

TEXAS COMMISSION ON THE ARTS GRANTS PROVIDE ARTS EDUCATION EXPERIENCES



ARTS EDUCATION IS KEY TO DEVELOPING A CREATIVE WORKFORCE

SUMMER ART CAMP AT
THE CITADELLE ART MUSEUM
IN CANADIAN, TEXAS

Image courtesy of the Citadelle Museum Staff



Texas
Commission
on the Arts

Investing in a Creative Texas

STRATEGIC PLAN 2027-2031

AGENCY STRATEGIC PLAN

FISCAL YEARS 2027 to 2031

BY

TEXAS COMMISSION ON THE ARTS

Board Member	Dates of Term	Hometown
Karen Partee, Chair	12/05/25 – 08/31/31	McKinney
Marci Roberts, Vice-Chair	11/16/21 – 08/31/27	Marathon
Theresa Chang	12/05/25 – 08/31/31	Houston
Diane Garza	11/16/21 – 08/31/27	Brownsville
Mary Ann Heller	09/13/19 – 08/31/25	Austin
Patty Nuss	01/11/24 – 08/31/29	Corpus Christi
Kent Perkins	01/11/24 – 08/31/27	Mingus
Janine Turner	05/28/26 – 08/31/29	Valley View
Nancy Windham	01/11/24 – 08/31/29	Nacogdoches

June 1, 2026

Signed: 

Gary Gibbs, Executive Director

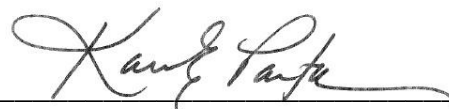
Approved: 

Table of Contents

Part I. Strategic Plan

Agency Mission _____	1
Agency Goals and Action Plans:	
Goal 1: Building the Economy and Creative Industries _____	2
Goal 2: Enhancing Education through Arts and Culture _____	6
Goal 3: Growing Cultural Tourism Opportunities _____	8
Goal 4: Advancing Leadership in Arts and Culture in the State and Nation _____	11
Redundancies and Impediments _____	14

Part II. Supplemental Schedules

Schedule A: 2026-2027 Budget Structure _____	15
Schedule B: Performance Measure Definitions _____	17
Schedule C: Historically Underutilized Business Plan _____	26
Schedule D: Statewide Capital Plan _____	27
Schedule F: Agency Workforce Plan _____	28
Schedule G: Workforce Development System Strategic Planning____	34
Schedule H: Report on Customer Service _____	35
Schedule I: Certification of Compliance with Cybersecurity Training_	40
Schedule J: Certification of Compliance with Artificial Intelligence Training _____	41
Schedule K: Report on Projects and Acquisitions Financed by Certain Fund Sources _____	42

Agency Mission

The mission of the Texas Commission on the Arts is to advance our state economically and culturally by investing in a creative Texas. TCA supports a diverse and innovative arts community in Texas, throughout the nation and internationally by providing resources to enhance economic development, arts education, cultural tourism and artist sustainability initiatives. TCA was created by the Texas Legislature in 1965, and operates under the statutory authority of V.T.C.A., Government Code Chapter 444.

Core Values

The Commission is guided by the following core values:

- **Accountability** for public investment
- **Efficiency** in the delivery of core functions and services
- **Effective and accessible programs** available to the diverse population and geography of Texas
- **Excellent customer service** for all constituents
- **Transparency** in all agency operations

Goals:

1. Building the economy and creative industries
2. Enhancing education through arts and culture
3. Growing cultural tourism opportunities
4. Advancing leadership in arts and culture in the state and nation

Goal 1: Building the Economy and Creative Industries

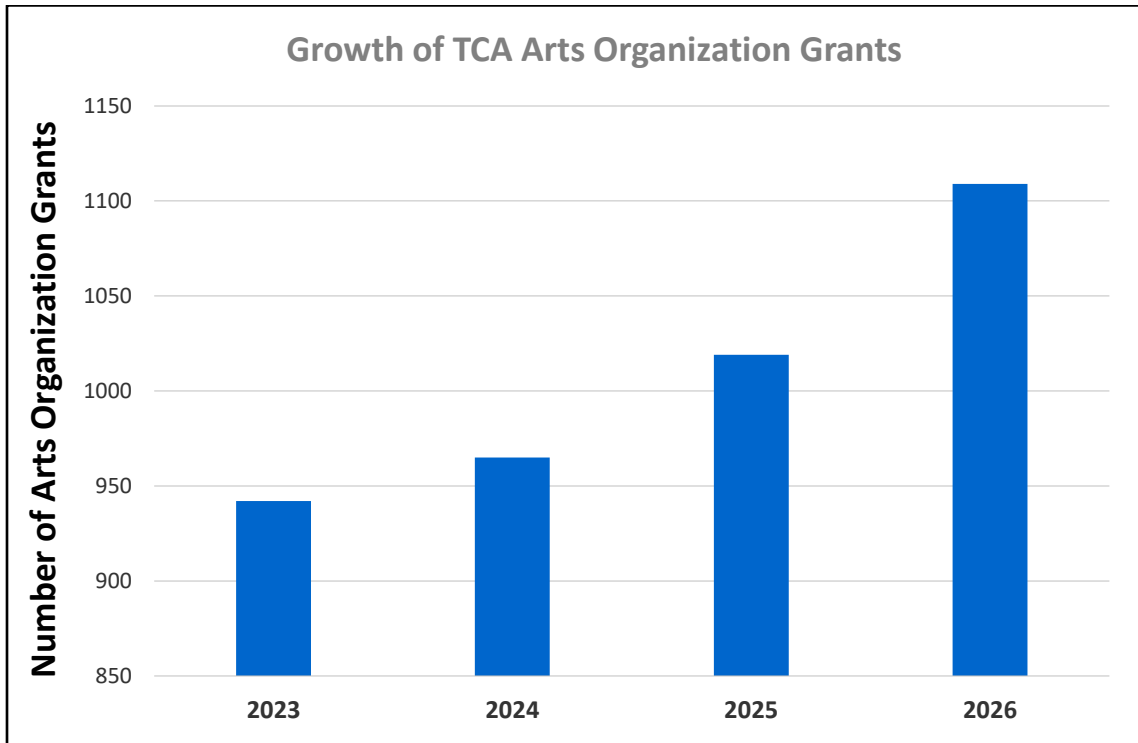
TCA will award grants in approximately 200 cities annually for production, performance, exhibition, touring and administration. The grants will be given to not-for-profit organizations and individual artists throughout the state to develop a receptive climate for the arts.

- 1.1 **Arts Create** provides operational support grants to approximately 500 established arts organizations annually to advance the creative economy of Texas by investing in the nonprofit arts industry of the state.
- 1.2 **Arts Respond** provides project support through approximately 600 grants to arts organizations annually to advance the creative economy of Texas by investing in the not-for-profit arts industry of the state. These projects must address one of five priority issues that include:
 - 1.2A **Economic Development** projects focus on job growth or cultural tourism. These grants will serve approximately two million individuals annually.
 - 1.2B **Health and Human Services** projects focus on health-related topics, serve specific populations, or occur in a health care or human service setting. These grants will serve approximately 100,000 individuals annually. TCA supports the National Endowment for the Arts and the U.S. Departments of Defense and Veterans Affairs program titled Creative Forces. TCA Health and Human Services projects will be used to meet the special needs of military patients and veterans diagnosed with traumatic brain injury and psychological health conditions as well as their families and caregivers. Projects will include artists working with military service members and veterans using arts therapy and will focus on assisting these individuals to return to their homes, their missions and their families.
 - 1.2C **Public Safety and Criminal Justice** projects focus on long-term work with at-risk youth or incarcerated populations and will serve approximately 80,000 individuals annually.
 - 1.2D **Natural Resources and Agriculture** projects occur in rural counties (populations of 50,000 or fewer) or focus on natural resources and will serve approximately 100,000 individuals annually.
- 1.3 **Arts Respond Performance Support** annually provides over 500 grants for professional artist fees to not-for-profit organizations and units of government for hiring artists from TCA's Texas Touring Roster to do a performance.
- 1.4 **Designated Funding/Commission Initiatives** provides grants from designated dollars received from an external funder for specified purposes or dollars designated by the Commission for agency initiatives. During an average year,

- approximately 60 grants are provided through this program.
- 1.5 Through all of its grant programs, the **TCA consistently reaches underserved populations**. These underserved populations include seniors, at-risk youth, those in geographically-isolated areas, and economically-disadvantaged people. Examples of how these populations are served include:
 - 1.5A **Grants to rural Texas** for activities in counties with populations of fewer than 50,000. TCA has a goal of providing 6% of agency grant funds to rural grant recipients. Currently, 3% of TCA grants go to rural constituents.
 - 1.5B Additionally, the **Rural Initiative** has a focus on providing free performances at rural (counties with populations of fewer than 50,000) libraries, schools and nonprofit organizations. Annually, artists on the Texas Touring Roster are paid a fee to provide approximately 50 free performances in rural areas. This outreach program expands the visibility of TCA and Texas artists. Staff follows up and reviews TCA grant opportunities with rural entities.
 - 1.6 **Touring Roster Inclusion** ensures that every Texas community has access to high quality arts programming at an affordable price by maintaining the adjudicated Texas Touring Roster of approximately 180 Texas-based touring companies and artists.
 - 1.7 The **Texas State Artists** nomination process is managed by TCA, and includes a call for nominations, review of the nominees and development of a list of finalists for Texas Poet Laureate, State Musician, State Classical Musician, and State Visual Artists for final selection by the State Artist Committee.
 - 1.8 **All grant applications are evaluated** utilizing peer panel review by experts who base their evaluation on three criteria areas: artistic quality, capability and impact. On average, 280 evaluators donate their time and expertise annually to the agency.
 - 1.9 **TCA performs desk audits on 100% of grant recipients**. The agency uses a risk assessment to select grantees for fiscal monitoring visits. Highest-risk grantees are selected for fiscal monitoring site visits.

In support of statewide objectives:

- The agency strives for operational transparency and efficiency in all grant making activity.
- TCA works diligently to meet all legal requirements in an effective and efficient manner.
- The use of technology allows the agency to connect with a large audience in a low-cost, yet highly effective manner.
- The agency has structured its grants guidelines and categories to ensure maximum accountability of the state's investment.
- Providing customized guidelines, online technical assistance, grant-writing tips, and electronic grant submission has resulted in significant cost savings to the agency and a higher quality of customer service to constituents.
- The agency receives, processes, pays, evaluates, and monitors approximately 3,500 grants each fiscal year.
- In an effort to be more transparent, TCA provides an online search tool for viewing grants issued by the agency, so the public can search grants by organization, city, or Texas region and read a description of the funded activity.



Arts Organization grants provide Texas-based nonprofit arts organizations with multiyear general operating support and project grants aligned with the State’s priorities of Economic Development, Education, Health & Human Services, Natural Resources & Agriculture, and Public Safety & Criminal Justice. This investment allows arts organizations to focus on their mission and respond to the needs in their communities.

Recently, the agency has seen almost an 18% increase in demand for these grants.

Goal 2: Enhancing Education through Arts and Culture

Approximately 15% of the grant applications TCA will award are for arts education activities and those funded programs will serve an estimated one million individuals across the state annually. Grants are awarded to schools and not-for-profit organizations throughout the state for K-12 arts education programs. All TCA grants for arts education are tied to the Texas Education Agency TEKS curriculum standards.

- 2.1 Arts Create for Educational Organizations** provides annual operational support grants to approximately 12 established arts organizations that have a primary focus on arts education and advance the creative economy of Texas by investing in the not-for-profit arts industry of the state.
- 2.2 Arts Respond** provides project support through approximately 600 grants to arts organizations annually to advance the creative economy of Texas by investing in the not-for-profit arts industry. These projects must address one of five priority issues that include:
 - 2.2A Education projects** annually provide approximately 150 grants to use the arts to promote innovations in K-12 education. These projects impact students in a school setting or during the school day.
- 2.3 Arts Respond Performance Support** annually provides over 500 grants for professional artist fees to not-for-profit organizations and units of government for hiring artists from TCA's Texas Touring Roster to do a performance. Approximately 250 of these grants are given to schools, libraries, and parent/teacher organizations for performances in educational settings.
- 2.4 Designated Funding/Commission Initiatives** provides approximately 25 grants annually for arts education programs to organizations with designated dollars received from an external funder or dollars designated by the Commission for agency arts education initiatives.
- 2.5 Young Masters** grants are awarded to 15 individual students annually to assist talented young artists in grades 8 through 11 to further their studies in their chosen discipline area.
- 2.6 All arts education grant applications are evaluated** utilizing the peer panel review described in point 1.8.
- 2.7 TCA performs desk audits on 100% of grant recipients.** The agency uses a risk assessment to select grantees for fiscal monitoring visits. Highest risk grantees are selected for onsite fiscal site monitoring visits.
- 2.8 Poetry Out Loud** is a state recitation competition facilitated by TCA that is part of a national program funded by the National Endowment for the Arts. TCA produces the statewide Poetry Out Loud competition of

winners from Texas high schools. The state winner then competes in the national competition. The program provides scholarships to winning students and cash to purchase poetry books to winners' school libraries.

In support of statewide objectives:

- The agency strives for operational transparency and efficiency in all grant making activity.
- TCA works diligently to meet all legal requirements in an effective and efficient manner.
- The use of technology allows the agency to connect with a large audience in a low-cost, yet highly effective manner.
- The agency has structured its grants guidelines and categories to ensure maximum accountability of the state's investment.
- Providing customized guidelines, online technical assistance, grant-writing tips, and electronic grant submission has resulted in significant cost savings to the agency and a higher quality of customer service to constituents.
- In an effort to be more transparent, TCA provides an online search tool for viewing grants issued by the agency, so the public can search grants by organization, city, or Texas region and read a description of the funded activity.

Goal 3: Growing Cultural Tourism Opportunities

TCA will provide cultural tourism grants to approximately 200 organizations to promote arts and cultural events in Texas that attract visitors. Cultural tourism grants are intended for activities aimed at attracting visitors, generating revenue, and building audiences for Texas-based arts organizations and events.

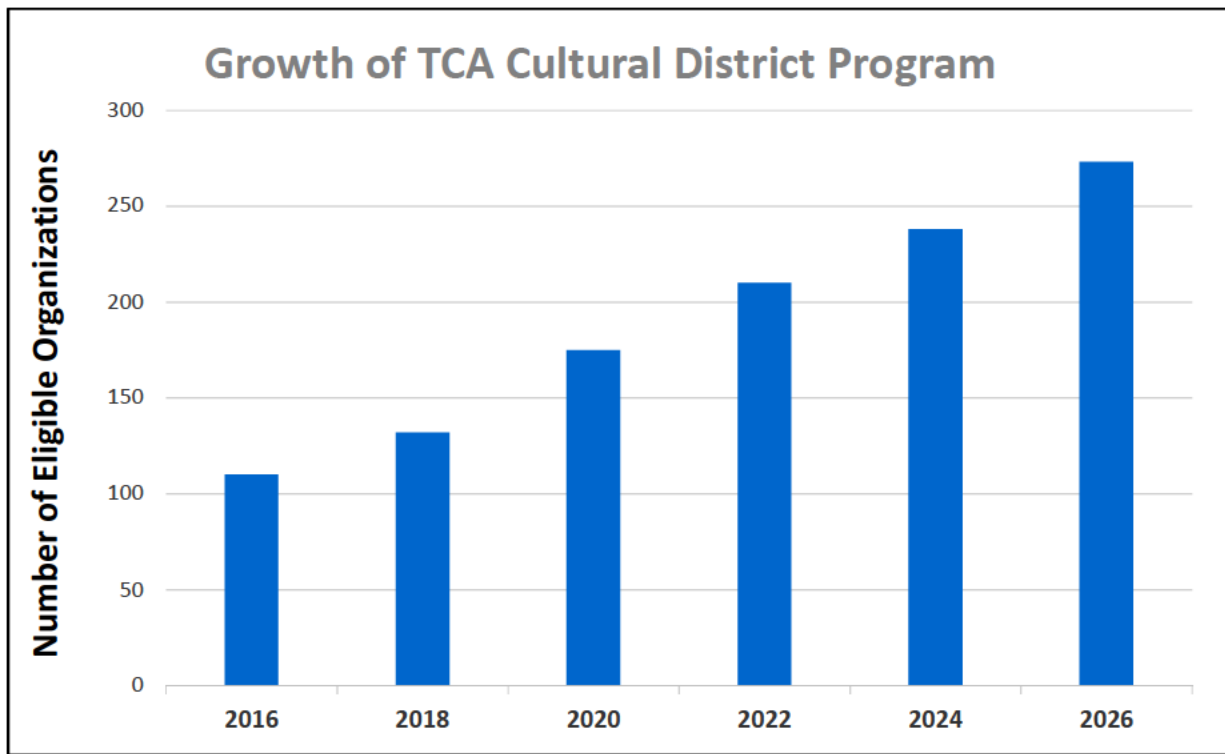
- 3.1 Arts Create** provides operational support grants to approximately 80 established arts organizations annually with the specific intention of producing cultural events in Texas that attract visitors.
- 3.2 Arts Respond Cultural District Projects** provide grant funding to approximately 120 organizations annually for activities in TCA-designated Cultural Districts. This program is designed for projects that use the arts to diversify local economies, generate revenue, and attract visitors and investment. The program focus is on significant cultural tourism projects including high-quality arts programming, enhancements to Cultural Districts, improved signage and wayfinding, promotion for districts, and operational support for the managers of these Cultural Districts. Approximately five million people were projected to participate in Cultural District Project activities in FY 2026.
- 3.3 Economic Development** projects focus on job growth or cultural tourism and will provide funding for approximately 200 grants annually.
- 3.4 Designated Funding/Commission Initiatives** provides approximately 2 tourism-related grants per year in support of agency cultural tourism initiatives, designed to attract national arts conferences to Texas.
- 3.5 Arts Respond Performance Support** provides fee support for artists from the Texas Touring Roster to perform at festivals, big and small, all over the Lone Star State. The Texas Touring Roster features many headliner caliber artists like Asleep at the Wheel, Marcia Ball, Brave Combo, Emily Gimble, Little Joe Hernandez, Jimmie Vaughan, and Eva Ybarra. The roster also includes storytellers, theater for young audiences, dance companies, and many other family-friendly offerings to ensure there are great things to engage young people at festivals.
- 3.6 All grant applications are evaluated** utilizing the peer panel review described in point 1.8.
- 3.7 TCA performs desk audits on 100% of grant recipients.** The agency uses a risk assessment to select grantees for fiscal monitoring visits. Highest risk grantees are selected for onsite fiscal site monitoring visits.
- 3.8 Cultural District Designation** is authorized by H.B. 2208 of the 79th Legislature for TCA to designate special zones in Texas cities and communities that harness the power of cultural resources to stimulate economic development and community revitalization. Fifty-seven Cultural Districts have been designated in

Texas. Applications for new Cultural Districts are accepted annually and new Cultural Districts are regularly designated.

- 3.9 TCA works under a Memorandum of Understanding** with the Office of the Governor, Economic Development and Tourism Division; the Texas Department of Transportation; the Texas Parks and Wildlife Department; and the Texas Historical Commission to minimize duplication of effort and to ensure that state resources are directed toward tourism activities and programs that yield the highest level of return on investment.

In support of statewide objectives:

- The agency strives for operational transparency and efficiency in all grant making activity.
- TCA works diligently to meet all legal requirements in an effective and efficient manner.
- The use of technology allows the agency to connect with a large audience in a low-cost, yet highly effective manner.
- The agency has structured its grants guidelines and categories to ensure maximum accountability of the state's investment.
- Providing customized guidelines, online technical assistance, grant-writing tips, and electronic grant submission has resulted in significant cost savings to the agency and a higher quality of customer service to constituents.
- In an effort to be more transparent, TCA provides an online search tool for viewing grants issued by the agency, so the public can search grants by organization, city, or Texas region and read a description of the funded activity.



Funding to activate these districts first became available in 2016. Since that time, **the number of districts has nearly doubled.**

The number of organizations eligible to apply for these funds has increased by nearly 150%.

In 2016, there were **110** nonprofit organizations eligible to apply for a Cultural District Project grant. In 2026, there were **273** nonprofit organizations eligible to apply for a Cultural District Project grant.

Goal 4: Advancing Leadership in Arts and Culture in the State and Nation

TCA strives to provide information and assistance to arts and cultural industries and organizations as well as the public. This includes helping individuals (artists, administrators, and audience members) find opportunities and resources, helping organizations with professional advancement and development for staff and board members, and helping communities develop their cultural assets. Agency staff is available to answer questions and provide expertise as needed.

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

4.2 TCA offers professional development opportunities to help cultivate the arts in Texas. The agency serves as a clearinghouse of arts information and expertise for the public and its constituents. Opportunities are provided through professional references, direct assistance, educational webinars and networking opportunities. Examples of professional development include:

4.2A TCA provides one-on-one assistance where constituents can speak with staff directly via meetings held over Zoom. These meetings allow for screen sharing and personalized assistance with agency programs and services.

4.2B The agency has developed a wide array of **professional development resources** for the arts industry available through the agency's website. These include over 30 curated professional development webinars designed to broadly assist the work of nonprofit organizations and artists. The online Speaker Series offers three professional development webinars per year on timely topics; the recorded sessions are added to the website. TCA produced a tool-kit of template-based resources (e.g., sample plans, forms, templates, checklists, surveys, and assessment tools) designed to assist nonprofits with fundamentals and best practices on a variety of topics. All of these resources are available at any time through the agency website.

4.2C TCA hosts and participates in conferences and smaller gatherings ranging in size from 20 to 500 attendees. These gatherings are convened in-person and online. TCA strives to address tangible needs with resources that can be put into use

easily, best practices, and emerging trends in the field. Workshops are designed for those interested in grantsmanship and arts topics. Specialized convenings offer workforce development for individual artists of all disciplines. Constituent group meetings include Cultural District managers, arts education leaders, rural arts providers, curators, public art administrators, grant seekers, and Texas Touring Roster artists. During these meetings, participants share best practices and explore areas for innovation and collaboration. TCA conducts annual online listening sessions to help gauge needs in the field.

- 4.3 TCA strives to ensure that all Texans have access** to the arts, including audiences and artists with disabilities. TCA has a staff member assigned to monitoring and improving the agency's accessibility. This person also serves as a free resource to Texas-based artists and organizations interested in making cultural programs and facilities more accessible to people with disabilities.
- 4.4 TCA offers a free monthly email newsletter** to organizations, individuals and the general public. The newsletter provides information on upcoming deadlines and opportunities.
- 4.5 TCA administers social media platforms** through Facebook, Instagram, and X (formerly Twitter). These platforms provide TCA and the creative arts industry in Texas with the ability to reach audiences, provide customer service, and raise awareness of programs, initiatives and research.
- 4.6 TCA offers the State of the Arts license plate** for interested Texans, and it has generated funds for TCA grants and promotion of the arts and cultural industries in the state.
- 4.7 TCA provides assistance for questions about public art** under the authority of Section 444.029 of Texas Government Code, which states that any county, municipality, or other political subdivision of the state undertaking a public construction project estimated to cost more than \$250,000 may specify that a percentage not to exceed one percent of the cost of the construction project shall be used for fine arts projects at or near the site of the construction project. Those organizations may consult with TCA for advice in determining how to conduct the public art or percent-for-art project.
- 4.8 TCA is a member of Mid-America Arts Alliance**, a Regional Arts Organization serving Texas, Oklahoma, Kansas, Nebraska, Missouri, and Arkansas. Regional Arts Organizations encourage arts activities on a regional basis, facilitating resource sharing and leveraging the assets of the member states. TCA pays an annual subscription fee to enable Texas to participate in Mid-America Arts Alliance programs.
- 4.9 TCA maintains partnerships with the Texas Cultural Trust & Texans for the Arts** in order to raise public awareness and private funds in support

of arts and art education initiatives. The Texas Cultural Trust provides funding for the Young Masters grants and the Texas Women for the Arts grants, and they present the Texas Medal of Arts Awards. Texans for the Arts is a not-for-profit advocacy organization dedicated to supporting the arts in Texas.

In support of statewide objectives:

- The agency strives for operational transparency and efficiency in all grant making activity.
- TCA works diligently to meet all legal requirements in an effective and efficient manner.
- The use of technology allows the agency to connect with a large audience in a low-cost, yet highly effective manner.
- The adoption of social media technologies increases constituent interactions and enhances the agency's ability to meet those needs in a more timely, efficient, and cost-effective manner.
- In an effort to be more transparent, TCA provides an online search tool for viewing grants issued by the agency, so the public can search grants by organization, city, or Texas region and read a description of the funded activity.
- In the delivery of all services, TCA works to be effective, efficient, secure, economical, and innovative.

Redundancies and Impediments

SERVICE, STATUTE, RULE OR REGULATION	Texas Gov't Code Sec. 444.032 TEXAS MUSIC PROJECT
WHY THE SERVICE, STATUTE, RULE, OR REGULATION RESULTS IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	From 2003 to 2005, the agency partnered with the Texas Music Project to issue three compact discs under the direction of Sec. 444.032. The music industry experienced a number of radical shifts during this time, rendering the compact disc all but obsolete. Also during this time, the Texas Music Project shifted its organizational focus and no longer acted as a viable partner in this endeavor. Within a couple of years of its inception, this program proved to be inefficient and not relevant to the prevailing trends in the music industry.
AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	Sec. 444.032 describes a program well past its useful life and Texas Commission on the Arts recommends eliminating Sec. 444.032 from Texas Gov't Code.
AGENCY ESTIMATED COST SAVINGS OR OTHER BENEFITS ASSOCIATED WITH RECOMMENDED CHANGE	This program has been effectively dormant for a number of years so it is unlikely that material costs savings would result from the elimination of Sec. 444.032. The requested change is more of the nature of "clean-up" to better reflect the agency's work today.

Schedule A: Budget Structure

Goal	Objective	Strategy		
A.			Short Name:	ARTS AND CULTURAL GRANTS
			Full Name:	Provide and Support Arts and Cultural Grants
			Description:	To provide grants for the arts and cultural industry in Texas.
	1.		Short Name:	ARTS AND CULTURAL GRANTS
			Full Name:	Arts and Cultural Grants
			Description:	Provide financial, human, and technical resources to ensure viable arts and cultural communities.
			Outcome 1:	<i>Percentage of Grant Applications Funded</i>
			Outcome 2:	<i>Percentage of Applications from Minority Organizations</i>
			Outcome 3:	<i>Percentage of Grant Dollars Provided to Minority Organizations</i>
			Outcome 4:	<i>Percent Applications from Rural Counties</i>
			Outcome 5:	<i>Percentage of Grant Dollars to Rural Counties</i>
			Outcome 6:	<i>Percentage of Grants Funded for Arts Education</i>
			Outcome 7:	<i>Percentage of Funded Grantees Monitored Through Site Visits</i>
			Outcome 8:	<i>Percentage of Grant Dollars Awarded that Promote Cultural Tourism</i>
			Outcome 9:	<i>Number of Artists Compensated for TCA Texas Touring Roster Performances</i>
			Outcome 10:	<i>Number of Texas Cities in Which Organizations Received TCA Grants</i>
			Outcome 11:	<i>Number Served by Arts Respond Projects in Education</i>
			Outcome 12:	<i>Number Served by Arts Respond Projects in Health & Human Services</i>
			Outcome 13:	<i>Number Served by Arts Respond Projects in Public Safety & Criminal Justice</i>
		1.	Short Name:	ARTS ORGANIZATION GRANTS
			Full Name:	Arts Organization Grants
			Description:	Distribute grants for production, performance, exhibition, touring, and administration to arts and cultural organizations.
			Output 1:	<i>Number of Grant Applications Processed</i>
		2.	Short Name:	ARTS EDUCATION GRANTS
			Full Name:	Arts Education Grants
			Description:	Distribute grants for K-12 arts education programs.
		3.	Short Name:	CULTURAL TOURISM GRANTS
			Full Name:	Cultural Tourism Grants
			Description:	Distribute grants to promote arts and cultural events in Texas to attract tourists.
			Output 1:	<i>Number of Grants that Promote Cultural Tourism</i>

Goal	Objective	Strategy		
		4.	Short Name:	DIRECT ADMINISTRATION OF GRANTS
			Full Name:	Direct Administration of Grants
			Description:	Administer grants and monitor for contract compliance.
B.			Short Name:	INDIRECT ADMINISTRATION
			Full Name:	Indirect Administration
			Description:	Indirect Administration.
	1.		Short Name:	INDIRECT ADMINISTRATION
			Full Name:	Indirect Administration
			Description:	Indirect Administration.
		1.	Short Name:	CENTRAL ADMINISTRATION
			Full Name:	Central Administration
			Description:	Central Administration.
		2.	Short Name:	INFORMATION RESOURCES
			Full Name:	Information Resources
			Description:	Information Resources.

Schedule B: Performance Measure Definitions

Agency:	Texas Commission on the Arts
Goal:	To provide grants for the arts and cultural industry in Texas.
Objective:	Provide financial, human, and technical resources to ensure viable arts and cultural communities.

Outcome Measure 1: Percentage of Grant Applications Funded

Definition

This measure identifies the percentage 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/Collection of Data

Agency's grants management database.

Method of Calculation

This measure is calculated by dividing the number of grant applications funded by the total number of grant applications submitted, annually, as reported in the agency's grants management database, multiplied by 100.

Data Limitations

None.

Calculation Type

Noncumulative

New Measure

No

Target Attainment

Higher than target

Outcome Measure 2: Percent of Applications from Rural Counties

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/Collection of Data

Agency's grants management database.

Method of Calculation

This measure is calculated by dividing the number of grant applications, as reported in the agency's grants management database, from rural counties by the total number of grant applications multiplied by 100. "Rural" is defined as a county which is outside of that designated by the US Census as being urban, with a population not greater than 49,999.

Data Limitations

Accuracy of population figures in ever-growing counties.

Calculation Type	New Measure	Target Attainment
Noncumulative	No	Higher than target

Outcome Measure 3: Percentage of Grant Dollars to Rural Counties

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/Collection of Data

Agency's grants management database.

Method of Calculation

This measure is calculated by dividing the number of grant dollars awarded to applications, as reported in the agency's grants management database, from rural counties by the total number of grant dollars awarded multiplied by 100. “Rural” is defined as a county which is outside of that designated by the US Census as being urban, with a population not greater than 49,999.

Data Limitations

Accuracy of population figures in ever-growing counties.

Calculation Type	New Measure	Target Attainment
Noncumulative	No	Higher than target

Outcome Measure 4: Percentage of Grants Funded for Arts Education

Definition

This measure identifies the percentage of funded applications from all agency grant programs that serve K-12 arts education.

Purpose/Importance

The purpose of this measure is to track grants from all agency grant programs that serve K-12 arts education.

Source/Collection of Data

Agency's grants management database.

Method of Calculation

This measure is calculated by taking the number of funded applications from all agency grant programs that serve K-12 arts education divided by the total number of funded applications from all agency grant programs that serve K-12 arts education, annually, as reported in the agency's grants management database, multiplied by 100.

Data Limitations

None.

Calculation Type	New Measure	Target Attainment
-------------------------	--------------------	--------------------------

Noncumulative No Higher than target

Outcome Measure 5: Percentage of Funded Grantees Monitored Through Site Visits

Definition

This measure indicates the percentage of funded grantees monitored through site visits for compliance with generally accepted accounting principles and contract compliance.

Purpose/Importance

The purpose of this measure is to ensure compliance with TCA's grant contracts and with basic accounting principles.

Source/Collection of Data

Agency's site visit database.

Method of Calculation

This measure is calculated by counting the number of organizations receiving funding that were monitored through site visits divided by the total number of grants awarded in the previous fiscal year, annually, as reported in the agency's site visit database, multiplied by 100. Those grants that were cancelled will not be counted in the number of grants awarded.

Data Limitations

None.

Calculation Type

Noncumulative

New Measure

No

Target Attainment

Higher than target

Outcome Measure 6: Percentage of Grant Dollars Awarded that Promote Cultural Tourism

Definition

This measure represents the percentage of grant dollars awarded that promote cultural tourism, which is defined as travel dedicated toward experiencing the arts, heritage, and character of a place.

Purpose/Importance

The purpose of this measure is to determine the percentage of grants funded to promote cultural tourism.

Source/Collection of Data

Agency's grants management database.

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, annually, as reported in the agency's grants management database, multiplied by 100. "Cultural Tourism" is defined as travel dedicated toward experiencing the arts, heritage, and character of a place.

Data Limitations

"Cultural Tourism" is a self-selected attribute of an applicant's request for grant dollars, subject to review by a TCA program administrator.

Calculation Type	New Measure	Target Attainment
Noncumulative	No	Higher than target

Outcome Measure 7: Number of Artists Compensated for TCA Texas Touring Roster Performances

Definition

This measure identifies the number of artists compensated for TCA Texas Touring Roster performances.

Purpose/Importance

The purpose of this measure is to illustrate the impact TCA grants have on funded arts entities, audiences, and communities. This measure shows TCA's direct support of Texas-based artists and many of these performances support the economic development of Texas communities.

Source/Collection of Data

Agency's grants management database. Artists are compensated by arts organizations through grants provided by the agency which cover 20-50% of the artist fee; arts organizations provide the remaining portion to artists with funds not provided by TCA.

Method of Calculation

This measure is calculated by adding the number of artists compensated for TCA Texas Touring Roster performances, annually, as reported in the agency's grants management database. Artist count is non-unique.

Data Limitations

Artist count is non-unique and could include duplicates. Also, the agency relies on the accuracy of grantees' reporting. Performance measures reported in ABEST are calculated from the agency's grants management database, based on the available data set of grantees' final reports, as of the ABEST reporting deadline. It is possible that final performance data could vary slightly from those reported in ABEST, in the event that the agency receives delinquent grantees' final reports and/or changes to grantees' final reports subsequent to the ABEST reporting deadline. The magnitude of such unlikely discrepancies would be very minor.

Calculation Type	New Measure	Target Attainment
Noncumulative	No	Higher than target

Outcome Measure 8: Number of Texas Cities in Which Organizations Received TCA Grants

Definition

This measure identifies the number of Texas cities in which organizations received TCA grant funding.

Purpose/Importance

The purpose of this measure is to illustrate the impact TCA grants have on funded arts entities, audiences, and communities. Additionally, this measure illustrates the reach of the agency's funding and that dollars are not awarded solely to large metro areas.

Source/Collection of Data

Agency's grants management database.

Method of Calculation

This measure is calculated by adding the number of Texas cities in which organizations received TCA grant funding, annually, as reported in the agency's grants management database.

Data Limitations

None.

Calculation Type	New Measure	Target Attainment
Noncumulative	No	Higher than target

Outcome Measure 9: Number Served by Arts Respond Projects in Education

Definition

This measure identifies the number of individuals served by Arts Respond Projects that use art to promote innovations in K-12 education.

Purpose/Importance

The purpose of this measure is to illustrate the agency's commitment to serving the State's priority area of Education. Grants fund projects that use art to promote innovations in K-12 education. Designed for projects that impact K-12 students in a school setting or during the school day in conjunction with school officials. Must be TEKS aligned (public schools).

Source/Collection of Data

Agency's grants management database.

Method of Calculation

This measure is calculated by adding the individuals served by all Arts Respond Projects that use art to promote innovations in K-12 education, annually, as reported in the agency's grants management database. Counts are non-unique.

Data Limitations

"Number Served" is non-unique and could include duplicates. Also, the agency relies on the accuracy of grantees' reporting. Performance measures reported in ABEST are calculated from the agency's grants management database, based on the available data set of grantees' final reports, as of the ABEST reporting deadline. It is possible that final performance data could vary slightly from those reported in ABEST, in the event that the agency receives delinquent grantees' final reports and/or changes to grantees' final reports subsequent to the ABEST reporting deadline. The magnitude of such unlikely discrepancies would be very minor.

Calculation Type	New Measure	Target Attainment
Noncumulative	No	Higher than target

Outcome Measure 10: Number Served by Arts Respond Projects in Health & Human Services

Definition

This measure identifies the number of individuals served by Arts Respond Projects that use art to improve human health or functioning.

Purpose/Importance

The purpose of this measure is to illustrate the agency's commitment to serving the State's priority area of Health & Human Services. Projects use art to improve human health or functioning. Grants provide funding for projects that use art to improve human health or functioning. Designed for projects that focus on health-related topics, serve specific populations, or occur in a health care or human service setting (hospital, clinic, senior activity center, women's shelter, homeless shelter, etc.).

Source/Collection of Data

Agency's grants management database.

Method of Calculation

This measure is calculated by adding the individuals served by all Arts Respond Projects that use art to improve human health or functioning, annually, as reported in the agency's grants management database. Based on non-unique counts.

Data Limitations

"Number Served" is non-unique and could include duplicates. Also, the agency relies on the accuracy of grantees' reporting. Performance measures reported in ABEST are calculated from the agency's grants management database, based on the available data set of grantees' final reports, as of the ABEST reporting deadline. It is possible that final performance data could vary slightly from those reported in ABEST, in the event that the agency receives delinquent grantees' final reports and/or changes to grantees' final reports subsequent to the ABEST reporting deadline. The magnitude of such unlikely discrepancies would be very minor.

Calculation Type

Noncumulative

New Measure

No

Target Attainment

Higher than target

Outcome Measure 11: Number Served by Arts Respond Projects in Public Safety & Criminal Justice

Definition

This measure identifies the number of individuals served by Arts Respond Projects that use art to prevent juvenile delinquency and recidivism in youth and adults.

Purpose/Importance

The purpose of this measure is to illustrate the agency's commitment to serving the State's priority area of Public Safety & Criminal Justice. Projects use art to prevent juvenile delinquency and recidivism in youth and adults. Designed for projects that focus on at-risk youth or incarcerated populations (after school program, juvenile detention center, adult prison, alternative learning center).

Source/Collection of Data

Agency's grants management database.

Method of Calculation

This measure is calculated by adding the individuals served by all Arts Respond Projects that use art to prevent juvenile delinquency and recidivism in youth and adults, annually, as reported in the agency's grants management database. Based on non-unique counts.

Data Limitations

"Number Served" is non-unique and could include duplicates. Also, the agency relies on the accuracy of grantees' reporting. Performance measures reported in ABEST are calculated from the agency's grants management database, based on the available data set of grantees' final reports, as of the ABEST reporting deadline. It is possible that final performance data could vary slightly from those reported in ABEST, in the event that the agency receives delinquent grantees' final reports and/or changes to grantees' final reports subsequent to the ABEST reporting deadline. The magnitude of such unlikely discrepancies would be very minor.

Calculation Type	New Measure	Target Attainment
Noncumulative	No	Higher than target

Agency:	Texas Commission on the Arts
Goal:	To provide grants for the arts and cultural industry in Texas.
Objective:	Provide financial, human, and technical resources to ensure viable arts and cultural communities.
Strategy:	Distribute grants for production, performance, exhibition, touring, and administration to arts and cultural organizations.

Output Measure 1: Number of Grant Applications Processed

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/Collection of Data
 Agency's grants management database.

Method of Calculation
 This measure is calculated by adding the total number of grant applications received and processed, annually, as reported in the agency's grants management database. The applications are processed and reviewed by agency staff and peer review panels.

Data Limitations
 None.

Calculation Type	New Measure	Target Attainment
Cumulative	No	Higher than target

Agency:	Texas Commission on the Arts
Goal:	To provide grants for the arts and cultural industry in Texas.
Objective:	Provide financial, human, and technical resources to ensure viable arts and cultural communities.
Strategy:	Distribute grants to promote arts and cultural events in Texas to attract tourists.

Output Measure 1: Number of Grants that Promote Cultural Tourism

Definition
 This measure indicates the number of grants that support cultural tourism which is defined as travel dedicated toward experiencing the arts, heritage, and character of a place.

Purpose/Importance
 The purpose of this measure is to ensure promotion of cultural tourism within the State of Texas.

Source/Collection of Data
 Agency's grants management system.

Method of Calculation
 This measure is calculated by counting the number of grants dedicated to the development of cultural tourism which is defined as travel dedicated toward experiencing the arts, heritage, and character of a place.

Data Limitations
 "Cultural tourism" is a self-selected attribute of an applicant's request for grant dollars, subject to review by a TCA program administrator.

Calculation Type	New Measure	Target Attainment
Cumulative	No	Higher than target

Schedule C: Historically Underutilized Business Plan

HUB Report Procurement Categories	FY 2024		FY 2025		FY 2026
	Agency-Specific HUB Goal*	% of Dollars Spent w/HUBs**	Agency-Specific HUB Goal*	% of Dollars Spent w/HUBs**	Agency-Specific HUB Goal*
Heavy construction other than building contracts	11.20%	0.00%	11.20%	0.00%	11.20%
Building construction, including general contractors and operative builders contracts	21.10%	0.00%	21.10%	0.00%	21.10%
Special trade construction contracts	32.90%	0.00%	32.90%	0.00%	32.90%
Professional services contracts	23.70%	100.00%	23.70%	100.00%	23.70%
Other services contracts	26.00%	0.00%	26.00%	0.00%	26.00%
Commodities contracts	21.10%	60.78%	21.10%	2.42%	21.10%

The mission of the Texas Commission on the Arts (TCA) is to advance our state economically and culturally by investing in a creative Texas. Accomplishing this mission requires a very narrow scope of business operations. Essentially, the agency provides grants and administers these grant programs.

Over 90% of the agency's annual budget is spent on grantsmaking, which does not factor into the calculations for HUB reporting.

Such a narrow scope of business activities eliminates the occasion for procurement in the Heavy Construction, Building Construction, Special Trade Construction, and limits the spending in the Professional Services and Commodity categories.

The majority of the agency's annual spending in the Other Services category is represented by a single IT service augmentation contract with a non-HUB vendor whose long-standing and highly-specialized knowledge of the agency's Grants Management System justifies this ongoing business relationship. The second largest annual expenditure in the Other Services category consists of reimbursements of out-of-pocket travel, lodging, and incidental expenses incurred by evaluators who volunteer their time and expertise reviewing grant applications and making recommendations for Commission approval. The pool of evaluators includes a significant number of women and individuals from other historically underrepresented groups; however, like our grantee organizations, these private citizens are not registered HUBs.

The bulk of the agency's true discretionary procurement activities is for basic information technology and consumable supplies (printer toner, copy paper, shipping materials, etc.) that fall into the Commodities category. Pursuant to the Texas Comptroller's Procurement Manual, based upon product availability, the agency selects vendors from which to procure Commodities in the following priority: through Texas Correctional Industries (TCI); through WorkQuest (formerly TIBH Industries); and finally, under SPD Delegated Purchase authority. This priority order often limits the agency's discretion when selecting vendors; however, we actively seek to utilize VetHUBs whenever the priority order allows.

Schedule D: Statewide Capital Plan

NOT APPLICABLE

Schedule F: Workforce Plan

I. Agency Overview

Statute

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

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

The commission is composed of nine members appointed by the Governor with the advice and consent of the Senate. The members must represent a diverse cross-section of the fields of the arts and be widely known for their professional competence and experience in connection with the arts. At least two members must be residents of a county with a population of less than 50,000. Members of the commission serve staggered terms of six years.

Agency Mission

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

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

Agency Strategic Goals and Objectives

GOAL 1: Arts and Cultural Grants

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

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

GOAL 2: Indirect Administration

Indirect Administration.

Objective: Indirect Administration.

Business Functions

The Commissioners and Executive Director work closely in all matters related to policy, programs, and governmental relations, while staff manages the day-to-day operations of the agency. The core business functions include: Arts Organization Grant Programs, Art Education Grant Programs, Cultural Tourism Grant Programs, and Indirect Administration.

Anticipated Changes to Mission, Strategies, and Goals

The Texas Commission on the Arts does not anticipate any further changes to the Mission, Strategies, and Goals in the next Legislative Session.

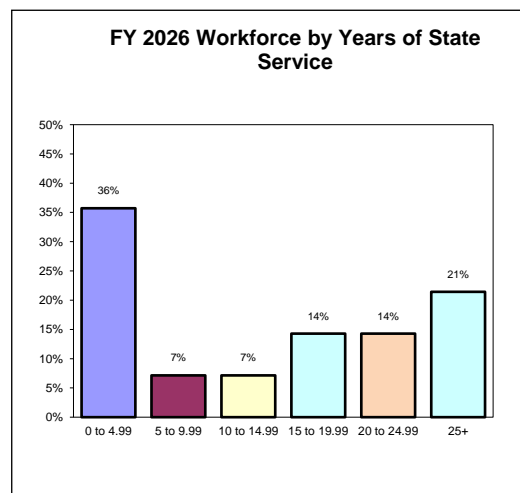
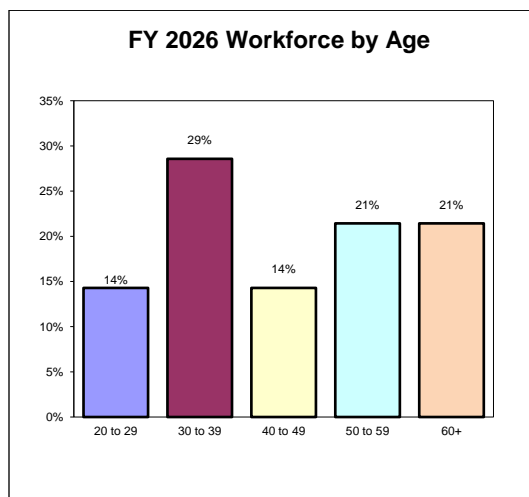
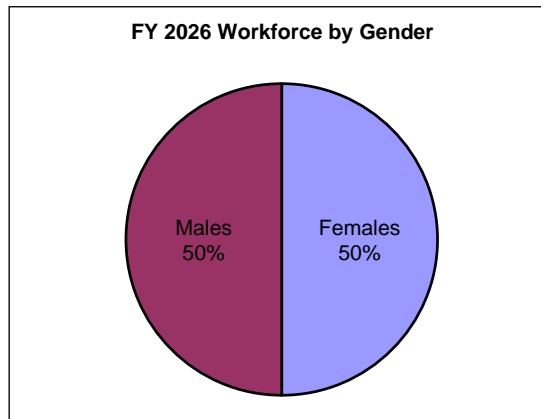
II. Current Workforce Profile

TCA's workforce is critical to the agency's success - current agency staff has the experience, knowledge, and skills necessary to excel in the mission, goals, and objectives of the agency. The agency has fully staffed its fourteen (14) authorized FTEs in the current biennium.

Demographic Information

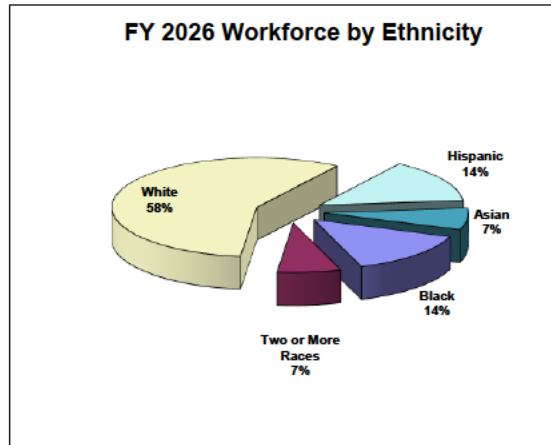
Age and Gender:

The agency's 14 employees include 7 females and 7 males. The average employee has been with the agency for approximately 14 years.



Ethnicity:

As of Fiscal Year 2026, 58% of the agency’s workforce is White, 14% is Hispanic, 14% is Black, 7% is Asian, and 7% is two or more races, as illustrated in the chart below.



FY 2026 Workforce Composition by EEO Category:

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

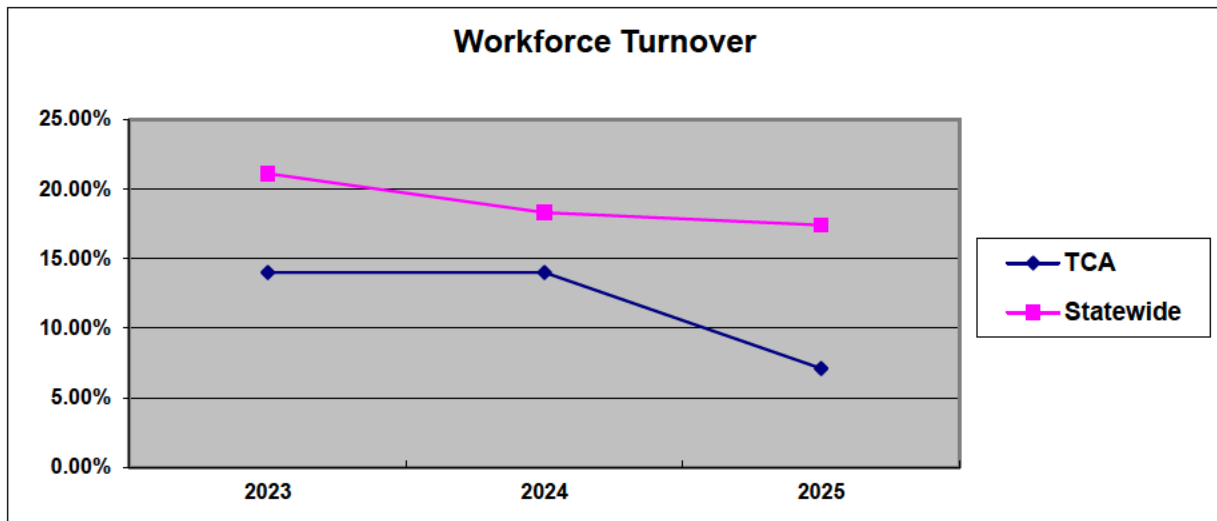
EEO Category	FY 2026	% of Total
Administrative Support	2	14.29%
Officials & Administrators	1	7.14%
Professionals	10	71.43%
Technicians	1	7.14%
Total	14.00	100.00%

Workforce Eligible for Retirement

Over one-third of the agency’s employees are eligible for retirement and could leave the workforce under the State of Texas’ “Rule of 80” whereby an employee is eligible for retirement with full benefits once such an employee’s age plus years of state service equals 80. This same group comprises 60% of the agency’s executive leadership. The agency has cross-trained employees sufficiently to be able to thrive as these employees depart the workforce in the coming years.

Agency Turnover

The natural turnover rate for the Texas Commission on the Arts has been well below the turnover rate for the State of Texas in general over the last three years.



Projected Turnover Rate for Five Years

The majority of TCA’s workforce is composed of professionals whose background and education is in the arts. No other state agency offers such focused opportunities for these employees to apply their experience, skills, and interests. This has contributed to the agency’s very low historical turnover rate; a trend agency management expects to continue in the coming five years. Despite the fact that nearly one quarter of the agency’s staff is eligible to retire, it is likely some or all of these employees will choose to continue working for the agency. Furthermore, the agency has adequately cross-trained its workforce to be able to thrive in the event that a number of employees cease working for the agency.

Critical Workforce Skills

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

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

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

III. Future Workforce Profile

Expected Workforce Changes

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

Future Skills Needs

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

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

Anticipated Changes in FTE

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

IV. Gap Analysis

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

Anticipated Shortage/Surplus in Staffing Levels

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

Anticipated Shortage/Surplus of Skills

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

V. Strategy Development

In the *Survey of Employee Engagement*, the agency's lowest scoring construct is pay. The agency strives to improve this construct, but often struggles with a shortage of resources to address this concern.

Retention Programs

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

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

Recruitment Plans

As a small, fully-staffed agency, TCA does not continuously recruit prospective employees. As a business process, the agency only recruits prospective employees as vacancies materialize. The agency's recruiting efforts are largely handled electronically, in accordance with state law, through the Texas Workforce Commission's www.WorkinTexas.com site. Additionally, the agency posts vacancies on its internet homepage and engages in word-of-mouth networking with constituents at arts organizations and other institutions in the field.

VI. Conclusion

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

Schedule G: Workforce Development System Strategic Planning

NOT APPLICABLE

Schedule H: Report on Customer Service

From April 22 to May 23, 2026, TCA solicited participation from constituents in order to assess the quality of the agency’s customer service. The survey was sent directly to 11,231 account holders along with members of the agency’s mailing list at the cost of approximately one-half of a penny per person. Combined, these groups represent 100% of the agency’s current constituent group.

Our account holders comprise:

Arts Nonprofit Organizations	38%
K-12 Schools	22%
Other Nonprofits*	21%
Governmental Entities	09%
Individuals (Artists)	05%
Colleges and Universities	03%
Businesses & Companies	01%
<hr/>	
	100%

* Other Nonprofits include libraries, parks, churches, PTA/PTOs, and organizations focused on economic development, health, heritage, historical preservation, and social services.

Additionally, the survey was posted on the agency website during that same timeframe where anyone could participate. The emailed survey had a 58% open rate and 323 participants completed the survey, which represents just over 3% participation.

In analyzing the results of the customer survey, the agency is pleased to have achieved an overall customer satisfactory rating of 90%. In comparing the results to the agency’s Compact with Texans (see agency website: arts.texas.gov), TCA staff were rated very highly on being both courteous and knowledgeable (removing respondents who did not interact with staff, the rating is approximately 90% positive). Staff response rate was also rated very highly (removing those that did not interact with staff, the rating is approximately 90% positive). Agency communications were rated 91% positive (removing respondents who indicated those services were not applicable). Agency print materials were rated 81% positive (removing respondents who indicated those services were not applicable). Agency website was rated 81% positive (removing respondents who indicated those services were not applicable). The agency used the results of prior surveys to ensure the complaint process is made more visible and prominent to our customers. We have seen a gradual increase in the number of respondents who

claimed to have familiarity and satisfaction with the process over prior years. This metric has grown from 64% satisfaction four years ago, to 69% two years ago, to 74% this time. The ten-point increase in percentage points is a positive metric, but this is still an area for improvement. It remains the lowest scoring area for the agency. Over half of the respondents indicated the agency's facilities were not applicable to the services they received; however, of those that did respond, nearly 80% found the agency facilities to be satisfactory. The agency moved to the new George H. W. Bush State Office Building in May of 2024. The agency is optimistic that this metric will continue to improve as more customers visit the agency for one-on-one services. The new location has ample parking for visitors in a convenient central location.

Of note: When comparing this survey to the one two years ago, the agency improved its metrics in every single category. Some improvements were only fractions of a decimal better, but others were multiple points higher, with overall satisfaction with the agency increased by 7 percentage points.

Constant Contact Survey Results

Campaign Name: Customer Service Survey 4/17/2026

Survey Starts: 555

Survey Submits: 323

Export Date: 05/23/2026 05:35 PM

MULTIPLE CHOICE

1. How satisfied are you with the agency's facilities, including your ability to access the agency, the office location, signs, and cleanliness?

Answer Choice	0%	100%	Number of Responses	Responses Ratio
1 - Very unsatisfied			10	3%
2 - Unsatisfied			2	0%
3 - Neutral			13	4%
4 - Satisfied			21	6%
5 - Very satisfied			76	23%
NA - Not Applicable			199	61%
Total Responses			321	100%

MULTIPLE CHOICE

2. How satisfied are you with agency staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability?

Answer Choice	0%	100%	Number of Responses	Responses Ratio
1 - Very unsatisfied			19	5%
2 - Unsatisfied			2	0%
3 - Neutral			7	2%
4 - Satisfied			31	9%
5 - Very satisfied			218	68%
NA - Not Applicable			43	13%
Total Responses			320	100%

MULTIPLE CHOICE

3. How satisfied are you with agency communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?

Answer Choice	0%	100%	Number of Responses	Responses Ratio
1 - Very unsatisfied			16	5%
2 - Unsatisfied			0	0%
3 - Neutral			9	2%
4 - Satisfied			51	15%
5 - Very satisfied			212	66%
NA - Not Applicable			31	9%
Total Responses			319	100%

MULTIPLE CHOICE

4. How satisfied are you with the agency's website, including the ease of use, mobile access, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain?

Answer Choice	0%	100%	Number of Responses	Responses Ratio
1 - Very unsatisfied			15	4%
2 - Unsatisfied			10	3%
3 - Neutral			33	10%
4 - Satisfied			102	31%
5 - Very satisfied			151	46%
NA - Not Applicable			11	3%
Total Responses			322	100%

MULTIPLE CHOICE

5. How satisfied are you with the agency's complaint handling process, including whether it is easy to file a complaint and whether responses are timely?

Answer Choice	0%	100%	Number of Responses	Responses Ratio
1 - Very unsatisfied			5	1%
2 - Unsatisfied			2	0%
3 - Neutral			20	6%
4 - Satisfied			17	5%
5 - Very satisfied			61	19%
NA - Not Applicable			216	67%
Total Responses			321	100%






MULTIPLE CHOICE

6. How satisfied are you with the agency's ability to serve you in a timely manner, including the amount of time you wait for service in person?

Answer Choice	0%	100%	Number of Responses	Responses Ratio
1 - Very unsatisfied			15	4%
2 - Unsatisfied			3	0%
3 - Neutral			9	2%
4 - Satisfied			51	15%
5 - Very satisfied			188	58%
NA - Not Applicable			55	17%
Total Responses			321	100%






MULTIPLE CHOICE

7. How satisfied are you with any agency brochures or other printed information, including the accuracy of that information?

Answer Choice	0%	100%	Number of Responses	Responses Ratio
1 - Very unsatisfied			12	3%
2 - Unsatisfied			1	0%
3 - Neutral			24	7%
4 - Satisfied			56	17%
5 - Very satisfied			108	33%
NA - Not Applicable			121	37%
Total Responses			322	100%

MULTIPLE CHOICE

8. Please rate your overall satisfaction with the agency.

Answer Choice	0%	100%	Number of Responses	Responses Ratio
1 - Very unsatisfied			15	4%
2 - Unsatisfied			3	0%
3 - Neutral			13	4%
4 - Satisfied			60	18%
5 - Very satisfied			228	70%
NA - Not Applicable			4	1%
Total Responses			323	100%

Schedule I: Certification of Compliance with Cybersecurity Training



CERTIFICATE

Texas Commission on the Arts

Pursuant to the Texas Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the cybersecurity training required pursuant to the Texas Government Code, Sections 2063.103 and 2063.104.

Chief Executive Officer or Presiding Judge

Gary Gibbs

Signature

Gary Gibbs, Ph.D.

Printed Name

Executive Director

Title

5/22/2026

Date

Board or Commission Chair

Karen Partee

Signature

Karen Partee

Printed Name

Commission Chair

Title

5/22/2026

Date

Schedule J: Certification of Compliance with Artificial Intelligence Training



CERTIFICATE

Texas Commission on the Arts

Pursuant to Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the artificial intelligence training required pursuant to the Texas Government Code, Sections 2063.103 and 2063.104.

Chief Executive Officer or Presiding Judge


Signature

Gary Gibbs, Ph.D.
Printed Name

Executive Director
Title

5/22/2026
Date

Board or Commission Chair


Signature

Karen Partee
Printed Name

Commission Chair
Title

5/22/2026
Date

**Schedule K: Report on Projects and Acquisitions Financed by
Certain Fund Sources**

NOT APPLICABLE



.....
Post Office Box 13406
Austin Texas 78711
Tel: 512/463-5535
.....

www.arts.texas.gov
.....