Interpretation and Intervention

After the survey data has been compiled, the results are returned to the survey liaison, executive director, and board or commission chair approximately one to two months after data collection stops. These individuals are strongly encouraged to share results with all survey participants in the organization. Survey results are provided in several formats to provide maximum flexibility in interpreting the data and sharing the data with the entire organization. The quick turnaround in reporting allows for immediate action upon the results while they are still current.

The Executive Summary provides a graphical depiction of the data. Graphical data can easily be reproduced in a company newsletter or website. For additional detailed data, the Data Report is useful for examining survey data on the individual item level. Response counts, averages, standard deviations, and response distributions are provided for each item. Excel files provide electronic access to scores. Scores can be sorted in various ways to help determine strengths and areas of concern. The electronic data can also be used by Excel or other software to create additional graphs or charts. Any of these formats can be used alone or in combination to create rich information on which employees can base their ideas for change.

Benchmark data provide an opportunity to get a true feel of the organization's performance. Comparing the organization's score to scores outside of the organization can unearth unique strengths and areas of concern. Several groups of benchmarks are provided to allow the freedom to choose which comparisons are most relevant. If organizational categories were used, then internal comparisons can be made between different functional areas of the organization. By using these comparisons, functional areas can be identified for star performance in a particular construct, and a set of "best practices" can be created to replicate their success throughout the organization.

These Survey Data provide a unique perspective of the average view of all that took the Survey. It is important to examine these findings and take them back to the employees for interpretation and to select priority areas for improvement. This also provides an opportunity for the organization to recognize and celebrate areas that members have judged to be areas of relative strength. By seeking participation and engaging people on how the organization functions, you have taken a specific step in increasing organizational capital. High organizational capital means high trust among employees and a greater likelihood of improved efforts and good working relationships with clients and customers.

Ideas for getting employees involved in the change process:

- Hold small focus groups to find out how the employees would interpret the results
- Conduct small customized follow-up surveys to collect additional information including comments
- Provide employees with questionnaires/comment cards to express their ideas

Ideas for sharing data with the organization:

- Publish results in an organizational newsletter or intranet site
- Discuss results in departmental meetings
- Create a PowerPoint presentation of the results and display them on kiosks



Timeline

February and March: Interpreting the Data

- Data are returned to survey liaisons, executive directors and board members
- Review Survey data including the Executive Summary with executive staff
- Develop plans for circulating all the data sequentially and provide interpretations for all staff

April: Distributing Results to the Entire Organization

- Implement the plans for circulating the data to all staff
- Create 3 to 4 weekly or monthly reports or organization newsletters
- Report a portion of the constructs and items, providing the data along with illustrations pertinent to the organization
- Select a time to have employees participate in a work unit group to review the reports as they are distributed to all staff, with one group leader assigned to every group. The size of the groups should be limited to about a dozen people at a time. A time limit should be set not to exceed two hours.

May: Planning for Change

- Designate the Change Team composed of a diagonal slice across the organization that will guide the effort
- Identify Work Unit Groups around actual organizational work units and start each meeting by reviewing strengths as indicated in the data report. Brainstorm on how to best address weaknesses
- Establish Procedures for recording the deliberations of the Work Unit Group and returning those data to the Change Team
- Decide upon the Top Priority Change Topic and Methods necessary for making the change. Web-based Discussion Groups and Mini-Surveys are convenient technologies
- First change effort begins
- Repeat for the next change target

June and Beyond: Implementation and Interventions

- Have the Change Team compile the Priority Change Topics and Methods necessary for making the change and present them to the executive staff
- Discuss the administrative protocols necessary for implementing the changes
- Determine the plan of action and set up a reasonable timeline for implementation
- Keep employees informed about changes as they occur through meetings, newsletters, or intranet publications
- Resurvey to document the effectiveness of the change





Survey of Employee Engagement

Texas Commission on the Arts



Data Report

2010

Table of Contents

813-Texas Commission on the Arts

Survey Results:

Survey Respondent Information.....	1
Survey Constructs.....	4
Survey Climate Areas.....	11
Primary Items.....	13
Additional Items.....	32

*Additional Items are not included if none were submitted.

Appendix:

Survey Constructs and Related Items.....	A1
Survey Climate Areas and Related Items.....	A6
Key to the Electronic Data Files	A7
Survey Customization Sheet.....	A9

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

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

Institute for Organizational Excellence
 1 University Station
 D3500
 Austin, Texas 78712

www.survey.utexas.edu
soe@uts.cc.utexas.edu
 Phone (512) 471-9831
 Fax (512) 471-9600



Survey Respondent Information

813-Texas Commission on the Arts

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.

Total Respondents: 100
Surveys Distributed: 200
Response Rate: 50%

	<u>Number of Survey Respondents</u>	<u>Percent of Survey Respondents</u>
<hr style="border-top: 1px dashed black;"/>		
Gender		
Female:	49	49%
Male:	49	49%

EXAMPLE



Survey Respondent Information

813-Texas Commission on the Arts

Total Respondents: 18
 Survey Distributed: 18
 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:	9	50.00%
Master's Degree:	Less Than 5	Not Available
Doctoral Degree:	Less Than 5	Not Available

I am

Female:	12	66.67%
Male:	6	33.33%

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:	5	27.78%
\$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:	7	38.89%
40-49:	7	38.89%
50-59:	Less Than 5	Not Available
60+:	Less Than 5	Not Available



Survey Respondent Information

813-Texas Commission on the Arts

Total Respondents: 18
 Survey Distributed: 18
 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:	5	27.78%
6-10 years:	Less Than 5	Not Available
11-15 years:	6	33.33%
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:	12	66.67%
Asian-American/Pacific Islander/Native American Indian:	Less Than 5	Not Available
Multiracial/Other:	Less Than 5	Not Available

I am currently in a supervisory role.

Yes:	5	27.78%
No:	13	72.22%

I received a promotion during the last two years.

Yes:	Less Than 5	Not Available
No:	17	94.44%

I received a merit increase during the last two years.

Yes:	Less Than 5	Not Available
No:	14	77.78%

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

Yes:	16	88.89%
No:	Less Than 5	Not Available



Survey Constructs

813-Texas Commission on the Arts

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.

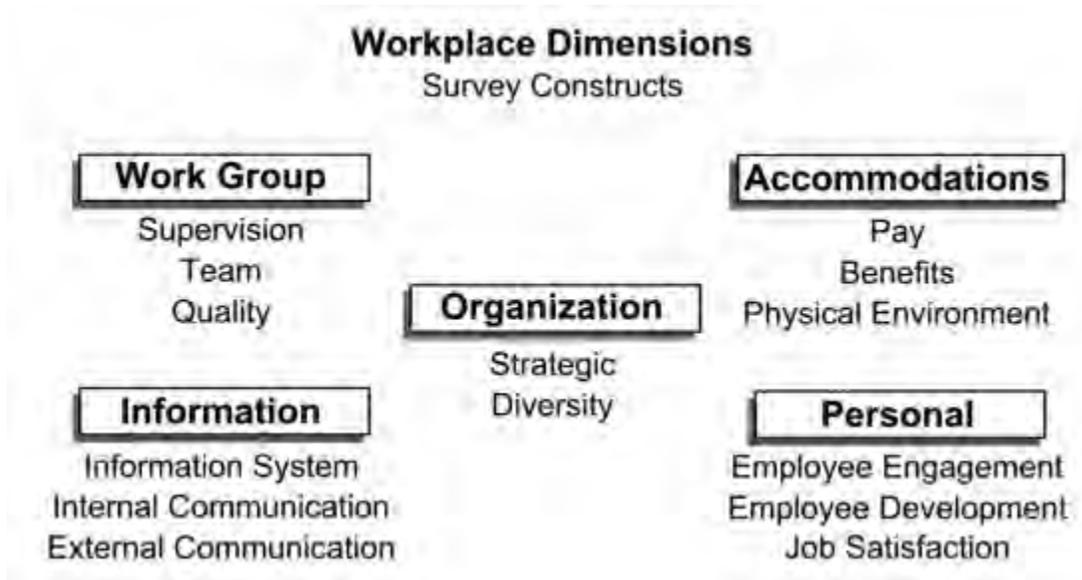
When is benchmark data available? Benchmark data is updated in the summer of every even-numbered year.



Survey Constructs

813-Texas Commission on the Arts

Survey Framework



Construct Summary: Scoring from High to Low

Score	Construct	Score	Construct
446	Quality	408	Diversity
444	Strategic	403	Internal Communication
442	External Communication	402	Supervision
424	Information Systems	402	Benefits
422	Employee Engagement	401	Team
418	Physical Environment	389	Employee Development
412	Job Satisfaction	314	Pay



Survey Constructs

813-Texas Commission on the Arts

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:

2008 Score:

All Respondents:

2006 Score:

Size Category 1:

2004 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:

2008 Score:

All Respondents:

2006 Score:

Size Category 1:

2004 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:

2008 Score:

All Respondents:

2006 Score:

Size Category 1:

2004 Score:

Mission 1/10:



Survey Constructs

813-Texas Commission on the Arts

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: 2008 Score: All Respondents: 2006 Score: Size Category 1: 2004 Score: Mission 1/10:

Benefits

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

Current Score: 2008 Score: All Respondents: 2006 Score: Size Category 1: 2004 Score: Mission 1/10:

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: 2008 Score: All Respondents: 2006 Score: Size Category 1: 2004 Score: Mission 1/10: 

Survey Constructs

813-Texas Commission on the Arts

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:

2008 Score:

All Respondents:

2006 Score:

Size Category 1:

2004 Score:

Mission 1/10:

Diversity

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

Current Score:

2008 Score:

All Respondents:

2006 Score:

Size Category 1:

2004 Score:

Mission 1/10:



Survey Constructs

813-Texas Commission on the Arts

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: 2008 Score: All Respondents: 2006 Score: Size Category 1: 2004 Score: Mission 1/10:

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: 2008 Score: All Respondents: 2006 Score: Size Category 1: 2004 Score: Mission 1/10:

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: 2008 Score: All Respondents: 2006 Score: Size Category 1: 2004 Score: Mission 1/10: 

Survey Constructs

813-Texas Commission on the Arts

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: 2008 Score: All Respondents: 2006 Score: Size Category 1: 2004 Score: Mission 1/10:

Employee Development

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

Current Score: 2008 Score: All Respondents: 2006 Score: Size Category 1: 2004 Score: Mission 1/10:

Job Satisfaction

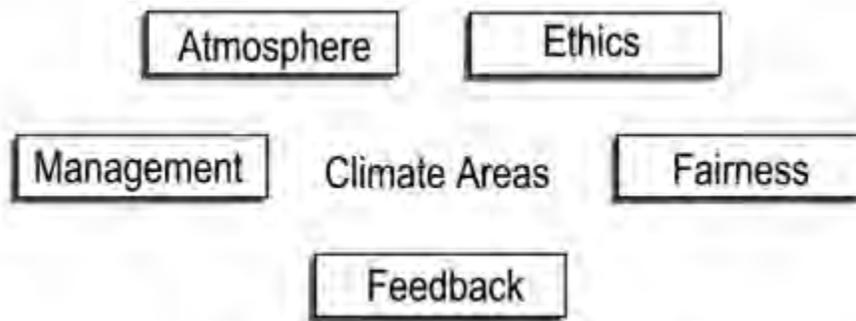
Job Satisfaction addresses employees' satisfaction with their overall work situation and weighs heavily on issues concerning work-life balance, sense of pride, and offering meaningful contributions to the workplace.

Current Score: 2008 Score: All Respondents: 2006 Score: Size Category 1: 2004 Score: Mission 1/10: 

Survey Climate Areas

813-Texas Commission on the Arts

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

813-Texas Commission on the Arts

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: 2008 Score: All Respondents: 2006 Score: Size Category 1: 2004 Score: Mission 1/10:

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: 2008 Score: All Respondents: 2006 Score: Size Category 1: 2004 Score: Mission 1/10:

Climate/Fairness

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

Current Score: 2008 Score: All Respondents: 2006 Score: Size Category 1: 2004 Score: Mission 1/10:

Climate/Feedback

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

Current Score: 2008 Score: All Respondents: 2006 Score: Size Category 1: 2004 Score: Mission 1/10:

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: 2008 Score: All Respondents: 2006 Score: Size Category 1: 2004 Score: Mission 1/10: 

Primary Items

813-Texas Commission on the Arts

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 the items on the following pages.

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 which includes those who selected 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

813-Texas Commission on the Arts

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

Current Score:	<input type="text" value="4.17"/>	2008 Score:	<input type="text" value="Not Available"/>	Current Benchmarks		
Standard Deviation:	<input type="text" value="0.62"/>	2006 Score:	<input type="text" value="Not Available"/>	All Respondents:	<input type="text" value="Not Available"/>	
Number of Respondents:	<input type="text" value="18"/>	2004 Score:	<input type="text" value="Not Available"/>	Size Category 1:	<input type="text" value="Not Available"/>	
				Mission 1/10:	<input type="text" value="Not Available"/>	

Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/Not Applicable

Frequency:	<input type="text" value="5"/>	<input type="text" value="11"/>	<input type="text" value="2"/>	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>
Percentage:	<input type="text" value="27.78%"/>	<input type="text" value="61.11%"/>	<input type="text" value="11.11%"/>	<input type="text" value="Not Available"/>	<input type="text" value="Not Available"/>	<input type="text" value="Not Available"/>

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

Current Score:	<input type="text" value="4.17"/>	2008 Score:	<input type="text" value="3.60"/>	Current Benchmarks		
Standard Deviation:	<input type="text" value="0.79"/>	2006 Score:	<input type="text" value="3.58"/>	All Respondents:	<input type="text" value="3.38"/>	
Number of Respondents:	<input type="text" value="18"/>	2004 Score:	<input type="text" value="3.53"/>	Size Category 1:	<input type="text" value="3.55"/>	
				Mission 1/10:	<input type="text" value="3.61"/>	

Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/Not Applicable

Frequency:	<input type="text" value="6"/>	<input type="text" value="10"/>	<input type="text" value="1"/>	<input type="text" value="1"/>	<input type="text" value="0"/>	<input type="text" value="0"/>
Percentage:	<input type="text" value="33.33%"/>	<input type="text" value="55.56%"/>	<input type="text" value="5.56%"/>	<input type="text" value="5.56%"/>	<input type="text" value="Not Available"/>	<input type="text" value="Not Available"/>

3. There is a real feeling of teamwork.

Current Score:	<input type="text" value="3.94"/>	2008 Score:	<input type="text" value="3.85"/>	Current Benchmarks		
Standard Deviation:	<input type="text" value="0.75"/>	2006 Score:	<input type="text" value="2.95"/>	All Respondents:	<input type="text" value="3.44"/>	
Number of Respondents:	<input type="text" value="17"/>	2004 Score:	<input type="text" value="3.42"/>	Size Category 1:	<input type="text" value="3.69"/>	
				Mission 1/10:	<input type="text" value="3.64"/>	

Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/Not Applicable

Frequency:	<input type="text" value="3"/>	<input type="text" value="11"/>	<input type="text" value="2"/>	<input type="text" value="1"/>	<input type="text" value="0"/>	<input type="text" value="0"/>
Percentage:	<input type="text" value="17.65%"/>	<input type="text" value="64.71%"/>	<input type="text" value="11.76%"/>	<input type="text" value="5.88%"/>	<input type="text" value="Not Available"/>	<input type="text" value="Not Available"/>

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

Current Score:	<input type="text" value="3.89"/>	2008 Score:	<input type="text" value="3.73"/>	Current Benchmarks		
Standard Deviation:	<input type="text" value="0.90"/>	2006 Score:	<input type="text" value="3.42"/>	All Respondents:	<input type="text" value="3.31"/>	
Number of Respondents:	<input type="text" value="18"/>	2004 Score:	<input type="text" value="3.74"/>	Size Category 1:	<input type="text" value="3.62"/>	
				Mission 1/10:	<input type="text" value="3.55"/>	

Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/Not Applicable

Frequency:	<input type="text" value="4"/>	<input type="text" value="10"/>	<input type="text" value="2"/>	<input type="text" value="2"/>	<input type="text" value="0"/>	<input type="text" value="0"/>
Percentage:	<input type="text" value="22.22%"/>	<input type="text" value="55.56%"/>	<input type="text" value="11.11%"/>	<input type="text" value="11.11%"/>	<input type="text" value="Not Available"/>	<input type="text" value="Not Available"/>



Primary Items

813-Texas Commission on the Arts

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

Current Score:	3.89	2008 Score:	3.64	Current Benchmarks		
Standard Deviation:	0.68	2006 Score:	3.17	All Respondents:	3.41	
Number of Respondents:	18	2004 Score:	3.53	Size Category 1:	3.67	
				Mission 1/10:	3.58	

Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/Not Applicable

Frequency:	2	13	2	1	0	0
Percentage:	11.11%	72.22%	11.11%	5.56%	Not Available	Not Available

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

Current Score:	3.89	2008 Score:	Not Available	Current Benchmarks		
Standard Deviation:	1.02	2006 Score:	Not Available	All Respondents:	Not Available	
Number of Respondents:	18	2004 Score:	Not Available	Size Category 1:	Not Available	
				Mission 1/10:	Not Available	

Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/Not Applicable

Frequency:	5	9	1	3	0	0
Percentage:	27.78%	50.00%	5.56%	16.67%	Not Available	Not Available

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

Current Score:	4.39	2008 Score:	Not Available	Current Benchmarks		
Standard Deviation:	0.50	2006 Score:	Not Available	All Respondents:	Not Available	
Number of Respondents:	18	2004 Score:	Not Available	Size Category 1:	Not Available	
				Mission 1/10:	Not Available	

Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/Not Applicable

Frequency:	7	11	0	0	0	0
Percentage:	38.89%	61.11%	Not Available	Not Available	Not Available	Not Available

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

Current Score:	4.28	2008 Score:	Not Available	Current Benchmarks		
Standard Deviation:	0.58	2006 Score:	Not Available	All Respondents:	Not Available	
Number of Respondents:	18	2004 Score:	Not Available	Size Category 1:	Not Available	
				Mission 1/10:	Not Available	

Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/Not Applicable

Frequency:	6	11	1	0	0	0
Percentage:	33.33%	61.11%	5.56%	Not Available	Not Available	Not Available



Primary Items

813-Texas Commission on the Arts

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

Current Score:	4.33	2008 Score:	Not Available	Current Benchmarks		
Standard Deviation:	0.59	2006 Score:	Not Available	All Respondents:	Not Available	
Number of Respondents:	18	2004 Score:	Not Available	Size Category 1:	Not Available	
				Mission 1/10:	Not Available	

Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/Not Applicable

Frequency:	7	10	1	0	0	0
Percentage:	38.89%	55.56%	5.56%	Not Available	Not Available	Not Available

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

Current Score:	4.33	2008 Score:	4.00	Current Benchmarks		
Standard Deviation:	0.49	2006 Score:	4.26	All Respondents:	3.89	
Number of Respondents:	18	2004 Score:	4.58	Size Category 1:	4.18	
				Mission 1/10:	3.93	

Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/Not Applicable

Frequency:	6	12	0	0	0	0
Percentage:	33.33%	66.67%	Not Available	Not Available	Not Available	Not Available

11. I have a clear understanding about my work responsibilities.

Current Score:	4.22	2008 Score:	Not Available	Current Benchmarks		
Standard Deviation:	0.55	2006 Score:	Not Available	All Respondents:	Not Available	
Number of Respondents:	18	2004 Score:	Not Available	Size Category 1:	Not Available	
				Mission 1/10:	Not Available	

Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/Not Applicable

Frequency:	5	12	1	0	0	0
Percentage:	27.78%	66.67%	5.56%	Not Available	Not Available	Not Available

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

Current Score:	4.06	2008 Score:	3.54	Current Benchmarks		
Standard Deviation:	0.64	2006 Score:	2.94	All Respondents:	3.59	
Number of Respondents:	18	2004 Score:	3.42	Size Category 1:	3.72	
				Mission 1/10:	3.69	

Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/Not Applicable

Frequency:	3	14	0	1	0	0
Percentage:	16.67%	77.78%	Not Available	5.56%	Not Available	Not Available



Primary Items

813-Texas Commission on the Arts

13. My supervisor recognizes outstanding work.

Current Score:	4.11	2008 Score:	3.58	Current Benchmarks		
Standard Deviation:	0.76	2006 Score:	3.42	All Respondents:	3.50	
Number of Respondents:	18	2004 Score:	3.89	Size Category 1:	3.79	
				Mission 1/10:	3.69	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	5	11	1	1	0	0
Percentage:	27.78%	61.11%	5.56%	5.56%	Not Available	Not Available

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

Current Score:	4.00	2008 Score:	4.08	Current Benchmarks		
Standard Deviation:	0.77	2006 Score:	3.53	All Respondents:	3.79	
Number of Respondents:	18	2004 Score:	3.95	Size Category 1:	4.00	
				Mission 1/10:	3.98	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	11	2	1	0	0
Percentage:	22.22%	61.11%	11.11%	5.56%	Not Available	Not Available

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

Current Score:	3.72	2008 Score:	3.92	Current Benchmarks		
Standard Deviation:	1.02	2006 Score:	3.56	All Respondents:	3.82	
Number of Respondents:	18	2004 Score:	3.28	Size Category 1:	4.12	
				Mission 1/10:	3.95	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	8	3	3	0	0
Percentage:	22.22%	44.44%	16.67%	16.67%	Not Available	Not Available

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

Current Score:	4.44	2008 Score:	4.17	Current Benchmarks		
Standard Deviation:	0.51	2006 Score:	4.42	All Respondents:	3.93	
Number of Respondents:	18	2004 Score:	4.56	Size Category 1:	3.99	
				Mission 1/10:	4.05	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	8	10	0	0	0	0
Percentage:	44.44%	55.56%	Not Available	Not Available	Not Available	Not Available



Primary Items

813-Texas Commission on the Arts

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

Current Score:	4.33	2008 Score:	4.17	Current Benchmarks		
Standard Deviation:	0.49	2006 Score:	4.47	All Respondents:	3.86	
Number of Respondents:	18	2004 Score:	4.67	Size Category 1:	4.07	
				Mission 1/10:	4.03	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	6	12	0	0	0	0
Percentage:	33.33%	66.67%	Not Available	Not Available	Not Available	Not Available

18. My organization works well with other organizations.

Current Score:	4.39	2008 Score:	4.23	Current Benchmarks		
Standard Deviation:	0.50	2006 Score:	4.22	All Respondents:	3.77	
Number of Respondents:	18	2004 Score:	4.05	Size Category 1:	3.93	
				Mission 1/10:	3.88	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	7	11	0	0	0	0
Percentage:	38.89%	61.11%	Not Available	Not Available	Not Available	Not Available

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

Current Score:	4.61	2008 Score:	4.00	Current Benchmarks		
Standard Deviation:	0.50	2006 Score:	4.47	All Respondents:	3.94	
Number of Respondents:	18	2004 Score:	4.47	Size Category 1:	4.00	
				Mission 1/10:	4.07	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	11	7	0	0	0	0
Percentage:	61.11%	38.89%	Not Available	Not Available	Not Available	Not Available

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

Current Score:	4.69	2008 Score:	Not Available	Current Benchmarks		
Standard Deviation:	0.48	2006 Score:	Not Available	All Respondents:	Not Available	
Number of Respondents:	18	2004 Score:	Not Available	Size Category 1:	Not Available	
				Mission 1/10:	Not Available	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	11	5	0	0	0	2
Percentage:	61.11%	27.78%	Not Available	Not Available	Not Available	11.11%



Primary Items

813-Texas Commission on the Arts

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

Current Score:	4.24	2008 Score:	Not Available	Current Benchmarks		
Standard Deviation:	0.66	2006 Score:	Not Available	All Respondents:	Not Available	
Number of Respondents:	18	2004 Score:	Not Available	Size Category 1:	Not Available	
				Mission 1/10:	Not Available	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	6	9	2	0	0	1
Percentage:	33.33%	50.00%	11.11%	Not Available	Not Available	5.56%

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

Current Score:	4.28	2008 Score:	3.67	Current Benchmarks		
Standard Deviation:	0.58	2006 Score:	4.11	All Respondents:	3.84	
Number of Respondents:	18	2004 Score:	4.26	Size Category 1:	4.01	
				Mission 1/10:	3.95	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	6	11	1	0	0	0
Percentage:	33.33%	61.11%	5.56%	Not Available	Not Available	Not Available

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

Current Score:	4.61	2008 Score:	3.92	Current Benchmarks		
Standard Deviation:	0.50	2006 Score:	4.72	All Respondents:	4.04	
Number of Respondents:	18	2004 Score:	4.78	Size Category 1:	4.10	
				Mission 1/10:	4.15	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	11	7	0	0	0	0
Percentage:	61.11%	38.89%	Not Available	Not Available	Not Available	Not Available

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

Current Score:	2.82	2008 Score:	2.38	Current Benchmarks		
Standard Deviation:	0.95	2006 Score:	2.58	All Respondents:	2.42	
Number of Respondents:	18	2004 Score:	2.47	Size Category 1:	2.63	
				Mission 1/10:	2.49	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	0	5	5	6	1	1
Percentage:	Not Available	27.78%	27.78%	33.33%	5.56%	5.56%



Primary Items

813-Texas Commission on the Arts

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

Current Score:	3.44	2008 Score:	2.82	Current Benchmarks		
Standard Deviation:	0.73	2006 Score:	2.50	All Respondents:	2.64	
Number of Respondents:	16	2004 Score:	3.11	Size Category 1:	2.78	
				Mission 1/10:	2.69	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	0	9	5	2	0	0
Percentage:	Not Available	56.25%	31.25%	12.50%	Not Available	Not Available

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

Current Score:	3.17	2008 Score:	2.75	Current Benchmarks		
Standard Deviation:	0.92	2006 Score:	2.89	All Respondents:	2.88	
Number of Respondents:	18	2004 Score:	3.53	Size Category 1:	3.18	
				Mission 1/10:	3.07	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	0	8	6	3	1	0
Percentage:	Not Available	44.44%	33.33%	16.67%	5.56%	Not Available

27. My job meets my expectations.

Current Score:	3.94	2008 Score:	3.54	Current Benchmarks		
Standard Deviation:	0.73	2006 Score:	3.63	All Respondents:	3.73	
Number of Respondents:	18	2004 Score:	3.63	Size Category 1:	3.91	
				Mission 1/10:	3.84	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	3	12	2	1	0	0
Percentage:	16.67%	66.67%	11.11%	5.56%	Not Available	Not Available

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

Current Score:	4.17	2008 Score:	3.83	Current Benchmarks		
Standard Deviation:	0.51	2006 Score:	4.11	All Respondents:	3.72	
Number of Respondents:	18	2004 Score:	4.11	Size Category 1:	3.96	
				Mission 1/10:	3.86	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	13	1	0	0	0
Percentage:	22.22%	72.22%	5.56%	Not Available	Not Available	Not Available



Primary Items

813-Texas Commission on the Arts

29. I feel my efforts count.

Current Score:	4.06	2008 Score:	4.08	Current Benchmarks		
Standard Deviation:	0.83	2006 Score:	3.53	All Respondents:	3.53	
Number of Respondents:	17	2004 Score:	3.74	Size Category 1:	3.73	
				Mission 1/10:	3.76	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	5	9	2	1	0	0
Percentage:	29.41%	52.94%	11.76%	5.88%	Not Available	Not Available

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

Current Score:	3.78	2008 Score:	3.38	Current Benchmarks		
Standard Deviation:	1.06	2006 Score:	3.58	All Respondents:	3.68	
Number of Respondents:	18	2004 Score:	3.74	Size Category 1:	3.88	
				Mission 1/10:	3.85	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	9	3	1	1	0
Percentage:	22.22%	50.00%	16.67%	5.56%	5.56%	Not Available

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

Current Score:	4.67	2008 Score:	4.31	Current Benchmarks		
Standard Deviation:	0.59	2006 Score:	4.26	All Respondents:	3.91	
Number of Respondents:	18	2004 Score:	4.74	Size Category 1:	4.09	
				Mission 1/10:	4.11	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	13	4	1	0	0	0
Percentage:	72.22%	22.22%	5.56%	Not Available	Not Available	Not Available

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

Current Score:	4.44	2008 Score:	4.00	Current Benchmarks		
Standard Deviation:	0.51	2006 Score:	3.56	All Respondents:	3.53	
Number of Respondents:	18	2004 Score:	3.74	Size Category 1:	3.81	
				Mission 1/10:	3.67	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	8	10	0	0	0	0
Percentage:	44.44%	55.56%	Not Available	Not Available	Not Available	Not Available



Primary Items

813-Texas Commission on the Arts

33. My work atmosphere encourages open and honest communication.

Current Score:	4.06	2008 Score:	4.00	Current Benchmarks		
Standard Deviation:	0.83	2006 Score:	3.32	All Respondents:	3.44	
Number of Respondents:	17	2004 Score:	3.79	Size Category 1:	3.73	
				Mission 1/10:	3.64	

Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/Not Applicable

Frequency:	5	9	2	1	0	0
Percentage:	29.41%	52.94%	11.76%	5.88%	Not Available	Not Available

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

Current Score:	3.83	2008 Score:	Not Available	Current Benchmarks		
Standard Deviation:	0.62	2006 Score:	Not Available	All Respondents:	Not Available	
Number of Respondents:	18	2004 Score:	Not Available	Size Category 1:	Not Available	
				Mission 1/10:	Not Available	

Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/Not Applicable

Frequency:	1	14	2	1	0	0
Percentage:	5.56%	77.78%	11.11%	5.56%	Not Available	Not Available

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

Current Score:	3.78	2008 Score:	3.67	Current Benchmarks		
Standard Deviation:	0.55	2006 Score:	3.32	All Respondents:	3.38	
Number of Respondents:	18	2004 Score:	3.47	Size Category 1:	3.80	
				Mission 1/10:	3.49	

Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/Not Applicable

Frequency:	0	15	2	1	0	0
Percentage:	Not Available	83.33%	11.11%	5.56%	Not Available	Not Available

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

Current Score:	4.28	2008 Score:	3.58	Current Benchmarks		
Standard Deviation:	0.58	2006 Score:	4.21	All Respondents:	3.69	
Number of Respondents:	18	2004 Score:	4.18	Size Category 1:	3.81	
				Mission 1/10:	3.82	

Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/Not Applicable

Frequency:	6	11	1	0	0	0
Percentage:	33.33%	61.11%	5.56%	Not Available	Not Available	Not Available



Primary Items

813-Texas Commission on the Arts

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

Current Score:	4.33	2008 Score:	3.42	Current Benchmarks		
Standard Deviation:	0.69	2006 Score:	4.06	All Respondents:	3.81	
Number of Respondents:	18	2004 Score:	4.05	Size Category 1:	3.89	
				Mission 1/10:	3.95	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	8	8	2	0	0	0
Percentage:	44.44%	44.44%	11.11%	Not Available	Not Available	Not Available

38. My organization shares appropriate information with the public.

Current Score:	4.56	2008 Score:	4.17	Current Benchmarks		
Standard Deviation:	0.51	2006 Score:	4.00	All Respondents:	3.87	
Number of Respondents:	18	2004 Score:	4.32	Size Category 1:	4.06	
				Mission 1/10:	4.02	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	10	8	0	0	0	0
Percentage:	55.56%	44.44%	Not Available	Not Available	Not Available	Not Available

39. My organization communicates effectively with other organizations.

Current Score:	4.50	2008 Score:	3.85	Current Benchmarks		
Standard Deviation:	0.51	2006 Score:	4.05	All Respondents:	3.73	
Number of Respondents:	18	2004 Score:	4.21	Size Category 1:	3.96	
				Mission 1/10:	3.84	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	9	9	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 Score:	4.00	2008 Score:	Not Available	Current Benchmarks		
Standard Deviation:	0.91	2006 Score:	Not Available	All Respondents:	Not Available	
Number of Respondents:	18	2004 Score:	Not Available	Size Category 1:	Not Available	
				Mission 1/10:	Not Available	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	12	1	0	1	0
Percentage:	22.22%	66.67%	5.56%	Not Available	5.56%	Not Available



Primary Items

813-Texas Commission on the Arts

41. My workplace is well maintained.

Current Score:	4.24	2008 Score:	3.92	Current Benchmarks		
Standard Deviation:	0.44	2006 Score:	3.95	All Respondents:	3.76	
Number of Respondents:	17	2004 Score:	4.11	Size Category 1:	3.94	
				Mission 1/10:	3.77	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	13	0	0	0	0
Percentage:	23.53%	76.47%	Not Available	Not Available	Not Available	Not Available

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

Current Score:	4.28	2008 Score:	3.92	Current Benchmarks		
Standard Deviation:	0.46	2006 Score:	4.05	All Respondents:	3.98	
Number of Respondents:	18	2004 Score:	4.47	Size Category 1:	4.16	
				Mission 1/10:	4.11	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	5	13	0	0	0	0
Percentage:	27.78%	72.22%	Not Available	Not Available	Not Available	Not Available

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

Current Score:	4.22	2008 Score:	3.38	Current Benchmarks		
Standard Deviation:	0.43	2006 Score:	3.58	All Respondents:	3.60	
Number of Respondents:	18	2004 Score:	3.68	Size Category 1:	3.75	
				Mission 1/10:	3.69	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	14	0	0	0	0
Percentage:	22.22%	77.78%	Not Available	Not Available	Not Available	Not Available

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

Current Score:	4.33	2008 Score:	Not Available	Current Benchmarks		
Standard Deviation:	0.77	2006 Score:	Not Available	All Respondents:	Not Available	
Number of Respondents:	18	2004 Score:	Not Available	Size Category 1:	Not Available	
				Mission 1/10:	Not Available	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	8	9	0	1	0	0
Percentage:	44.44%	50.00%	Not Available	5.56%	Not Available	Not Available



Primary Items

813-Texas Commission on the Arts

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

Current Score:	4.53	2008 Score:	Not Available	Current Benchmarks		
Standard Deviation:	0.51	2006 Score:	Not Available	All Respondents:	Not Available	
Number of Respondents:	18	2004 Score:	Not Available	Size Category 1:	Not Available	
				Mission 1/10:	Not Available	

Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/Not Applicable

Frequency:	9	8	0	0	0	1
Percentage:	50.00%	44.44%	Not Available	Not Available	Not Available	5.56%

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

Current Score:	4.44	2008 Score:	4.17	Current Benchmarks		
Standard Deviation:	0.51	2006 Score:	4.11	All Respondents:	3.76	
Number of Respondents:	18	2004 Score:	3.56	Size Category 1:	3.92	
				Mission 1/10:	3.89	

Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/Not Applicable

Frequency:	8	10	0	0	0	0
Percentage:	44.44%	55.56%	Not Available	Not Available	Not Available	Not Available

47. I am encouraged to learn from my mistakes.

Current Score:	4.11	2008 Score:	3.92	Current Benchmarks		
Standard Deviation:	0.58	2006 Score:	3.89	All Respondents:	3.80	
Number of Respondents:	18	2004 Score:	3.74	Size Category 1:	3.94	
				Mission 1/10:	3.89	

Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/Not Applicable

Frequency:	4	12	2	0	0	0
Percentage:	22.22%	66.67%	11.11%	Not Available	Not Available	Not Available

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

Current Score:	3.94	2008 Score:	4.08	Current Benchmarks		
Standard Deviation:	0.90	2006 Score:	3.72	All Respondents:	3.42	
Number of Respondents:	18	2004 Score:	3.84	Size Category 1:	3.69	
				Mission 1/10:	3.66	

Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/Not Applicable

Frequency:	4	10	1	2	0	1
Percentage:	22.22%	55.56%	5.56%	11.11%	Not Available	5.56%



Primary Items

813-Texas Commission on the Arts

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

Current Score:	3.94	2008 Score:	3.92	Current Benchmarks		
Standard Deviation:	0.56	2006 Score:	3.21	All Respondents:	3.38	
Number of Respondents:	18	2004 Score:	3.47	Size Category 1:	3.62	
				Mission 1/10:	3.57	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	12	3	0	0	1
Percentage:	11.11%	66.67%	16.67%	Not Available	Not Available	5.56%

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

Current Score:	4.35	2008 Score:	3.85	Current Benchmarks		
Standard Deviation:	0.61	2006 Score:	3.00	All Respondents:	3.22	
Number of Respondents:	18	2004 Score:	3.28	Size Category 1:	3.52	
				Mission 1/10:	3.47	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	7	9	1	0	0	1
Percentage:	38.89%	50.00%	5.56%	Not Available	Not Available	5.56%

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

Current Score:	3.59	2008 Score:	3.83	Current Benchmarks		
Standard Deviation:	0.80	2006 Score:	3.47	All Respondents:	3.83	
Number of Respondents:	17	2004 Score:	3.89	Size Category 1:	4.01	
				Mission 1/10:	3.97	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	0	13	1	3	0	0
Percentage:	Not Available	76.47%	5.88%	17.65%	Not Available	Not Available

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

Current Score:	4.39	2008 Score:	4.23	Current Benchmarks		
Standard Deviation:	0.61	2006 Score:	4.28	All Respondents:	3.63	
Number of Respondents:	18	2004 Score:	4.05	Size Category 1:	3.84	
				Mission 1/10:	3.83	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	8	9	1	0	0	0
Percentage:	44.44%	50.00%	5.56%	Not Available	Not Available	Not Available



Primary Items

813-Texas Commission on the Arts

53. Every employee is valued.

Current Score:	4.00	2008 Score:	4.00	Current Benchmarks		
Standard Deviation:	1.06	2006 Score:	3.68	All Respondents:	3.57	
Number of Respondents:	17	2004 Score:	3.79	Size Category 1:	3.84	
				Mission 1/10:	3.79	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	6	8	0	3	0	0
Percentage:	35.29%	47.06%	Not Available	17.65%	Not Available	Not Available

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

Current Score:	4.17	2008 Score:	Not Available	Current Benchmarks		
Standard Deviation:	0.86	2006 Score:	Not Available	All Respondents:	Not Available	
Number of Respondents:	18	2004 Score:	Not Available	Size Category 1:	Not Available	
				Mission 1/10:	Not Available	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	7	8	2	1	0	0
Percentage:	38.89%	44.44%	11.11%	5.56%	Not Available	Not Available

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

Current Score:	3.83	2008 Score:	3.67	Current Benchmarks		
Standard Deviation:	0.62	2006 Score:	3.72	All Respondents:	3.74	
Number of Respondents:	18	2004 Score:	3.84	Size Category 1:	3.78	
				Mission 1/10:	3.96	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	1	14	2	1	0	0
Percentage:	5.56%	77.78%	11.11%	5.56%	Not Available	Not Available

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

Current Score:	3.83	2008 Score:	3.42	Current Benchmarks		
Standard Deviation:	0.51	2006 Score:	3.78	All Respondents:	3.77	
Number of Respondents:	18	2004 Score:	3.89	Size Category 1:	4.00	
				Mission 1/10:	3.97	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	1	13	4	0	0	0
Percentage:	5.56%	72.22%	22.22%	Not Available	Not Available	Not Available



Primary Items

813-Texas Commission on the Arts

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

Current Score:	3.72	2008 Score:	3.42	Current Benchmarks		
Standard Deviation:	0.58	2006 Score:	4.00	All Respondents:	3.67	
Number of Respondents:	18	2004 Score:	3.74	Size Category 1:	3.85	
				Mission 1/10:	3.87	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	1	11	6	0	0	0
Percentage:	5.56%	61.11%	33.33%	Not Available	Not Available	Not Available

58. Upper management effectively communicates the reasons behind key decisions.

Current Score:	4.17	2008 Score:	Not Available	Current Benchmarks		
Standard Deviation:	0.71	2006 Score:	Not Available	All Respondents:	Not Available	
Number of Respondents:	18	2004 Score:	Not Available	Size Category 1:	Not Available	
				Mission 1/10:	Not Available	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	5	12	0	1	0	0
Percentage:	27.78%	66.67%	Not Available	5.56%	Not Available	Not Available

59. Upper management tries to be accessible and visible.

Current Score:	4.56	2008 Score:	Not Available	Current Benchmarks		
Standard Deviation:	0.51	2006 Score:	Not Available	All Respondents:	Not Available	
Number of Respondents:	18	2004 Score:	Not Available	Size Category 1:	Not Available	
				Mission 1/10:	Not Available	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	10	8	0	0	0	0
Percentage:	55.56%	44.44%	Not Available	Not Available	Not Available	Not Available

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

Current Score:	4.39	2008 Score:	4.00	Current Benchmarks		
Standard Deviation:	0.61	2006 Score:	3.74	All Respondents:	3.47	
Number of Respondents:	18	2004 Score:	3.78	Size Category 1:	3.77	
				Mission 1/10:	3.74	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	8	9	1	0	0	0
Percentage:	44.44%	50.00%	5.56%	Not Available	Not Available	Not Available



Primary Items

813-Texas Commission on the Arts

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

Current Score:	3.88	2008 Score:	3.10	Current Benchmarks		
Standard Deviation:	0.72	2006 Score:	3.14	All Respondents:	3.19	
Number of Respondents:	18	2004 Score:	2.88	Size Category 1:	3.40	
				Mission 1/10:	3.35	

Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/Not Applicable

Frequency:	2	11	2	1	0	2
Percentage:	11.11%	61.11%	11.11%	5.56%	Not Available	11.11%

62. My ideas and opinions count at work.

Current Score:	4.11	2008 Score:	4.00	Current Benchmarks		
Standard Deviation:	0.58	2006 Score:	3.53	All Respondents:	3.60	
Number of Respondents:	18	2004 Score:	3.63	Size Category 1:	3.86	
				Mission 1/10:	3.84	

Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/Not Applicable

Frequency:	4	12	2	0	0	0
Percentage:	22.22%	66.67%	11.11%	Not Available	Not Available	Not Available

63. I believe favoritism (special treatment) is not an issue in my organization.

Current Score:	3.56	2008 Score:	3.64	Current Benchmarks		
Standard Deviation:	0.78	2006 Score:	3.47	All Respondents:	3.29	
Number of Respondents:	18	2004 Score:	3.21	Size Category 1:	3.64	
				Mission 1/10:	3.50	

Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/Not Applicable

Frequency:	0	13	2	3	0	0
Percentage:	Not Available	72.22%	11.11%	16.67%	Not Available	Not Available

64. My performance is evaluated fairly.

Current Score:	4.11	2008 Score:	3.70	Current Benchmarks		
Standard Deviation:	0.47	2006 Score:	3.81	All Respondents:	3.86	
Number of Respondents:	18	2004 Score:	4.00	Size Category 1:	4.01	
				Mission 1/10:	3.94	

Response: Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know/Not Applicable

Frequency:	3	14	1	0	0	0
Percentage:	16.67%	77.78%	5.56%	Not Available	Not Available	Not Available



Primary Items

813-Texas Commission on the Arts

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

Current Score:	4.41	2008 Score:	4.17	Current Benchmarks		
Standard Deviation:	0.51	2006 Score:	3.95	All Respondents:	3.84	
Number of Respondents:	17	2004 Score:	4.11	Size Category 1:	4.06	
				Mission 1/10:	3.98	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	7	10	0	0	0	0
Percentage:	41.18%	58.82%	Not Available	Not Available	Not Available	Not Available

66. Employees are generally ethical in my workplace.

Current Score:	4.41	2008 Score:	4.17	Current Benchmarks		
Standard Deviation:	0.51	2006 Score:	4.05	All Respondents:	4.00	
Number of Respondents:	17	2004 Score:	4.05	Size Category 1:	4.22	
				Mission 1/10:	4.14	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	7	10	0	0	0	0
Percentage:	41.18%	58.82%	Not Available	Not Available	Not Available	Not Available

67. Harassment is not tolerated at my workplace.

Current Score:	4.11	2008 Score:	3.75	Current Benchmarks		
Standard Deviation:	0.96	2006 Score:	4.32	All Respondents:	4.12	
Number of Respondents:	18	2004 Score:	4.37	Size Category 1:	4.33	
				Mission 1/10:	4.21	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	7	8	1	2	0	0
Percentage:	38.89%	44.44%	5.56%	11.11%	Not Available	Not Available

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

Current Score:	4.06	2008 Score:	4.33	Current Benchmarks		
Standard Deviation:	0.80	2006 Score:	3.79	All Respondents:	3.64	
Number of Respondents:	18	2004 Score:	4.00	Size Category 1:	3.84	
				Mission 1/10:	3.75	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	5	10	2	1	0	0
Percentage:	27.78%	55.56%	11.11%	5.56%	Not Available	Not Available



Primary Items

813-Texas Commission on the Arts

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

Current Score:	4.06	2008 Score:	3.31	Current Benchmarks		
Standard Deviation:	0.54	2006 Score:	3.89	All Respondents:	3.56	
Number of Respondents:	18	2004 Score:	3.56	Size Category 1:	3.65	
				Mission 1/10:	3.56	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	3	13	2	0	0	0
Percentage:	16.67%	72.22%	11.11%	Not Available	Not Available	Not Available

70. I understand my benefits plan.

Current Score:	4.11	2008 Score:	3.67	Current Benchmarks		
Standard Deviation:	0.47	2006 Score:	3.53	All Respondents:	3.87	
Number of Respondents:	18	2004 Score:	3.74	Size Category 1:	3.95	
				Mission 1/10:	3.91	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	3	14	1	0	0	0
Percentage:	16.67%	77.78%	5.56%	Not Available	Not Available	Not Available

71. Benefits can be selected to meet individual needs.

Current Score:	3.89	2008 Score:	3.54	Current Benchmarks		
Standard Deviation:	0.68	2006 Score:	3.82	All Respondents:	3.65	
Number of Respondents:	18	2004 Score:	3.68	Size Category 1:	3.66	
				Mission 1/10:	3.67	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	2	13	2	1	0	0
Percentage:	11.11%	72.22%	11.11%	5.56%	Not Available	Not Available



Survey Constructs and Related Items

813-Texas Commission on the Arts

Dimension 1: Work Group

Supervision	Construct Score = 402	Avg	S.D.
11: I have a clear understanding about my work responsibilities.		4.22	0.55
12: My supervisor gives me accurate feedback about my performance.		4.06	0.64
13: My supervisor recognizes outstanding work.		4.11	0.76
14: My supervisor gives me the opportunity to do my best work.		4.00	0.77
15: My supervisor is consistent when administering policies concerning employees.		3.72	1.02
Team	Construct Score = 401	Avg	S.D.
1: People in my work group cooperate to get the job done.		4.17	0.62
2: My work group is actively involved in making work processes more effective.		4.17	0.79
3: There is a real feeling of teamwork.		3.94	0.75
4: In my work group, I have an opportunity to participate in the goal setting process.		3.89	0.90
5: Work groups are trained to incorporate the opinions of each member.		3.89	0.68
Quality	Construct Score = 446	Avg	S.D.
20: My work group uses the feedback from our customers/clients when making decisions.		4.69	0.48
21: My work group regularly uses performance data to improve the quality of our work.		4.24	0.66
22: My work group's goals are consistently met or exceeded.		4.28	0.58
23: Our organization is known for the quality of service we provide.		4.61	0.50



Survey Constructs and Related Items

813-Texas Commission on the Arts

Dimension 2: Accommodations

Pay	Construct Score = 314	Avg	S.D.
24: My pay keeps pace with the cost of living.		2.82	0.95
25: Salaries are competitive with similar jobs in the community.		3.44	0.73
26: I feel I am paid fairly for the work I do.		3.17	0.92
Benefits	Construct Score = 402	Avg	S.D.
69: Benefits are comparable to those offered in other jobs.		4.06	0.54
70: I understand my benefits plan.		4.11	0.47
71: Benefits can be selected to meet individual needs.		3.89	0.68
Physical Environment	Construct Score = 418	Avg	S.D.
40: Given the type of work I do, my physical workplace meets my needs.		4.00	0.91
41: My workplace is well maintained.		4.24	0.44
42: There are sufficient procedures to ensure the safety of employees in the workplace.		4.28	0.46
43: I have adequate resources and equipment to do my job.		4.22	0.43



Survey Constructs and Related Items

813-Texas Commission on the Arts

Dimension 3: Organization

Strategic	Construct Score = 444	Avg	S.D.
16: I have a good understanding of our mission, vision, and strategic plan.		4.44	0.51
17: I understand the state, local, national, and global issues that impact the organization.		4.33	0.49
18: My organization works well with other organizations.		4.39	0.50
19: My organization develops services to match the needs of our customers/clients.		4.61	0.50
Diversity	Construct Score = 408	Avg	S.D.
50: An effort is made to get the opinions of people throughout the organization.		4.35	0.61
51: The people I work with treat each other with respect.		3.59	0.80
52: My organization works to attract, develop, and retain people with diverse backgrounds.		4.39	0.61
53: Every employee is valued.		4.00	1.06



Survey Constructs and Related Items

813-Texas Commission on the Arts

Dimension 4: Information

Information Systems	Construct Score = 424	Avg	S.D.
6: My work group uses the latest technology to communicate and interact.		3.89	1.02
7: The information available from our computer systems is reliable.		4.39	0.50
8: Overall, our computer information systems present information in an understandable way.		4.28	0.58
9: Our computer systems enable me to easily and quickly find the information I need.		4.33	0.59
10: Information systems are in place and accessible for me to get my job done.		4.33	0.49
Internal Communication	Construct Score = 403	Avg	S.D.
32: I feel the communication channels I must go through at work are reasonable.		4.44	0.51
33: My work atmosphere encourages open and honest communication.		4.06	0.83
34: Overall within the groups I work, there is good communication.		3.83	0.62
35: The right information gets to the right people at the right time.		3.78	0.55
External Communication	Construct Score = 442	Avg	S.D.
36: I believe our organization communicates our mission effectively to the public.		4.28	0.58
37: Our organization communicates well with our governing bodies (i.e. the board, the legislature, etc.)		4.33	0.69
38: My organization shares appropriate information with the public.		4.56	0.51
39: My organization communicates effectively with other organizations.		4.50	0.51



Survey Constructs and Related Items

813-Texas Commission on the Arts

Dimension 5: Personal

Employee Engagement	Construct Score = 422	Avg	S.D.
44: The people I work with care about my personal well-being.		4.33	0.77
45: I am encouraged to come up with better ways to serve my customers/clients.		4.53	0.51
46: I know how my work impacts others in the organization.		4.44	0.51
47: I am encouraged to learn from my mistakes.		4.11	0.58
48: There is a basic trust among employees and supervisors.		3.94	0.90
49: When possible, decision making and control are given to employees doing the actual work.		3.94	0.56
Employee Development	Construct Score = 389	Avg	S.D.
54: I believe I have a career with this organization.		4.17	0.86
55: I have access to information about job opportunities, conferences, workshops, and training.		3.83	0.62
56: Training is made available to me so that I can do my job better.		3.83	0.51
57: Training is made available to me for personal growth and development.		3.72	0.58
Job Satisfaction	Construct Score = 412	Avg	S.D.
27: My job meets my expectations.		3.94	0.73
28: My work environment supports a balance between work and personal life.		4.17	0.51
29: I feel my efforts count.		4.06	0.83
30: The amount of work I am asked to do is reasonable.		3.78	1.06
31: I feel a sense of pride when I tell people that I work for this organization.		4.67	0.59



Survey Climate Areas and Related Items

813-Texas Commission on the Arts

Climate/Atmosphere	Construct Score = 408	Avg	S.D.
67: Harassment is not tolerated at my workplace.		4.11	0.96
68: Within my workplace, there is a feeling of community among employees.		4.06	0.80
Climate/Ethics	Construct Score = 441	Avg	S.D.
65: I am confident that any ethics violation I report will be properly handled.		4.41	0.51
66: Employees are generally ethical in my workplace.		4.41	0.51
Climate/Fairness	Construct Score = 384	Avg	S.D.
63: I believe favoritism (special treatment) is not an issue in my organization.		3.56	0.78
64: My performance is evaluated fairly.		4.11	0.47
Climate/Feedback	Construct Score = 413	Avg	S.D.
60: I believe we will use the information from this survey to improve our performance.		4.39	0.61
61: I am satisfied with the opportunities I have to give feedback on my supervisor's performance.		3.88	0.72
62: My ideas and opinions count at work.		4.11	0.58
Climate/Management	Construct Score = 436	Avg	S.D.
58: Upper management effectively communicates the reasons behind key decisions.		4.17	0.71
59: Upper management tries to be accessible and visible.		4.56	0.51



Key to the Electronic Data Files (Excel format)

813-Texas Commission on the Arts

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 is 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)

813-Texas Commission on the Arts

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

813-Texas Commission on the Arts

Organization Codes

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

Additional Items



