The South Carolina Arts Commission
Fiscal Year 2009 Accountability Report

south
carolina arts
commission

Submitted to the S.C. State Budget and Control Board
September 15, 2009

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<div align="center">**Section I - Executive Summary**</div>

1. Organization's stated purpose

Our Mission

The mission of the South Carolina Arts Commission is an outgrowth of the 1967 act which created it, mandating the agency "to insure that the arts… will continue to grow and play an ever more significant part in the welfare and educational experiences of our citizens."

Last revised in 1998, the agency's mission statement continues to guide its commissioners, senior management and staff:

With a commitment to excellence across the spectrum of our state's cultures and forms of expression, the South Carolina Arts Commission pursues its public charge to develop a thriving arts environment, which is essential to quality of life, education, and economic vitality for all South Carolinians.

Our Values

The board, management and staff of the Arts Commission articulate the agency's organizational values as ideals that influence daily decisions and are reflected in the agency's behavior:

- *We are a public agency,* relying on public funds and a mandate from the citizenry to provide service and be responsible to the people of South Carolina. We operate within state government, aware of its opportunities and limitations.
- *We are committed to providing service to all constituents* by building relationships with the people and communities we serve, being responsive to their needs and proactive in our outreach. We value the state's cultural diversity and strive to reflect that diversity in our staffing and programming.
- *We are accountable for our actions* and conduct agency business in an environment of honesty, fairness, integrity and openness. We strive to be a responsible steward of public resources, investing those resources prudently for the greatest public benefit.
- *We are passionate about the arts.* The commissioners and staff of the Arts Commission share the belief that artistic expression and experiences are vital to human society and individual well being. We are committed to building respect and support for those who create art in its many forms, as well as building opportunities for the public to experience art in the widest variety of ways.
- *We strive for quality and excellence* in all we do, maintaining the highest levels of professional conduct and sharing the highest levels of skill, knowledge and experience with our constituents and in the workplace. We operate in an environment that encourages planning, communication and collaboration to maximize our individual strengths for the public good.
- *We believe education is our best hope* for building a statewide community of citizens who value the arts. Educational outreach to children, teachers, parents, artists, arts organizations and all other citizens lays the groundwork for all of our other programs.
- *We value independence, tempered with personal responsibility.* As a small agency with a highly creative and committed staff, we believe that encouraging flexibility, ambition, innovation and entrepreneurial thinking among employees results in higher quality service to

the public, increases staff commitment to the agency and its mission, and fosters a stronger work ethic.

- *We create a positive work environment* for employees where staff at all levels are involved in decision-making and are supported by management and peers in an atmosphere of mutual respect. Individuality, friendships and fun combine with professionalism to encourage job satisfaction and personal fulfillment in the workplace.

2. Major Achievements for Fiscal Year 2009

- The Arts Commission served 100% of counties through the provision of liaison and resource services for artists, schools, citizens and businesses, government and other community organizations.
- 339 grants totaling over $2 million were awarded in 38 counties.
- The agency developed a grant program to distribute $314,000 in Federal American Recovery and Reinvestment Act funds to preserve arts sector jobs in S.C. The SCAC awarded 33 grants in 13 counties, helping to secure 61 arts staff positions and 78 contract positions that were threatened with elimination or reduction due to the economic downturn.
- The agency advanced the preservation and documentation of S.C. traditional and folk arts by awarding six Folklife and Traditional Arts grants and recognizing two outstanding citizens for their contributions to South Carolina's folk arts and craft heritage.
- The Arts Commission launched a program to provide training and support for artists interested in developing arts-based small businesses. S.C. Artist Ventures Initiative (SCAVI) is supported by a $100,000 grant from the national group Leveraging Investments in Creativity (LINC). As part of the program, 90 artists attended a statewide retreat and more than 50 are taking part in courses around the state to hone business skills, learn best practices and develop business plans. The SCAC will make a grant opportunity available in 2010 to support the implementation of new arts-based ventures.
- The Arts Commission partnered with the S.C. Department of Social Services to create a series of workshops for daycare providers on using the arts to promote the physical and social development of preschoolers. The program is projected to reach close to 500 daycare professionals.
- The Arts Commission hosted approximately 100 artists and 150 teachers and school administrators at the Arts In Education Booking Conference for teachers and teaching artists
- The Arts Commission's Arts in Basic Curriculum (ABC) Project completed a 20-year evaluation of its structure, practices and accomplishments using an outside evaluator. The final report will be released in fall 2009.
- 210 teachers and school administrators, representing 32 out of 86 school districts, participated in 10 summer training institutes to find innovative ways to use the arts to improve education. Partners included the SC Arts Commission, the SC Department of Education, the Arts in Basic Curriculum Project at Winthrop University, Spoleto Festival, USA and the Darby Family Foundation.
- Thanks to its recent successful and focused activities on providing arts access for people with disabilities, the agency's grant support from the national funder VSAarts doubled to $60,000 in FY 2009.
- The agency provided in-depth services to five more small S.C. communities through the S.C. Design Arts Partnership (DAP). The Mayors' Institute for Community Design provides

mayors with design-based tools for meeting challenges in their unique locales. Partners in this program include Clemson University, the American Institute of Architects (S.C.) and the Urban Land Institute. The DAP also received a grant from the National Trust for Historic Preservation to take a leadership role in an initiative to promote innovations in school siting, design and the promotion of community-based schools. Partners in this initiative include the Riley Institute at Furman University, the SC Chapter of Education Facility Planners International and the American Institute of Architects (SC).

- The agency, through its Literary Arts Partnership (LAP), coordinated the statewide Poetry Out Loud competition. Over 4,500 students from 31 high schools in 17 counties participated.
- The Arts Commission announced Brian Ray and his novel *Through the Pale Door* as the winner of the inaugural S.C. First Novel Contest. The project is designed to help launch the career of a S.C. author by publishing the writer's first novel. Partners included the S.C. State Library, Humanities Council SC and Hub City Writers Project.
- The Arts Commission's New Audience Road Show helped expand arts participation in the important 23-39 age bracket. Seventeen midlands-area young professionals got in-depth exposure to a variety of art forms. The program is slated to go statewide in FY 2010.
- The Arts Commission released *Case Studies in South Carolina Cultural Tourism* to assist local arts organizations, economic development entities and local governments develop arts-based tourism products.
- The Arts Commission provided two traveling exhibitions from the State Art Collection. *The African American Voice* features work by S.C. African-American artists, and *Points of Departure* contains work by S.C. ceramic artists.
- The Arts Commission continued its partnership with ETV Radio Network through Arts Daily, a series of radio segments that spotlight arts events and opportunities relevant to South Carolina citizens, visitors and artists, which airs 338 times per week with 24 unique segments produced each week. Approximately 350,000 unique listeners hear at least one Arts Daily segment every week.
- The Arts Commission moved further into digital and online tools for communicating with and providing service to constituents and the public. A new informal electronic clipping service was developed for the statewide arts field, an online registration function for meetings and special events was added, the agency's primary Web site was upgraded and the agency established a presence on several social media outlets to reach previously untapped audiences.
- The Arts Commission won awards for its outreach and public relations activities from the SC Chapter of the Public Relations Society of America and the SC Chapter of the National School Public Relations Association.
- The Arts Commission received an award from the State Human Affairs Commission for exceeding goals in the agency's Affirmative Action Plan.
- The agency managed the transition of its accounting and procurement functions to the new state SAP system and began preparations for the migration of human resource functions to SAP in FY 2010.
- The agency successfully managed four mid-year budget cuts in FY 2009, for a total 25% year-to-year cut in the agency's state appropriation.

3. Key strategic goals for the agency:

The Arts Commission has worked to accomplish its mission and vision by concentrating resources in three strategic areas:

- **Arts Education**, to establish the arts as an integral part of South Carolina's educational systems and the lifelong learning process of our citizens
- **Community Development**, to stimulate the development of South Carolina's culturally diverse arts resources and organizations and promote creative partnerships to improve the quality of lives, preserve cultural heritage, and enhance economic growth; and
- **Artist Development**, to encourage, nurture and support the artistic growth and personal and economic well being of South Carolina's artists

4. Key strategic challenges for the agency include:

- Realigning the agency's financial and human resource capacities to support the agency's ability to deliver the products and services its customers expect
- Rebuilding or creating new partnerships to maintain successful customer-focused programs that have been impacted by budget and program reductions
- Engaging South Carolinians to participate in the arts at all levels
- Ensuring the arts have an influential voice when key decisions are being made regarding public education, economic development, tourism and cultural development

5. The Accountability Report

The Accountability Report has contributed to a growing awareness among program and support staff of the need for setting measurable goals and collecting accurate and appropriate data to support their activities throughout the year. The Accountability Report is used to:

- Affirm that agency activities align with strategic goals
- Support the need for objective evaluation and measurement of activities
- Document the agency's progress toward accomplishing strategic goals
- Maximize and articulate opportunities for efficiencies and savings
- Encourage collaboration and partnerships inside and outside the agency
- Maintain a customer focus
- Communicate agency mission, goals and priorities to constituents and stakeholders

<u>**Section II – Organizational Profile**</u>

1. **SC Arts Commission's main products and services and the primary methods by which these are delivered.**

   - **Technical Assistance** – Consulting with and advising local organizations, governments, schools, artists, citizens and others, delivered via direct interaction between SC Arts Commission staff and constituents and via the agency's comprehensive Web site
   - **Grants** – Cash awards with matching and reporting requirements, designed to support and advance the state's long-range and strategic goals for the arts, delivered through an application and vetting process
   - **Direct Programs** – Programs, exhibitions, conferences, awards and other events wholly produced and presented by the Arts Commission, usually targeted to a statewide audience
   - **Partnerships** – Building strong programmatic and financial relationships with strategically aligned organizations to maximize productivity, cost effectiveness, statewide reach and inclusiveness for a variety of statewide programs

2. **Key customer groups and their key requirements and expectations.**

   - **Local arts providers** – usually local non-profit or government organizations, their expectations include access to state and federal funding sources, reliable and relevant information for and about the arts industry, the nonprofit sector and technical assistance from a responsive and knowledgeable staff
   - **Arts educators** – teachers, schools, administrators and school districts, their expectations include access to state and federal funding sources, information and best practices linking the arts and today's educational environment, and opportunities for training and professional development
   - **Artists** – individuals practicing a variety of art forms, including visual arts, craft, performing arts, media arts, design and literary arts, their expectations include opportunities for practicing, producing, presenting and selling their art, support from public and private sectors that promotes their success, access to information and resources that promote their success as artists and enhance their interaction with the public
   - **Citizens –** individuals who actively participate as arts consumers expect accessible opportunities to enjoy a diversity of quality arts experiences
   - **Communities** – regions, counties, municipalities and other communities expect to benefit from the quality the arts add to the lives of their citizens and the competitive edge the arts can give communities as they promote economic development, attract new business, and attract and retain a qualified workforce
   - **Governor and General Assembly** – as the party responsible for appointing the SC Arts Commission's Board of Commissioners (Governor) and the party that authorizes and appropriates funding for the agency (General Assembly), these decision-makers expect an efficiently-run agency, accountable to its authorizers and the public, that effectively achieves its mission of creating a thriving arts environment for the benefit of all South Carolinians, and creates a significant return in benefits for the state's investment of public dollars

- **Local, regional and national funders** – corporations, foundations, non-profits and the federal government invest in the SC Arts Commission's programs with an expectation that those programs will aid in advancing their own mission-oriented goals within South Carolina

3.   **Key stakeholder groups (other than customers).**

- Students
- Parents
- Businesses/Corporations
- Higher education
- Tourism industry
- Economic development entities
- For-profit arts industry

4.   **Key suppliers and partners.**

- Grantees
- Artists
- Expert consultants
- State and local program partners including:
    - Department of Education
    - Colleges and universities
    - Economic development agencies
    - SC Humanities Council
    - SC Arts Foundation
- Regional and national partners including:
    - The National Endowment for the Arts
    - Wallace Foundation
    - National Assembly of State Arts Agencies
    - Southern Arts Federation
    - VSA Arts
    - Leveraging Investments in Creativity (LINC)

5.   **Operation locations.**

The SC Arts Commission operates from its offices at 1800 Gervais Street in Columbia, SC.

6.   **Number of employees segmented by category.**

In fiscal year **2009**, the Arts Commission had 33 employees:

Full Time	28
Part Time	5
Classified	33
Non-classified	1
Permanent	33
Temporary	3

7.   The regulatory environment under which the Arts Commission operates.
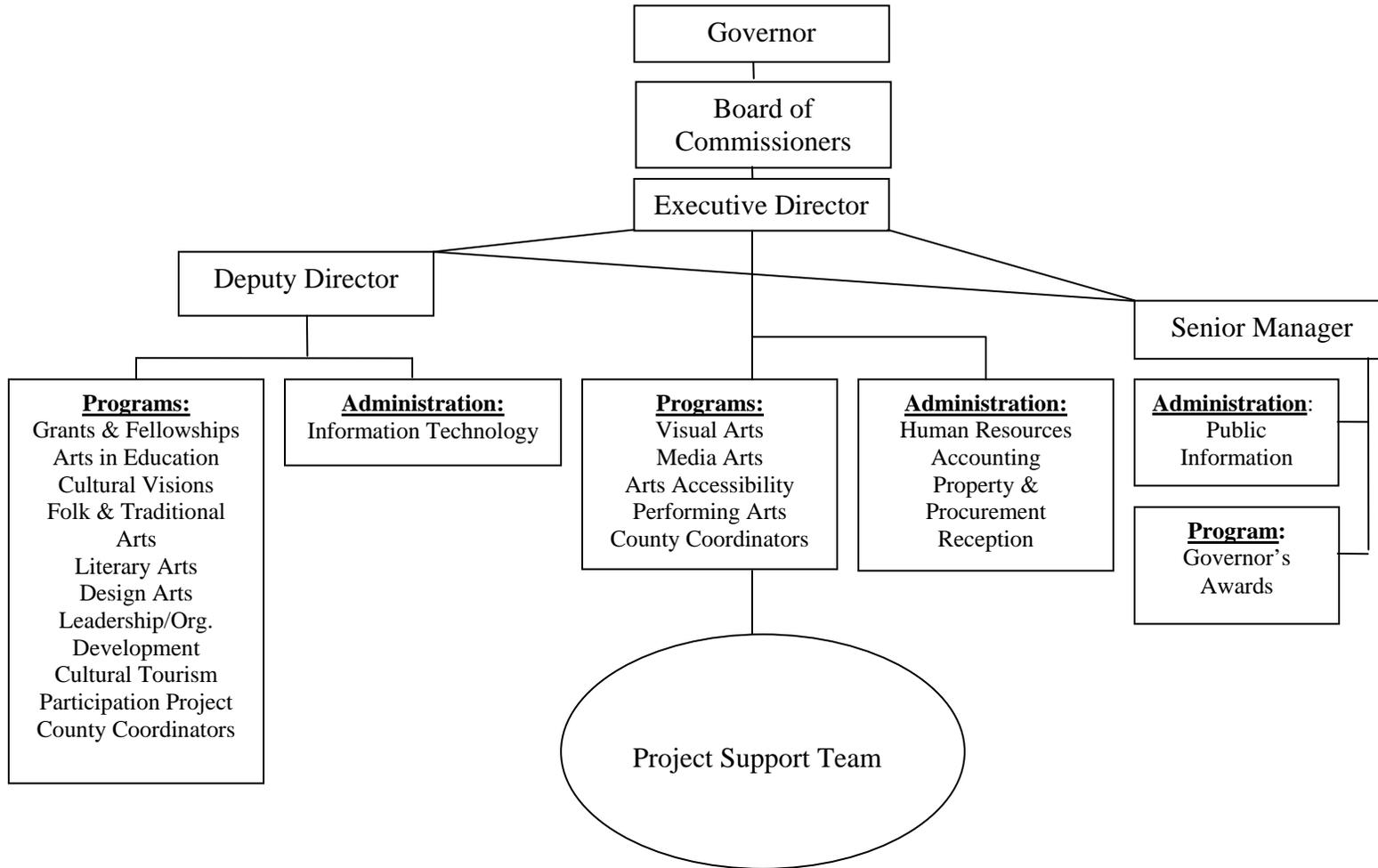
The Arts Commission is subject to the laws of the United States and the State of South Carolina, regulations set by Occupational Safety and Health Administration, local building and fire codes, the Americans with Disabilities Act, the Equal Employment Opportunity Commission, in addition to requirements set by funders as terms of grant contracts.

8.   Performance Improvement Systems

The agency works in a continuous cycle of long-range and strategic planning, program planning, research, implementation, evaluation and revision. Individual employee activity is planned and evaluated with the state's Employee Performance Management System, as well as with individual work plans. Mid-year and year-end reports of agency departmental and program accomplishments are submitted to the Commission.

9. Organizational Structure

Table II-1 – SC Arts Commission Organizational Structure

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                    │  Governor   │
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                    │  Board of   │
                    │Commissioners│
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                    │Executive Director│
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| Deputy Director | | | | Senior Manager |

| **Programs:** Grants & Fellowships Arts in Education Cultural Visions Folk & Traditional Arts Literary Arts Design Arts Leadership/Org. Development Cultural Tourism Participation Project County Coordinators | **Administration:** Information Technology | **Programs:** Visual Arts Media Arts Arts Accessibility Performing Arts County Coordinators | **Administration:** Human Resources Accounting Property & Procurement Reception | **Administration**: Public Information / **Program:** Governor's Awards |

Project Support Team

10. Expenditures and Appropriations

Table II – 2: Base Budget Expenditures and Appropriations

Major Budget Categories	FY 07-08 Actual Expenditures		FY 08-09 Actual Expenditures		FY 09-10 Budget	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Services	1,449,312	1,411,785	1,414,486	1,324,736	1,468,962	1,300,908
Other Operating	824,835	691,419	661,006	402,969	509,318	401,751
Special Items	316,723	316,723	199,870	199,870	0	0
Permanent						
Improvements						
Case Services						
Distributions to Subdivisions	2,065,538	962,101	1,325,841	484,884	2,640,848	604,926
Fringe Benefits	409,574	403,259	417,984	398,446	437,675	384,234
Non-recurring	1,903,196	1,660,000	679,956	585,000	500,000	0
Total	6,969,178	5,445,287	4,699,143	3,395,905	5,556,803	2,691,819

Other Expenditures

Sources of Funds	FY 07-08 Actual Expenditures	FY 08-09 Actual Expenditures
Supplemental Bills	1,660,000	585,000
Capital Reserve Funds	243,196	94,956
Bonds		

11.   Major Program Areas

Table II – 3: Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 07-08 Budget Expenditures		FY 08-09 Budget Expenditures		Key Cross References for Financial Results*
I. Administration	Provides executive leadership, board operations, human resources, financial services, purchasing and property management, information and other related core administrative services.	State: Federal: Other: Total: % of Total Budget:	1,043,965.68 0.00 3,357.11 1,047,322.79 15%	State: Federal: Other: Total: % of Total Budget:	825,824.73 98,312.00 24,746.88 948,883.61 20%	7.3.a – d 7.4 a – c 7.5 a,b
II. Statewide Arts Services	Provides direct programming, technical assistance and grant support in three major areas: A. Arts Education, B. Community Arts Development, and C. Artist Development.	State: Federal: Other: Total: % of Total Budget:	3,998,062.38 757,790.84 756,428.33 5,512,281.55 79%	State: Federal: Other: Total: % of Total Budget:	2,171,634.17 524,217.85 636,422.89 3,332,274.91 71%	7.1.f-k 7.2.a

Below: List any programs not included above and show the remainder of expenditures by source of funds.

Remainder of Expenditures: Fringe	State: Federal: Other: Total: % of Total Budget:	403,258.94 0.00 6,315.42 409,574.36 6%	State: Federal: Other: Total: % of Total Budget:	398,445.22 0.00 19,539.20 417,984.42 9%

* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.

Section III – Elements of the Malcolm Baldrige Award Criteria

Category 1 – Senior Leadership, Governance, and Social Responsibility

1.1 **How do senior leaders set, deploy and ensure two-way communication for:**

a-b. **Short and long term direction and organizational priorities, performance expectations?**

The Board of Commissioners and senior management staff are guided by the agency's mission. Long-term direction is set through long-range planning, combining broad public involvement, extensive research into local and national trends, and an understanding of gubernatorial and legislative priorities for the state. An example is the *Long Range Plan for the Arts in South Carolina 2001 – 2010.* Laying out a broad direction for the arts in South Carolina through the end of the decade, the long-range plan includes issues to be addressed by the Arts Commission and by the agency's partners in the public and private sectors. Shorter-term direction and priorities are set in the Arts Commission's three-year strategic plans, which outline agency strategies for achieving long-range goals and performance expectations for measuring the agency's success. Senior managers work with agency staff to identify short-term goals and set performance expectations in annual work plans, which are created for each of the agency's programs.

c. **Organizational values?**

The formalized values of the organization are a product of discussions between management, staff and the agency's board of commissioners, and are acknowledged as the guiding principals that influence decision making and organizational behavior at the Arts Commission. The agency's values statement appears in the Executive Summary (Section I) of this accountability report. Decisions are frequently tested against the values, and the values statement is frequently invoked as a means of making sure that the organization's day-to-day work aligns with its stated goals and priorities.

d. **Ethical behavior?**

Commissioners and senior managers set a high standard for ethical behavior and set the example for the staff. Because a significant part of the agency's program involves distributing public funds through grantmaking, the staff is sensitive to ethical issues and is encouraged by leaders to engage in frank and open discussions regarding ethics. Agency leaders regularly provide guidance to staff on ethical questions, and have sought opinions from the State Ethics Commission when answers were not immediately clear.

1.2 **How do senior leaders establish and promote a focus on customers and other stakeholders?**

Customers are at the center of the Arts Commission's programs, and it is the goal of the agency's leaders to provide constituents with the broadest level of input, access and participation in agency activities. Agency leaders maintain a high level of visibility among constituents, and the management team has built an organizational structure that encourages frequent personal contact between staff and constituents statewide. The agency's use of "coordinators in the field" ensures that constituents have direct and easy access to Arts Commission staff, regardless of the

customer's physical location. Senior leaders regularly review programs with staff to help ensure that Arts Commission services are simple to find, easy to use, and are of the greatest benefit to constituents. Revisions to make programs more accessible and more valuable for the customer are common. The agency's long-range plan, strategic plans and annual work-plans are directly based on input collected from our customers through the statewide *Canvas of the People,* a series of twelve public meetings to gauge local needs in the arts community and incorporate those needs into its planning process. Throughout the year, the Arts Commission asks its customers for feedback to check its success in meeting customer expectations. Questions on grantees' final reports and targeted surveys help the Arts Commission stay current on what customers need from their state arts agency.

1.3   How does the organization address the current and potential impact on the public of its programs, services, facilities and operations, including associated risks?

The Arts Commission minimizes risk by basing its programs on the needs and requirements of its customers. Wherever possible, its programs are based on successful models. Where the agency takes the role of innovator with a new untested program, the organization minimizes risk through careful planning and research. New programs are frequently piloted or tested with sample groups to minimize risks before taking a program statewide. Data collected through agency programs is compiled in a database, through which agency leaders and staff can easily analyze trends, make program decisions and predict the future impact and costs of the agency's programs and services. The agency minimizes risk among its employees by providing a safe and secure environment in which to work, and by being proactive in its efforts to maintain a healthy workforce.

1.4   How do senior leaders maintain fiscal, legal and regulatory accountability?

The Board of Commissioners regularly reviews and approves the agency's financial statements. The agency is subject to regular and/or random audits and monitoring visits by a variety of entities, including the Budget & Control Board, Legislative Audit Council, National Endowment for the Arts, other funders and OSHA. Additionally, the agency is required to file annual reports (such as this one) with overseeing agencies accounting for the agency's activities, accomplishments and use of public and private resources.

1.5   What performance measures do senior leaders regularly review to inform them on needed actions?

Agency leaders regularly review information that tracks the agency's fiscal performance, its responsiveness to constituents and satisfaction levels of its customers, the volume of grant applications and requests for technical assistance, and the agency's outreach efforts into communities. Regular meetings with staff and reports from key departments within the agency, as well as reports from the agency's grantees in the field, provide the information and data the senior leaders require to track the agency's performance.

1.6   How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness, the effectiveness of management throughout the organization including the head of the organization, and the governance board/policy making body? How do their personal actions reflect a commitment to the organizational values?

Senior leaders at the Arts Commission use organizational performance review findings to make key decisions about the agency's direction as it seeks to accomplish its strategic goals. Senior leaders take advantage of the agency's small size to maintain a high level of personal contact with each employee, in both one-on-one and group settings. Their management styles are highly participatory, and staff members at all levels are encouraged to provide feedback and suggestions for managerial and programmatic improvements. Staff members regularly make their opinions known, and managers regularly reiterate their support for that level of interaction by utilizing staff suggestions where beneficial, and actively soliciting continued input into the management process. Where appropriate, senior leaders may also use independent evaluators to monitor and comment on programs and services.

1.7   How do senior leaders promote and personally participate in succession planning and the development of future organizational leaders?

The Arts Commission's long-time executive director retired late in FY 2009, requiring the commission to organize a search committee and begin planning the process of selecting a new director in FY 2010. The agency's current deputy director was appointed acting executive director and the agency's human resources director has been working with the commission board on the selection process. Existing staff were well prepared and trained to step into leadership roles and the transition has had minimal impact on the agency's services to the public. The commission and senior management maintain a commitment to developing the leadership skills of agency staff in an effort to prepare a new generation of arts leaders for the state.

1.8   How do senior leaders create an environment for performance improvement and the accomplishment of strategic objectives?

Senior leaders at the SC Arts Commission stress the importance of planning and assessment for all agency programs. They set the example by leading the staff in agency-wide planning and assessment and continuous improvement activities. They seek to provide the staff with training, information and tools they need to accomplish these important phases of program implementation. In turn, the staff becomes a vehicle for pushing the continuous improvement model out of the Arts Commission into the field of the state's arts community that the agency has been established to support.

1.9   How do senior leaders create an environment for organizational and workforce learning?

Learning is a constant process at the Arts Commission, taking place at all levels of the organization. Senior leaders challenge themselves and staff to keep abreast of research and national trends that can impact the agency's work in South Carolina. Agency leaders encourage staff to take advantage of opportunities to learn within and across their specific disciplines, and an agency-wide training program keeps staff current on issues and skills needed to perform efficiently in the workplace. Staff are encouraged to self-identify specific training needs in their annual work plans.

1.10   How do senior leaders communicate with, engage, empower, and motivate the entire workforce throughout the organization? How do senior leaders take an active role

in reward and recognition processes to reinforce high performance throughout the organization?

Senior leaders at the Arts Commission encourage staff to work independently and creatively to accomplish the goals established in their work plans and the agency's strategic plan. Leaders and staff believe that such entrepreneurial thinking has resulted in creative partnerships, successful outcomes, and a higher level of job satisfaction that may not have occurred in other operational climates. The Arts Commission has recognized *independence, tempered with personal responsibility* as one of its organizational values. Individual staff members are recognized throughout the year for professional and personal achievements. Senior leaders organize at least one employee recognition event during the year to thank staff for their dedication and service.

1.11   How do senior leaders actively support and strengthen the communities in which your organization operates?   Include how senior leaders determine areas of emphasis for organizational involvement and support, and how senior leaders, the workforce, and the organization contribute to improving these communities.

Agency leaders are active and visible members of the local and statewide community. They support community service and arts organizations with their attendance, their leadership and their personal financial support, and they encourage the employees of the Arts Commission to do the same. The agency is a regular participant in charitable projects, including the United Way campaign and at least one holiday giving project, which is selected by the staff each year.

Category 2 – Strategic Planning

2.1   What is your strategic planning process, including key participants, and how does it address:

a.   Your organization's strengths, weaknesses, opportunities and threats?

In the Arts Commission's strategic planning process, strengths, weaknesses, opportunities and threats are identified through research, environmental scanning, internal staff input and extensive public input. For the current *Long Range Plan for the Arts in South Carolina*, the Arts Commission engaged more than 1400 customers, stakeholders and members of the general public in a dialogue designed to reveal their needs and expectations for the arts in South Carolina. The agency conducted personal interviews with a diverse array of civic, business and community leaders across the state to capture their perspectives and priorities concerning the arts. Also, the agency commissioned a public opinion survey through the University of South Carolina to create a representative snapshot of arts involvement and of South Carolinians' opinions on the value of arts in their lives and communities. From all of this research and input, a clear picture emerged of the agency's strengths and challenges, and strategic initiatives are designed to maximize strengths and opportunities while seeking to correct weaknesses and eliminate or avoid threats. The Arts Commission is preparing to launch a new long-range planning process in FY 2010.

b.   Financial, regulatory, societal and other potential risks?

A great deal of study and research goes into the Arts Commission's strategic planning process, including a thorough evaluation of the costs of implementing recommendations or creating new programs. As a good steward of state resources, the Arts Commission uses planning to make the

most prudent use of its state dollars. Due to the nature of the agency's work, significant changes in its regulatory environment are infrequent, but the agency's strategic planning process allows the agency to anticipate such changes and adjust operations or programs accordingly. Research helps the agency anticipate other risks, costs and barriers and plan for minimizing or dealing with those risks as they arise.

c.   Shifts in technology and customer preferences?

Rapidly evolving technology has been a larger issue that the agency's planning process has dealt with head-on. Technology has created change in how the agency operates, communicates, handles information and delivers many of its products and services. Strategic planning around these issues has helped the agency keep pace with and take advantage of technological advances for the benefit of the state and the customers it serves.

d.   Workforce capabilities and needs?

The Arts Commission understands that, just as programs have financial costs, they carry costs in terms of human resources and operational capacity. When exploring new programs or new strategic directions, the agency's planning process includes an assessment of the investment of human resources required and the impact of the new initiative on the agency's current operations. Agency leaders, commissioners and staff work together to prioritize future needs and current programs, and are willing to adjust existing programs to make way for new directions that will help the agency fulfill its mission.

e.   Organizational continuity in emergencies?

The Arts Commission is fully embracing planning for readiness, response and recovery in the event of an emergency that may impact operations. The agency has updated emergency plan and is working with its arts organizations in the state to provide them with tools and information they can use to create their own emergency preparedness plans. The Arts Commission is currently working with other state arts agencies and its regional organization to identify and provide even more comprehensive information and resources for emergency planning for artists and arts groups.

f.   Your ability to execute the strategic plan?

Each strategy identified in the Arts Commission's strategic plan is linked with a timeline for implementation and a staff member or department responsible for execution. Senior management monitors the progress of implementation through periodic meetings and annual work plans. Annual budgets are driven by the agency's strategic priorities to guarantee adequate resources for accomplishing key elements of the plan.

2.2   How do your strategic objectives address the strategic challenges you identified in your Executive Summary? (Section I, Question 4.)

The Arts Commission's strategic objectives address strategic challenges by aligning key processes and actions:

Table 2.2 - 1: Strategic Alignments

Strategic Goal/Objective	Strategic Challenge	Strategic Process & Actions
Arts Education: Improved K-12 student performance through quality standards-based arts instruction integrated into the basic school curriculum.	Engaging South Carolinians to participate in the arts at all levels Ensuring the arts have an influential voice when key decisions are being made regarding public education, economic development, tourism and cultural development.	Workforce Development/Employee Training Research, Assessment, Evaluation Technical Assistance, Consulting, Coaching Artists in classrooms Partnerships and Collaboration Advocacy Marketing Grantmaking
Community Arts Development and **Artist Opportunities Development**: Increased participation in the arts by South Carolinians as artists, stewards, volunteers and patrons of artists and arts activities.	Ensuring the arts have an influential voice when key decisions are being made regarding public education, economic development, tourism and cultural development. Building the agency's financial and human resource capacities to support the agency's ability to deliver more of the products and services its customers expect.	Workforce Development/Employee Training Research, Assessment, Evaluation Technical Assistance, Consulting, Coaching Partnerships and Collaboration Advocacy Marketing Direct Programming Grantmaking
Statewide Arts Services, Grants and Administration: Successful delivery of statewide arts services, grants, and related core administrative services	Building the agency's financial and human resource capacities to support the agency's ability to deliver more of the products and services its customers expect.	Workforce Development/Employee Training Research, Assessment, Evaluation Technical Assistance, Consulting, Coaching Partnerships and Collaboration Advocacy Marketing Direct Programming Grantmaking

2.3   How do you develop and track action plans that address your key strategic objectives, and how do you allocate resources to ensure the accomplishment of your action plans?

Plans for action begin in the agency's three-year strategic plans. Based on broad objectives set in the long-range plan for the arts, the three-year strategic plan outlines specific strategies to support the objectives. Annual work plans for each program specify actions and assign performance measures targeted toward successful implementation of the strategies. Program budgets and timelines are linked to the work plans to guarantee that adequate resources are available. Agency managers track progress through regular meetings involving agency leaders, staff and partners, and monitoring of timelines and budgets.

2.4   How do you communicate and deploy your strategic objectives, action plans and related performance measures?

The agency's long-range plan is published and distributed in a variety of ways: printed copies are provided to key constituent groups, state and local government leaders and partners, accompanied by a statewide awareness campaign to alert the public to the plan. Summaries of the plan are widely distributed through brochures and agency newsletters.

The agency places a great deal of importance on emphasizing the long range plan and keeping its goals fresh in the minds of those who are active in South Carolina's arts communities. Grant applicants are asked to link their activities with plan's long-range initiatives. The agency's three-year strategic plans are distributed to agency commissioners, management and staff, as well as key partners involved in implementing specific actions. Annual work plans and performance measures are created, deployed and tracked by agency management and program staff.

2.5   How do you measure progress on your action plans?

Individual program staff members are accountable for specific pieces of the strategic plan through their annual work plans. Periodic meetings with senior management track the progress of the work plans, and mid-year and year-end reports to senior management and the Board of Commissioners provide an account of progress made throughout the year.

2.6   How do you evaluate and improve your strategic planning process?

The Arts Commission solicits feedback from participants in the planning process, assesses the plan's effectiveness as an operational and communication tool, and its ultimate success as a realistic, achievable set of goals. Agency leaders and staff often review examples of plans from other agencies and organizations to find new methods and processes that will be effective in South Carolina.

2.7   If the agency's strategic plan is available to the public through the agency's internet homepage, please provide a website address for that plan.

A Long Range Plan for the Arts in South Carolina is available on the agency's web site at **www.SouthCarolinaArts.com**.

Table 2.2 – 2: Major Program Areas/Strategic Planning

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 08-09 and beyond Key Agency Action Plan/Initiative(s) and timeline for accomplishing the plan(s)	Key Cross References for Performance Measures*
II. Statewide Arts Services	**Arts Education**: Improved K-12 student performance through quality standards-based arts instruction integrated into the basic school curriculum.	Provide outreach, grants, technical assistance and training for schools to include the arts in their curricula. Timeline: Ongoing	7.1.h; 7.1.i;
		Increase the Arts Commission staff's capacity to facilitate the arts education agenda Timeline: Ongoing	7.4.b
II. Statewide Arts Services	**Community Arts Development** and **Artist Development**: Increase participation in the arts by South Carolinians as artists, stewards, collaborators, volunteers and patrons of artists and arts activities.	Provide direct programming, technical assistance, outreach, grants, and training for artists and organizations to better realize their potential as arts providers. Timeline: Ongoing	7.1.g, 7.1.h, 7.1.j; 7.1.k; 7.2.a, 7.2.b. 7.2.c, 7.5.a, 7.5.b
		Communicate the intrinsic and instrumental value of the arts to decision-makers and the public to increase support and participation. Timeline: Ongoing	7.1.a; 7.1.b; 7.1.c; 7.1.d

Table 2.2 – 2: Strategic Planning (cont'd)

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 08-09 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures*
I. Administration	**Statewide Arts Services Grants and Administration**: Assisting the arts community through related core administrative services	Utilize grantmaking as a means of investing public dollars to realize an exponential return in public value, demonstrated by stronger communities, improved education, improved conditions for economic growth, enhanced economies. Timeline: Ongoing	7.1.j; 7.1.k; 7.1.l; 7.1.m
		Manage workforce transitions through strategic hiring, training and staff/program alignment. Timeline: Ongoing	7.4.a; 7.4.b, 7.4.c
		Increase the Arts Commission staff's capacity to facilitate the arts agenda Timeline: Ongoing	7.4.b

* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.

Category 3 – Customer Focus

3.1 How do you determine who your customers are and what their key requirements are?

The Arts Commission identifies its customers in several ways. Some customers are mandated. The act that created the Arts Commission in 1967 charges the agency to work on behalf of all citizens of the state. Some customers identify themselves to the agency, seeking funding or technical support in their efforts to deliver arts programming and education in their communities. Other customers are strategically sought out by the Arts Commission for their skills, resources or experience that could enhance the agency's ability to fulfill its mission. The requirements of each group are different, and the Arts Commission maintains contact with its customers through formal and informal interaction, surveys, research and tracking to monitor their changing needs and plan the best methods of satisfying them.

The Arts Commission offers its customers numerous ways to have direct input on the agency's programming and services, including public meetings, focus groups, surveys and direct staff interaction. Through its long range and strategic planning processes, the agency uses this input to build its programs to respond to the needs identified by its customers.

3.2 How do you keep your listening and learning methods current with changing customer/business needs and expectations?

The commission, managers and staff of the Arts Commission share the belief that direct, personal constituent contact is the best way to maintain an understanding of customer needs. The agency's organizational structure encourages frequent contact between staff and constituents, and allows them to build relationships in communities throughout the state. The agency regularly convenes conferences, meetings and forums which bring constituents together to discuss needs and ways to address them. New and emerging technology has broadened the agency's capacity to gather feedback from its constituents and expanded its ways of delivering information. The migration to an online grants process was responsive to a significant group of customers who are looking for a more efficient and simplified way of providing information to the agency, and continues to evolve based on customer feedback.

3.3 What are your key customer access mechanisms, and how do these access mechanisms enable customers to seek information, conduct business, and make complaints?

The agency's use of "coordinators in the field" ensures that constituents have direct and easy access to the Arts Commission, regardless of the customer's physical location. The agency has both an e-newsletter and website which enables customers to learn about programs and services, download forms, make grant applications, contact staff, find links to partner organizations, and provide comments, complaints and suggestions. In addition to our digital presence, we ensure that customers who don't have access to technology have access to personal assistance with "live" front-line reception. The agency also utilizes radio promotion, media press releases, grantee final reports, and written and on-line evaluations to ensure reciprocal information exchange and customer access. Information received from customers is reviewed and incorporated into subsequent planning processes.

3.4   How do you measure customer/stakeholder satisfaction and dissatisfaction, and use this information to improve?

The Arts Commission conducts periodic surveys of key customer groups. Grantees have an annual opportunity to discuss their satisfaction with the agency in their final grant reports. The agency regularly collects evaluation surveys associated with agency-sponsored meetings and conferences.

The agency's most systematic measure of satisfaction is focused on one of the agency's most important customer groups – recipients of General Operating Support Grants. This customer group consists of local arts organizations that are presenting, producing or supporting arts programs for their communities. A series of questions in the grantees' final grant reports collects satisfaction data on a range of SCAC services and products. Results of satisfaction measurements are documented in Section 7 of this report.

3.5   How do you use information and feedback from customers/stakeholders to keep services and programs relevant and provide for continuous improvement?

Information supplied by constituents is a key consideration in evaluating and making decisions about agency programs and services. The Arts Commission's planning process gathers information from constituent groups statewide. They voice their thoughts and ideas on the agency's strategic goals and programs, and the agency uses that information to help set its long- and short-term direction.

Final grant reports include questions that allow customers to identify needs or suggest ways the agency could improve its service to the field. The agency's current strategic plan responds to the needs constituents have identified by forming a direct link between the day-to-day work of the agency and the needs of its customers.

3.6   How do you build positive relationships with customers and stakeholders to meet and exceed their expectations? Indicate any key distinctions between different customer and stakeholder groups.

One of the strengths of the Arts Commission is its track record of creating and maintaining strong personal relationships with its constituents. Agency commissioners, managers and staff place a high priority on being accessible and responsive to constituents. The agency organizes itself to provide the most access and expertise directly to constituents through its discipline and county-based arts coordinator system. Through this system, constituents have a direct relationship with a staff member who is knowledgeable in a specialized field, be it arts in education, visual arts, performing arts, craft, literary arts or other art forms. Other staff are assigned to cover specific counties in the state, so arts organizations can rely on having access to someone who is knowledgeable about the physical, economic, social and cultural makeup of their communities. In all regions and arts disciplines, constituents repeatedly voice their appreciation of this personalized system of constituent service and the value it adds to the Arts Commission's programs.

Category 4 – Measurement, Analysis and Knowledge Management

4.1   How do you decide which operations, processes and systems to measure for tracking financial and operational performance, including progress relative to strategic objectives and action plans?

The Arts Commission looks for financial and operational measures that indicate the agency's success at functioning within its budget, operating within accepted accounting practices, and meeting state and customer needs in terms of timeliness, responsiveness and quality of services.

4.2   How do you select, collect, align, and integrate data/information for analysis to provide effective support for decision making and innovation throughout your organization?

The Arts Commission selects data based on trending and programmatic concerns as expressed by staff and customers. Data is collected through various means to include surveys, field analysis, grantee applications, and the use of trending and forecasting. The data is then aligned with and integrated into strategic goals and objectives. The Arts Commission monitors data, especially data gathered through the online grants systems, to make informed decisions about programs and strategic direction, using the data to highlight areas where improvement may be needed or where notable levels of success are being achieved. Management and program-level staff are trained in using the agency's statistical database to monitor trends, identify needs and generate reports that support decision-making.

4.3   What are your key measures, how do you review them, and how do you keep them current with organizational service needs and direction?

Key measures are reported in Section 7 of this Accountability Report, and include:

- Levels of customer satisfaction – reviewed continually and in conjunction with specific programs to measure relevance, accessibility and value of services
- Public opinion regarding the arts – new data collected and reviewed periodically to gauge public support and value
- Reach of programs into communities – reviewed continually to measure accomplishment of primary mission to serve all South Carolinians
- Economic impact of programs – reviewed periodically to measure impact of statewide programs
- Return on investment of programs – reviewed annually to measure local and statewide impact of programs
- Success of outreach/communications activities – reviewed continually to measure program effectiveness
- Length of staff service – reviewed annually to be used in workforce planning and budgeting
- Staff training provided – reviewed semi-annually for budgeting and to determine future training needs
- Financial performance – reviewed continually to measure financial stability

4.4   How do you select and use key comparative data and information to support operational and strategic decision making and innovation?

The Arts Commission uses comparative data that shows how the agency performs regionally or nationally with its counterparts in other states. The agency also reviews data over periods of time, which allow it to track trends, monitor progress in key areas, and set goals. The comparisons bring to light areas where the agency may choose to focus more attention and resources in order to become more competitive, or to develop new strategies for more innovative approaches to strategic challenges, or where the agency may be excelling and can serve as a state, regional or national model.

4.5   How do you ensure data integrity, timeliness, accuracy, security and availability for decision-making?

The largest set of data the Arts Commission uses comes from information supplied by grantees in their proposals and final reports required by the terms of their grant agreements. Information submitted is checked for accuracy by the staff member who deals most directly with that artist or organization, and a formal sign-off by that staff person is required before payment is issued. The competitive nature of the Arts Commission's grants process is such that inaccurate or incomplete information renders an applicant ineligible for funding. Grantees are also subject to periodic audits to verify financial and programmatic data. For surveys, polls and focus groups, the agency may contract with qualified research professionals to guarantee accuracy and solid methodology. Surveys generated within the agency are constructed using the best known practices. The agency manages its data in two databases: one that tracks statistical and program data, the other for accounting and financial data. These databases are powered by secure servers with appropriate security measures to prevent encroachment by unauthorized persons. Data across several years is easily accessible to staff at their desktops. A qualified database manager works to help guarantee that the most current data is posted and that information is easily retrieved.

4.6   How do you translate organizational performance review findings into priorities for continuous improvement?

Performance review findings are compared to timelines, desired outputs and outcomes and performance indicators identified in the agency's strategic plan. When it appears the agency or a program is not making sufficient progress toward strategic objectives, it becomes a priority for re-evaluation or increased attention and resources.

4.7   How do you collect, transfer and maintain organizational employee knowledge (knowledge assets)? How do you identify, share and implement best practices, as appropriate?

Key staff are cross-trained in a variety of agency activities, in both program and support functions. Periodic meetings of program staff include opportunities for sharing best practices, materials gathered from professional conferences, news from national and regional professional organizations and developments in the profession. Annual reports by staff members document significant accomplishments and program knowledge. These reports are shared among the agency's board, leadership and staff. An internal intranet system and network directory structure implemented by the agency's Information Technology department insures that records, information and resource and training documents are available across regional and departmental

lines within the agency. The interaction between staff members as they go about their duties provides an opportunity for staff to expand their knowledge of program areas not under their direct responsibilities. Detailed staff transition plans have facilitated the sharing and transfer of knowledge between departing staff and their successors and smooth program transitions.

Category 5 – Workforce Focus

5.1 How does management organize and measure work to enable your workforce to: 1) develop to their full potential, aligned with the organization's objectives, strategies, and action plans; and 2) promote cooperation, initiative, empowerment, teamwork, innovation, and your organizational culture?

Each staff member's work is guided by his or her annual work plan, which is directly linked to the agency's strategic plan. Within the framework of the plan, each employee is empowered and encouraged to think and act entrepreneurially to create, test and implement new, creative and efficient ways of delivering agency programs and services. Staff members and departments work creatively and collaboratively with one another, both individually and in teams.

5.2 How do you achieve effective communication and knowledge/skill/best practice sharing across departments, jobs, and locations? Give examples.

The Arts Commission achieve effective communication and knowledge sharing in a variety of ways, including internal staff workshops, small workgroups which share information, using the agency's intranet to share resource documents, knowledge, skills, and best practices within program areas, and by utilizing electronic newsletters and e-mailed updates. Staff often collaborate and create departmental and/or programmatic partnerships which provide opportunities for sharing across departments. As staff receive professional development, they are encouraged to share relevant workshop materials and information with other staff to multiply the impact of individual learning.

5.3 How does management recruit, hire, place, and retain new employees? Describe any barriers that you may encounter.

The Arts Commission has always had a successful history of recruiting, hiring and retaining new employees. The Arts Commission uses the state's E-Recruitment System and finds the process to be cost efficient while giving the agency access to a large pool of qualified applicants. Challenges with the E-recruitment program include the lengthy staff time to required post listings and process all the applicants through the system. The program also excludes applicants without computers or the technological knowledge to access and search for state positions on-line.

Contributors to employee retention include a thorough and lengthy orientation process; hands-on instruction from and mentoring by supervisors; a written position description and an employee planning stage for job duties; evaluation criteria for measuring accomplishments presented 6 months before a formal review; and ongoing informal verbal conferences to apprise employees of their performance. The Arts Commission also offers social events, artistic informational sessions, participation activities, health and education program offerings, and training and development courses. Budget limitations continue to be a barrier which prevents the Arts Commission from offering tuition assistance and expanded staff training and development opportunities.

5.4   How do you assess your workforce capability and capacity needs, including skills, competencies, and staffing levels?

The agency's Human Resources department has completed an assessment of position descriptions and the required competencies for each one. Training was and continues to be offered to staff members to give them opportunities to upgrade or acquire new skills. Individual staff members are asked to identify areas in their work where they may need more skills or capacity. When new staff is hired an overall skills assessment related to the program area is conducted during the interview process to ensure that the successful candidate possesses the requisite skills for the job.

5.5   How does your workforce performance management system, including feedback to and from individual members of the workforce, support high performance work and contribute to the achievement of your action plans?

Managers and supervisors at the Arts Commission share the belief that the Employee Performance Management System is an ongoing communication process that takes place all year long, not just at evaluation time. Employees actively participate in the creation of personal planning documents, and frequent discussions between supervisors and employees help track personal progress throughout the year in order for the employee to have the best opportunity for high achievement.

5.6   How does your development and learning system for leaders address the following:

a.   development of personal leadership attributes?

The Arts Commission encourages program leaders to participate in local, state, and national Leadership development programs like Leadership Columbia, Leadership SC, or BoardSource National Leadership Institute and the Center for Sustainable Leadership. Attendance at state, regional or national conferences is also encouraged when budget allows such participation.

b.   development of organizational knowledge?

The Arts commission ensures organizational knowledge is captured through the use of policies and procedures manuals, bi-annual program reports, staff meetings, and the sharing of resource documents on the intranet.

c.   ethical practices?

The Arts Commission places great emphasis on the ethics statement which can be found in our statement of values as well as the state standards of ethical conduct and conflict of interest statements adhered to by all leaders;

d.   your core competencies, strategic challenges, and accomplishment of action plans?

The Arts Commission addresses core competencies, strategic challenges and accomplishment of action plans by providing professional development opportunities, within budget constraints, and by aligning current staff expertise and proficiencies to meet strategic challenges.

5.7   How do you identify and address key developmental training needs for your workforce, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation and safety training?

Agency-wide training requirements are driven by changing staffing needs, changing organizational structures, and changes in technology or major agency processes. Supervisors identify needs for individual training and staff development through ongoing dialog between supervisors and employees. In conjunction with creating their individual work plans each year, staff members are asked to create individual professional development plans. Staff members consider the key objectives in the agency's strategic plan and self-identify critical skills and knowledge they feel they need in order to successfully complete the objectives. The Human Resources department reviews the individual professional development plans to identify areas of commonality among the staff, and to integrate those individual needs with agency-wide training goals. In addition to the self-identified training needs, the Human Resources department evaluates skills identified in each job classification in the agency to determine core competencies among the staff that may need reinforcing. From this data, the Human Resources department creates its professional development plan.

The Arts Commission also has a detailed employee orientation program that formally introduces new staff to the diverse functions of the agency, while allowing the new employee to quickly become acquainted with programs and co-workers. The agency has a formal disaster plan to protect staff and resources in case of a major emergency. The agency has an ongoing program with local fire and law enforcement agencies to provide training on safety and security in the workplace.

5.8   How do you encourage on the job use of new knowledge and skills?

The Arts Commission provides forums for staff to share new knowledge and skills through peer learning and through the development and expansion of creative programs designed to support key customer groups.

5.9   How does employee training contribute to the achievement of your action plans?

Many professional development and training opportunities for staff are built directly on an assessment of skills and competencies required to fulfill the strategic plan.

5.10   How do you evaluate the effectiveness of your workforce and leader training and development systems?

The Arts Commission has embraced technology and the use of on-line surveys as one of several means used to evaluate the effectiveness of training and development systems. Other measures include the bi-annual review of progress made on accomplishing strategic objectives, verbal and written feedback from key customers, stakeholders and partners, as well as from information provided through annual staff reviews.

5.11   How do you motivate your workforce to develop and utilize their full potential?

Employees at the S.C. Arts Commission are encouraged to seek contentment in their professional and personal lives. Staff are given a great deal of flexibility to exercise independence and creativity when setting their work priorities and carrying out their duties. Managers have

established a very open management style, which encourages employees to provide input and opinions at all levels of agency operation. In this era when merit raises have not been possible, the agency has sought to make opportunities for professional development and skills training available to staff. Staff appreciation and recognition events are held during the year. Flexible work schedules allow staff to adjust their work times around needs at home. The agency has a highly regarded wellness program that encourages staff to practice good exercise and nutrition habits. The agency periodically invites a local professional to a brown-bag lunch with staff to discuss matters regarding personal health and well-being issues. Health screenings and flu shots are offered during the year.

5.12   What formal and/or informal assessment methods and measures do you use to obtain   information on workforce well-being, satisfaction, and motivation? How do you use other measures such as employee retention and grievances? How do you use this information?

Being a small agency, the Arts Commission enjoys the ability to gather its entire staff together to discuss a wide range of issues concerning the organization. These "all staff" meetings are frequent and members of the staff are open and vocal about their concerns, needs, ideas and celebrations. These gatherings are excellent barometers of staff morale and a valuable tool for discovering areas where improvements may be needed. Smaller group meetings between the executive director and specific departments allow a dialogue focused on assessing departmental needs. Again, the ongoing dialogue between supervisors and employees is the key method for tracking well being, satisfaction and motivation. Employee retention rates are a measure of job satisfaction. Retention rates have traditionally been high for the agency, but the demographics of the staff are changing rapidly with many retirements of long-term staff members and new staff filling those vacancies.

5.13   How do you manage effective career progression and effective succession planning for your entire workforce throughout the organization?

Managing career progression and succession planning effectively is accomplished by empowering the workforce with the strength of knowledge and by creating a culture that is conducive to learning and personal and professional growth. The Arts Commission helps its workforce gain a level of freedom that provides security, satisfaction and, most importantly, a sense of professional fulfillment. Career progression is based upon a combination of self development and the employee performance appraisal conducted on an annual basis which gives people credit for their achievements and sets targets for the coming year.

The Arts Commissions identifies current and potential gaps within the organization that require talent and matches qualified replacements based on objective evaluations of an employee's skills and ambition rather than on favoritism and subjectivity. The agency projects staffing scenarios and explores possible solutions to these scenarios to help in planning for the future.

5.14   How do you maintain a safe, secure, and healthy work environment?

The Arts Commission's Property and Procurement department works to maintain a safe and healthy workplace for the agency's staff by ensuring compliance with safety and building standards. It maintains relationships with city, state and federal agencies that monitor and provide information about workplace health and safety. The office building meets current codes and standards for workplace safety and accessibility. The agency maintains an emergency plan

that is tested several times a year, and keeps a schedule of fire and personal safety training for staff. A copy of that plan is included with this document. A more comprehensive disaster preparedness plan for major events is being developed.

Category 6 – Process Management

6.1   How do you determine, and what are your organization's core competencies, and how do they relate to your mission, competitive environment, and action plans?

The Arts Commission, as the only state-level provider of statewide arts services, has determined core competencies based on skills needed to accomplish its mission, strategic goals, action plan and key processes. Those key competencies require our workforce to be visionary, creative and strategic so as to identify opportunities to apply new and evolving ideas, methods, program/project designs, and technologies. Our workforce must be accountable, transparent, and credible so as to be seen as addressing the needs and interests of customers, stakeholders, and partners. Other core competencies include communication skills which allow the agency to transmit and receive information accurately and understandably and actively seek constructive feedback; analysis skills which allow for the recognition of patterns, drawing logical conclusions, and making recommendations for actions. These core competencies are used to successfully implement annual actions plans.

6.2   How do you determine and what are your key work processes that produce, create or add value for your customers and your organization and how do they relate to your core competencies? How do you ensure these processes are used?

The following processes are key to the successful accomplishment of the agency's long-range and strategic goals. These processes are used daily in the agency's work.

Key Process	Value to Customer/Org.	Strategic Goals Supported
Grants	• Funds arts activities • Creates opportunities for artists • Boosts local economies • Evaluates arts activities • Collects data on arts & communities • Assesses needs • Promotes healthy & diverse arts environment	• Artist Opportunities • Arts Education • Collaboration • Participation
Constituent Services	• Assists artists, arts providers, educators and communities through technical assistance • Builds direct relationships between Arts Commission and communities • Convenes constituents for	• Artist Opportunities • Arts Education • Collaboration • Knowledge & Communication • Marketing & Advocacy • Participation • Resource Development

	training, meetings & conferences • Supports & maintains networks • Disseminates information relevant to constituents • Promotes artists & local arts activities	
Direct Programs (Exhibitions, awards, etc)	• Provides unique programs other agencies may not be able to provide • Builds relationships with communities • Creates opportunities for artists • Recognizes and promotes excellence	• Artist Opportunities • Collaboration • Participation • Marketing & Advocacy
Public Policy Monitoring & Guidance	• Creates a conducive environment for the arts and arts education • Promotes awareness of arts & culture among policy makers	• Arts Education • Collaboration • Marketing & Advocacy • Resource Development

6.3   How do you incorporate organizational knowledge, new technology, cost controls, and other efficiency and effectiveness factors such as cycle time into process design and delivery?

Decisions about programs and services offered by the Arts Commission are made in anticipation of, or in response to, the needs of our constituent base. Through the information-gathering process of public meetings, surveys, research, interaction with customers, and monitoring trends, the Arts Commission keeps pace with the changing needs of its constituents and makes relevant services available to meet those needs and accomplish the agency's goals. Technology innovations have expanded opportunities for delivering information and services, and for making information and services more accessible to a wider range of constituents. The Arts Commission has embraced new technology, specifically using computers and the Internet to expand its ability to offer and deliver services and reduce costs. Cycle times, particularly related to grants and other annual deadline-based programs, are key factors in the success of any program at the Arts Commission, and are taken into account early in the planning phase for any new process or program.

6.4   How does your day-to-day operation of these processes ensure meeting key performance requirements?

The Arts Commission operates in a continuing cycle of planning, testing, communicating, evaluating and adjusting its programs, overlaid on a rolling cycle of program and grant deadlines for the agency and its grantees. Day-to-day operations are targeted toward providing accurate,

timely and relevant assistance and information to our constituents in order that they, in turn, may provide accurate, timely and relevant services that advance the Arts Commission's strategic goals in their communities.

Several key agency operations are linked to grant application and reporting deadlines, which occur throughout the year. The deadlines are structured to give customers the information and time they need to adequately complete the required processes, and to give the agency the time to receive, process, evaluate and act on applications. The careful coordination of these activities, as well as data entry and tracking, grant payments, technical assistance and other support functions ensures that the agency fulfills its key performance requirements of delivering quality arts assistance and resources to South Carolina communities.

6.5   How do you systematically evaluate and improve your key product and service related processes?

Most programs at the Arts Commission are on a recurring cycle. Most recur annually. Built into almost every program cycle are tools for collecting customer and staff feedback and input into the next program cycle. Other factors, such as the agency's strategic priorities, budgets, staffing issues and collaborative opportunities typically figure into the planning and improvement process for the next cycle. This systematic evaluation and improvement process helps create continuously improving and higher quality products and services for our customers.

6.6   What are your key support processes, and how do you improve and update these processes to achieve better performance?

Key processes that support the Arts Commission's programmatic work include information processing and management, accounting, facilities management, procurement, human resource management, and communication. Staff members in these areas fully participate in agency-wide planning and conduct planning for improving and updating functions in their departments.

Key staff in these support areas participate in training and professional development activities to keep current on policy and practices. Planning in these areas is especially sensitive to using technology for improving support processes and making more efficient use of agency resources.

6.7   How does your organization determine the resources needed to meet current and projected budget and financial obligations?

The Arts Commission projects an annual budget for current and proposed programs in anticipation of its annual budget request to the Governor. Projected resource needs are based on research and analysis of prior program costs. Adjustments to the final budget are made when the legislative budget process is complete and the actual appropriation for the next fiscal year is known.

Category 7 – Results

7.1 **What are your performance levels and trends for your key measures of mission accomplishment/product and service performance that are important to your customers? How do your results compare to those of comparable organizations?**

Among its measures of mission accomplishment, the Arts Commission looks for trends in public behavior and opinion related to the arts in South Carolina. Periodically, the agency commissions the University of South Carolina to conduct a survey to measure the public's support of and engagement with the arts. The most comprehensive public opinion survey was done in 2000, but an abbreviated version was done in fiscal year 2007 to provide some more recent data.

A significant amount of work by the Arts Commission during this decade has focused on levels of participation in the arts by South Carolinians, and arts participation has become a key component of the agency's mission and long-range and strategic plans. Indications that more South Carolinians are participating in the arts may be indications that the Arts Commission is succeeding in creating an environment where the arts can thrive in South Carolina. As the agency has worked in the area of arts participation, its definition of "arts" has broadened beyond the traditional definitions and formal artistic disciplines (such as painting, sculpture, ballet, opera or theatre) to include many other creative pursuits (including storytelling, folk arts, design, crafts, and many others). While the broadening definition may account for an apparent upswing in levels of arts participation by South Carolinians, it also indicates that the SC Arts Commission is directly and indirectly serving the interests of a broader segment of the population.

Figure 7.1.a – Percentage of South Carolinians attending at least one arts event in a year.
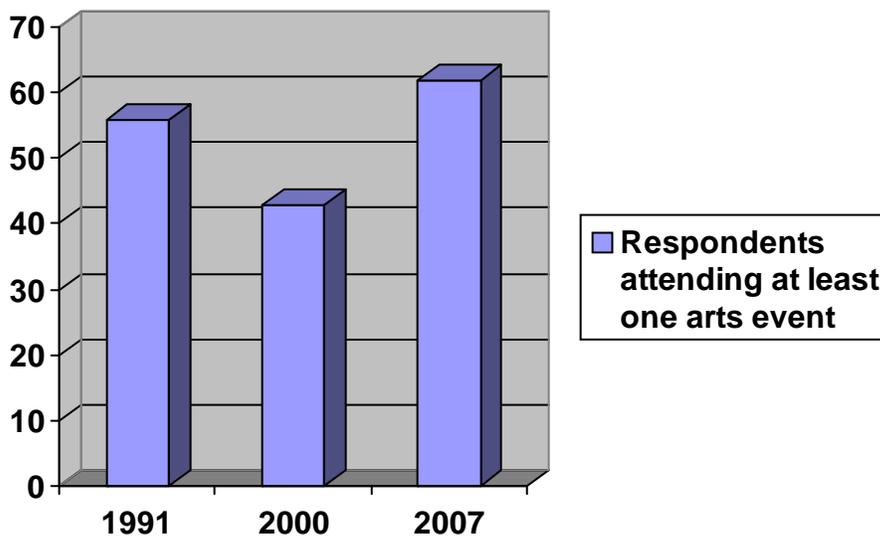
Figure 7.1.b – How do South Carolinians rate their communities as places to pursue artistic interests (2007)
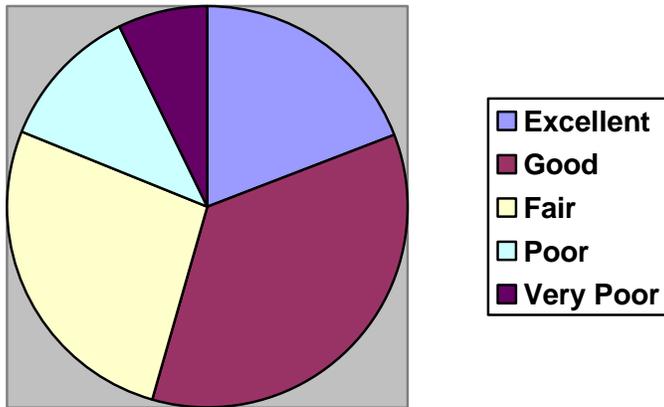
These surveys were not repeated in FY 2009 but the responses from surveys in FY 2007 (Figures 7.1.a through 7.1.e) continue to influence decisions and programs at the Arts Commission. An update on this data is planned in anticipation of the agency's next long-range planning process in FY 2010.

Figure 7.1.c – Percentage of South Carolinians who say quality arts are important to have available in their communities.
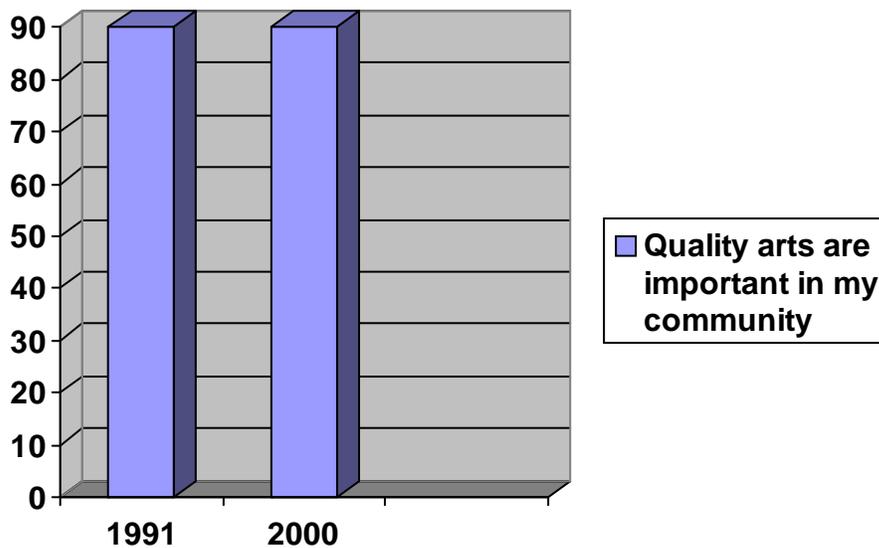
A very high percentage of respondents, feel it is important to have quality arts opportunities available in their communities, supporting the idea that arts contribute to quality of life, and that the Arts Commission's direct efforts to support community arts initiatives are achieving success.

Figure 7.1.d - Percentage of South Carolinians who say the arts are an important part of a child's basic education.

A very high percentage of respondents consider arts to be an important part of a child's basic K-12 education. This, combined with other research pointing to the value in arts education, supports the Arts Commission's significant efforts to promote the arts as a part of every child's
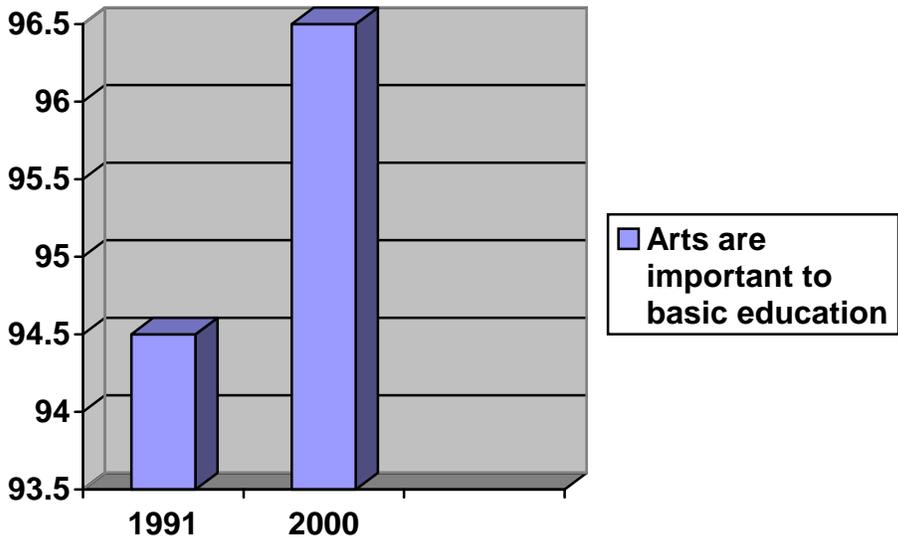
education in South Carolina.

Figure 7.1.e – Arts Commission Budget, Percentage of Total Budget Allocated to Major Program Areas
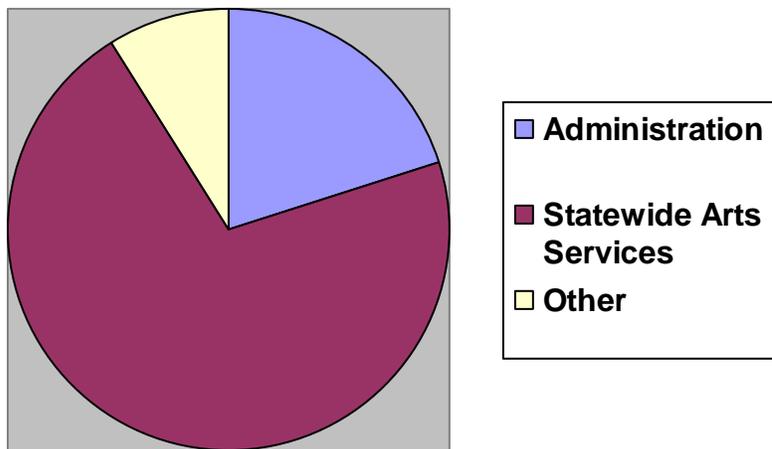
The SC Arts Commission devotes the majority of its resources to providing programs and services to the state designed to achieve its primary mission of creating a thriving arts environment for all South Carolinians. Grant making is one of the agency's primary strategic

activities that helps to accomplish the mission and the agency's strategic goals. Other activities include technical assistance to the field by Arts Commission staff and direct programming provided to the state by the Arts Commission.

Figure 7.1.f – Arts Commission Statewide Arts Services, Grantmaking vs. Other Programs
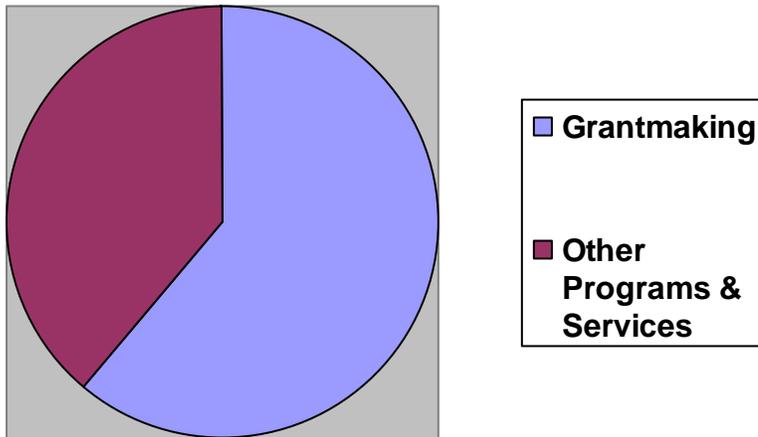
Within the Arts Commission's grant making program are individually targeted, strategically-based grant programs designed to advance the agency's strategic goals.

Figure 7.1.g – Arts Commission Strategic Grant Making Programs
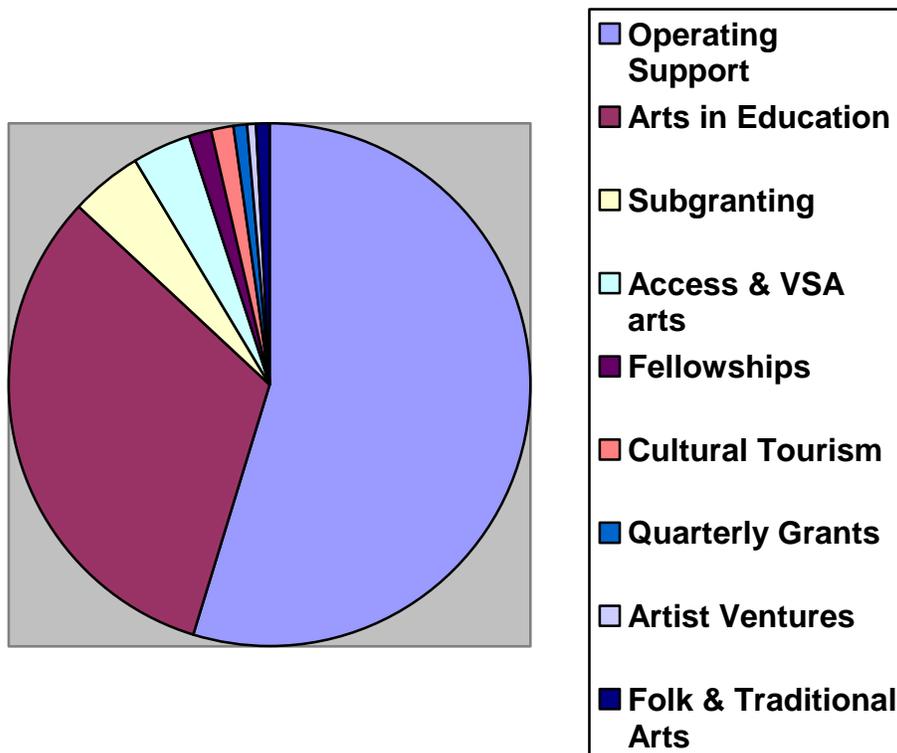
Figure 7.1.h: Arts Commission Program Alignment

In FY 2009 organizations receiving operational support grants were asked if Arts Commission programs aligned with their organizations needs. Over 79% of grantees favorably ranked the alignment of Arts Commission programs to their own.

Legend:
- Very Aligned
- Aligned
- Neutral
- Not Aligned
- Poorly Aligned
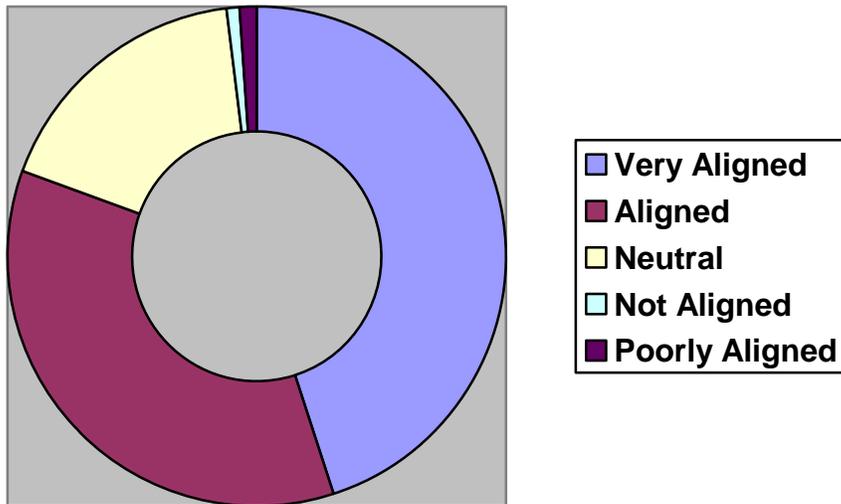
Figure 7.1.i - Outreach to schools by ABC Partnership

Legend:
- Comprehensive Planning
- ABC Sites
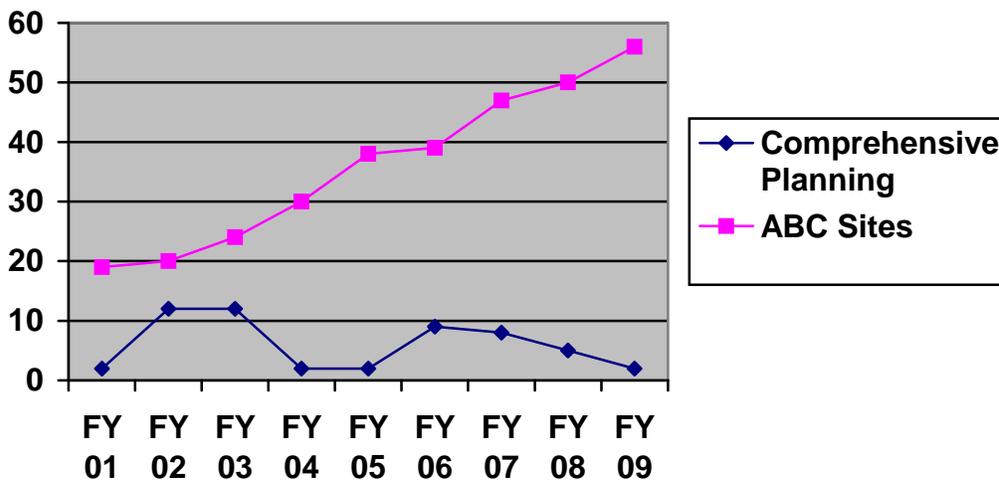
Integrating standards-based arts education into the basic K-12 curriculum is one of the Arts Commission's primary strategic goals, addressed through its Arts in Basic Curriculum (ABC) Partnership. Among its indicators for success is the number of schools and school districts participating in this arts education initiative. In FY 2008, the state saw a record number of schools and districts (50) participating in the program. FY 2009 added to that achievement with 56 schools and districts participating in the program.

For a number of years, the agency has offered grants to encourage schools and districts to take part in a comprehensive planning process for arts education as a first step toward becoming a full participant in the ABC program. The results of outreach efforts to encourage schools and districts to engage in this planning are reflected in the trend for Comprehensive Planning Grants. Participation in the planning process has been a predictor of schools that will eventually become full-fledged ABC sites. Comprehensive Planning Grants were suspended in FY 2009 due to state budget cuts.

Figure 7.1.j – Comparisons of Arts Education Grants to Other Southern State Arts Agencies

Arts Education Grants
South Carolina vs. Southern State Arts Agencies

	Number of Grants	% of All Grants	Grant Dollars	% of All Grant $
South Carolina	176	51%	$ 1,423,939	46%
Southern SAAs	1449	40%	$ 14,385,187	30%
National	8535	36%	$ 74,821,401	26%

Source: National Assembly of State Arts Agencies. Arts education grant information is most recent available. South Carolina grant figures are for FY 2007.

The Arts Commission shares the priority the state has placed on education, and the Arts Commission has made arts in education a priority in its planning and programming. Of its state-appropriated grantmaking budget, more than half goes to enhancing arts instruction in preK-12 classrooms or educational settings. South Carolina is a leader among southern states and the nation in the percentage of its state grantmaking budget devoted to arts in education.

Figure 7.1.k – Local Matching of Arts Commission Grants
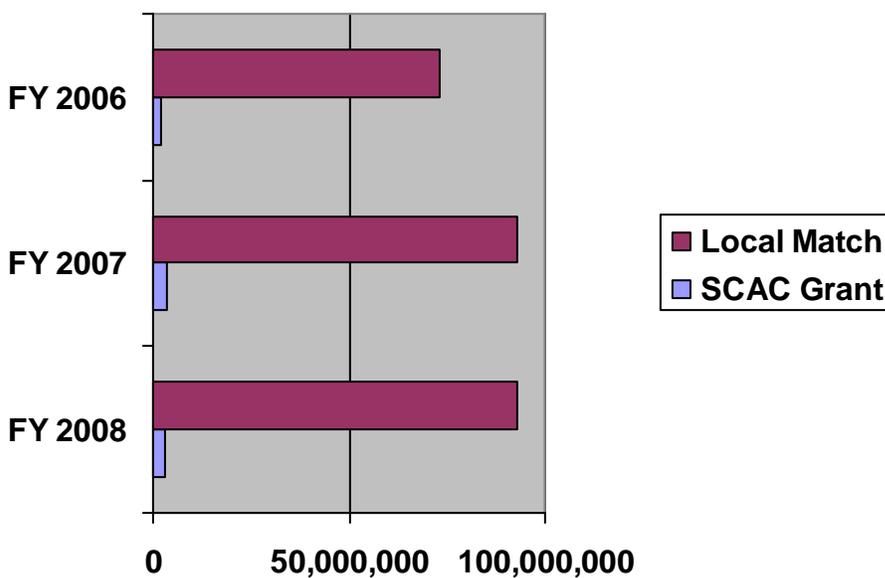
One key indicator of the Arts Commission's success in arts and community development is the return on the agency's investment through its grants programs. The Arts Commission considers its grants program an investment in South Carolina's local communities. Organizations that receive Arts Commission grants are required to locally match their awards, usually on a 2:1 or 3:1 ratio (local: arts commission). The state's continued investment results in an increase in locally generated dollars, representing a $30 return on each dollar invested by the Arts Commission. *Note: information based on FY 2008 – the last year of complete grantee data currently available.*

In 2007, the Arts Commission worked with the Darla Moore School of Business at the University of South Carolina to update statistics from a 2001 study of the economic impact of the arts in South Carolina. The impact of the arts on both economic output and jobs had grown, and the figures continue to support the assertion that the arts industry is a significant and growing contributor to South Carolina's economy.

**Figure 7.1.l   - Economic Impact of the Arts in SC – Economic Output**
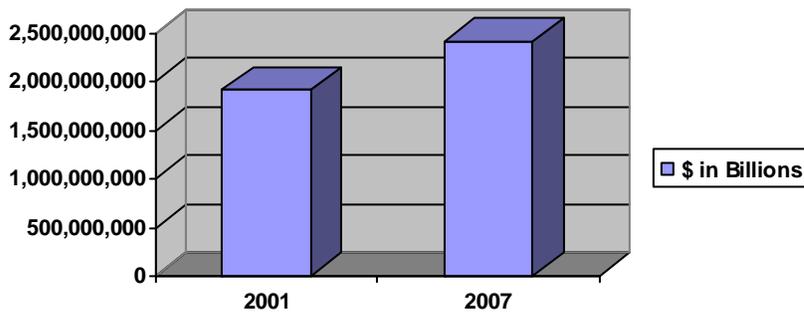
Figure 7.1.m – Economic Impact of the Arts in SC – Jobs Supported
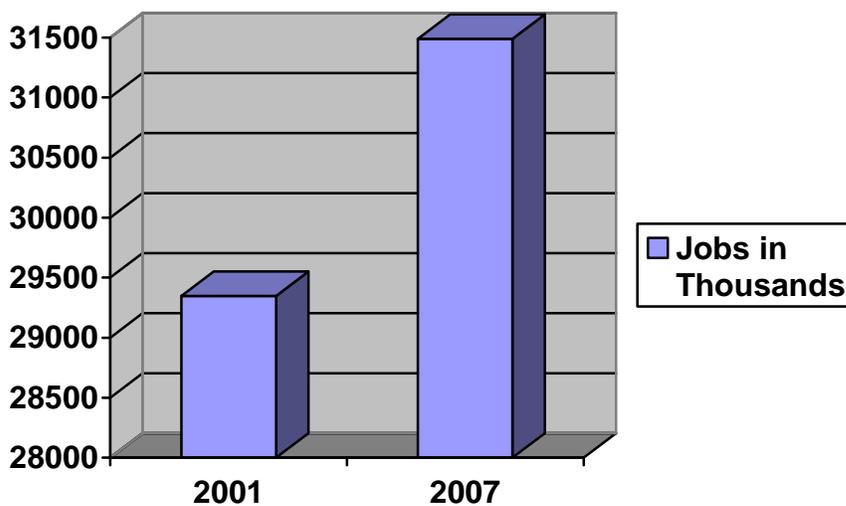
7.2 **What are your performance levels and trends for your key measures on customer satisfaction and dissatisfaction (a customer is defined as an actual or potential user of your organization's products or services)? How do your results compare to those of comparable organizations?**

Beginning in FY 2008, the Arts Commission launched an online application and reporting process for major grants. The new process has given the agency the capability of systematically tracking levels of satisfaction among its key customer groups by collecting data from targeted questions on grantees' final grant reports.

Figure 7.2.a – FY 2009 Grantee Satisfaction with Services & Processes
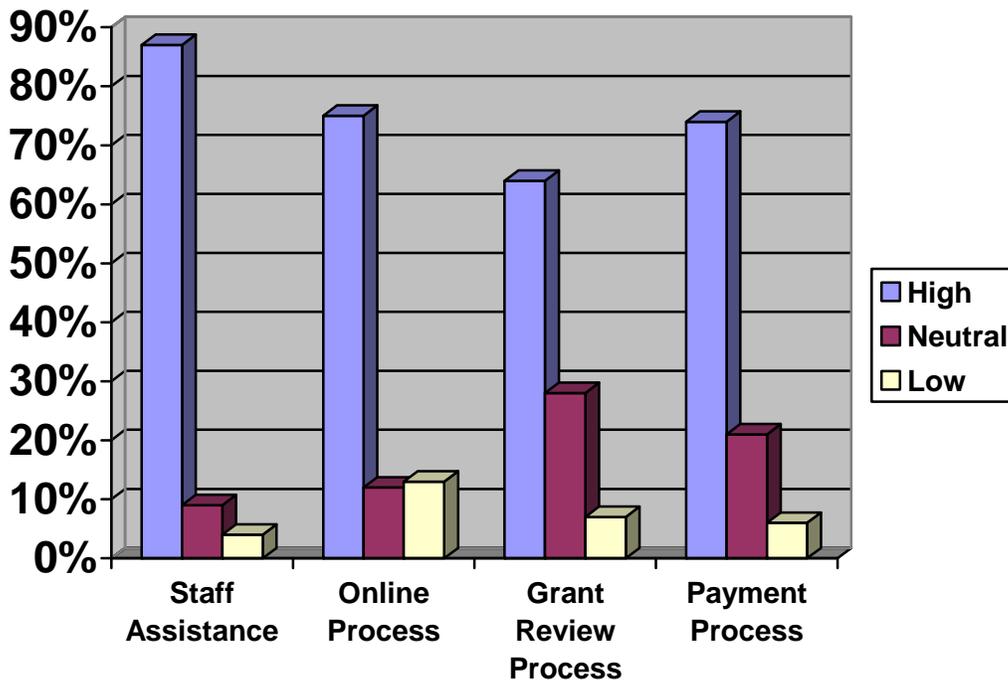
7.3 **What are your performance levels for your key measures on financial performance, including measures of cost containment, as appropriate?**

The Arts Commission receives its funding from two primary sources, state appropriations and a federal allotment from the National Endowment for the Arts. It is not a significant revenue-generating agency, and therefore experiences little fluctuation directly based on trends which impact earned revenue. The agency consistently operates within its annual budget, and has a long track record of clean financial audits.

Figure 7.3.a - Appropriations History

APPROPRIATIONS HISTORY (Excluding Line Items)
Fiscal Years 2000 - 2009
South Carolina Arts Commission

Fiscal Year	Appropriation	Per Capita Spending	Per Capita Rank
2000	$ 4,894,467	$ 1.26	11
2001	$ 5,008,084	$ 1.24	12
2002	$ 4,179,863	$ 1.03	17
2003	$ 3,558,826	$ 0.87	19
2004	$ 3,152,700	$ 0.76	23
2005	$ 3,050,479	$ 0.73	24
2006	$ 3,262,963	$ 0.77	27
2007	$ 5,183,363	$ 1.20	12
2008	$ 4,132,030	$ 0.92	29
2009	$ 3,265,962	$ 0.73	27

Figure 7.3.b – Appropriations Fiscal Year 2009

Appropriation (Excluding Line Items)
Fiscal Year 2009
South Carolina vs. Southern SAAs vs. All SAAs

State Arts Agency	Appropriation	Per Capita Spending	Per Capita Rank
Alabama	$ 5,000,675	$ 1.07	15
Florida	$ 6,871,766	$ 0.37	45
Georgia	$ 3,815,405	$ 0.39	44
Kentucky	$ 3,410,000	$ 0.80	26
Louisiana	$ 6,537,344	$ 1.48	10
Mississippi	$ 1,812,766	$ 0.62	34
North Carolina	$ 9,184,581	$ 1.00	17
Tennessee	$ 7,734,200	$ 1.24	12
South Carolina	**$ 3,265,962**	**$ 0.73**	**27**
Southern SAAs	$ 47,632,699	$ 0.74	
All SAAs	$ 293,495,262	$ 0.98	

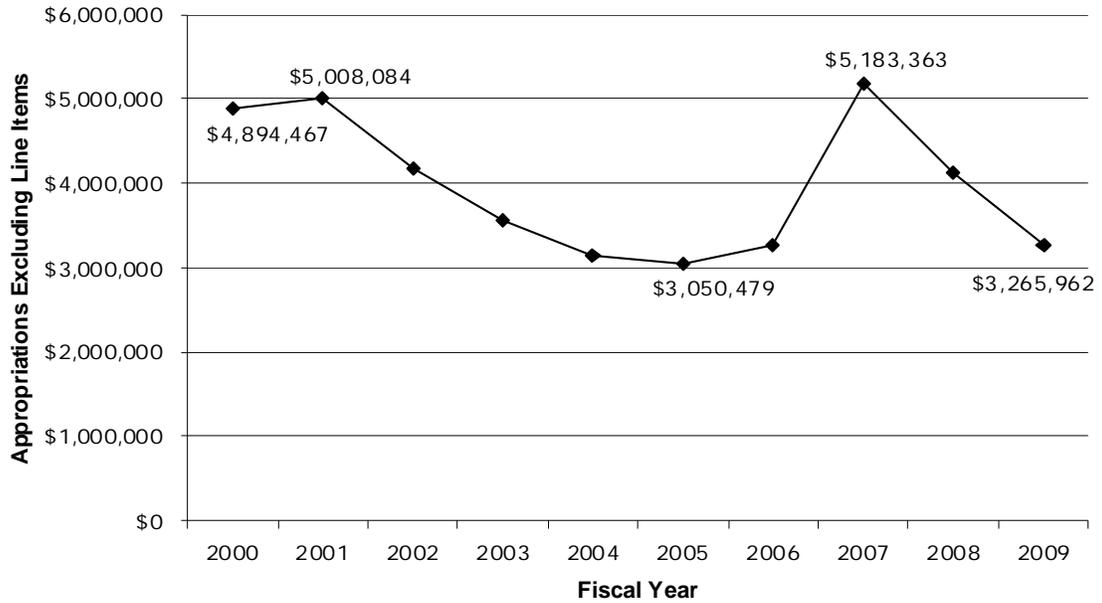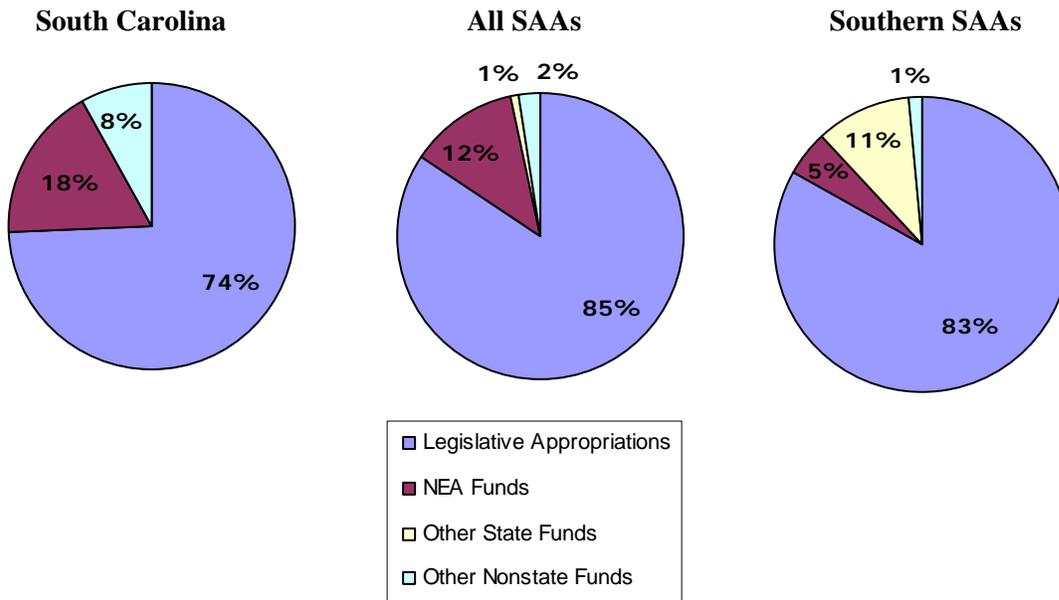**Figure 7.3.c - Appropriations History (Excluding Line Items) FY: 2000 - 2009**

Figure 7.3.d – Sources of Total Revenue

Sources of Total Revenue
Fiscal Year 2009

41

7.4   What are your performance levels and trends for your key measures of workforce engagement, workforce satisfaction, the development of your workforce, including leaders, workforce retention, workforce climate including workplace health, safety, and security?

Because the Arts Commission is a small agency, it is able to use informal methods of engaging employees and addressing issues like satisfaction, involvement and development. Frequent direct contact between supervisors and employees, frequent direct communication between staff and executive managers, one-on-one staff interaction and a genuine concern among employees for one another all contribute to a positive work environment. From these we know that, in general, the employees at the Arts Commission are passionate about the agency's mission and committed to performance excellence. They value independence and creativity in the workplace and want to contribute to a positive work environment. The agency promotes and strives to supply the qualities the staff identifies with a satisfactory work experience.

One indicator that staff are generally satisfied with their work at the Arts Commission is the rate of employee retention the agency enjoys. When compared to national data for employee tenure, Arts Commission staff are well beyond the national averages for length of job stay. In FY 2009 66% of the agency's full-time permanent staff has been with the agency for ten years or more.
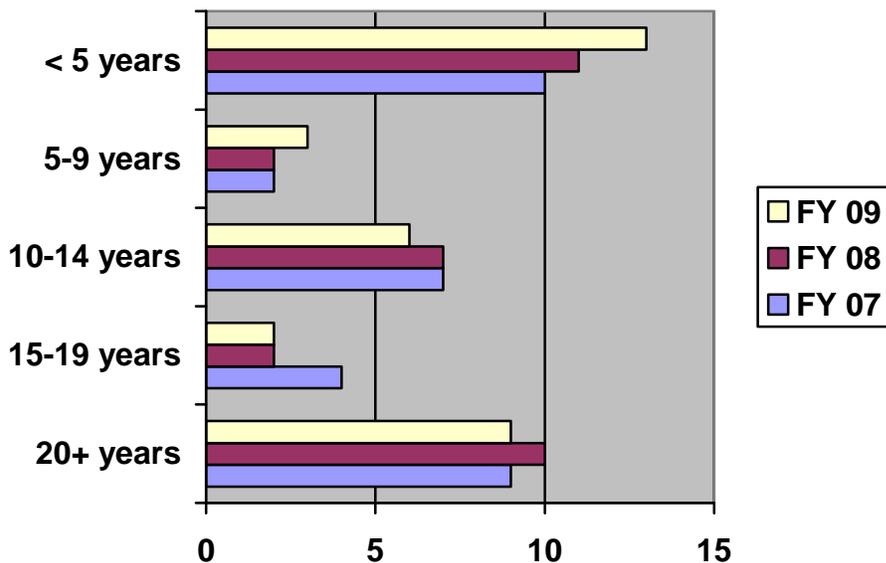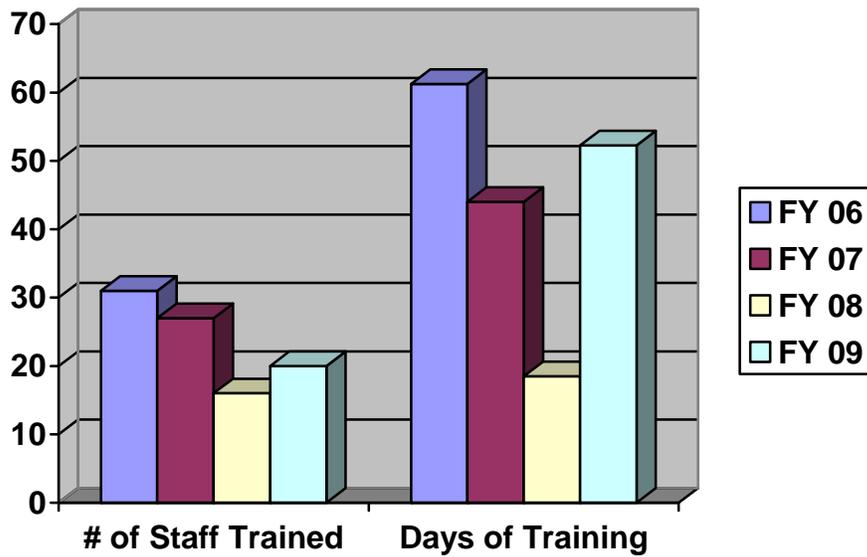
Figure 7.4.a – Length of Job Stay

Figure 7.4.b – Training and Staff Development

The Arts Commission uses an agency-wide staff development and training plan that includes self-identified training needs of staff, and training needs identified through an evaluation of core competencies required to reach strategic objectives. The agency has partnered with other state government agencies and entities, and made strategic use of outside grant funding to continue a high level of quality staff training. Budget constraints limited both the number of staff trained and the number of training days. In FY 2009 the agency took advantage of a number of free or low-cost web-based training opportunities offered by regional and national partner organizations.

Figure 7.4.c – Arts Commission Employee Diversity (*Source: U.S. Census Bureau, 2005)
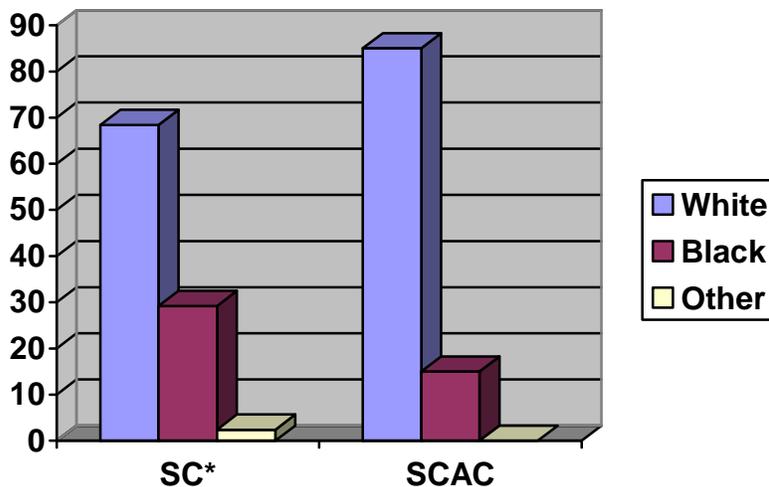
The SC Arts Commission is an equal opportunity employer, and seeks to reflect the diverse makeup of the state in its staff. For the past two years the Arts Commission met 100% of its goals established in its Affirmative Action Plan, and received an award from the State Human Affairs Commission for this achievement.

7.5   **What are your performance levels and trends for your key measures of organizational effectiveness/operational efficiency, and work system performance (these could include measures related to the following: product, service, and work system innovation rates and improvement results; improvements to cycle time; supplier and partner performance; and results related to emergency drills or exercises)?**

In FY 2008 the Arts Commission received feedback which enabled us to determine that several aspects of our operational and organization work systems were functioning to the benefit of our customers. Grant recipients were surveyed and reported that they were satisfied with our grant reimbursement process.

Figure 7.5a - Satisfaction with grant payment [reimbursement] process.
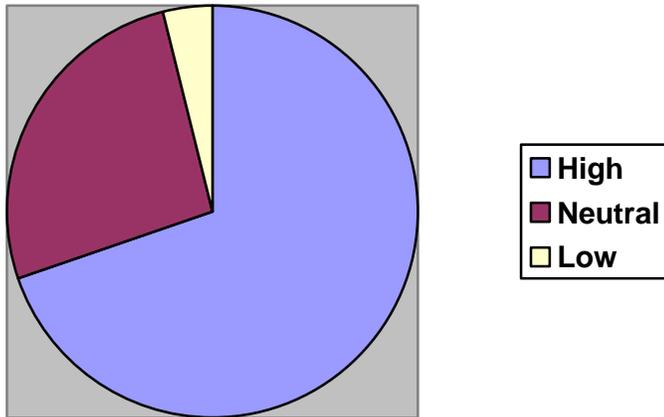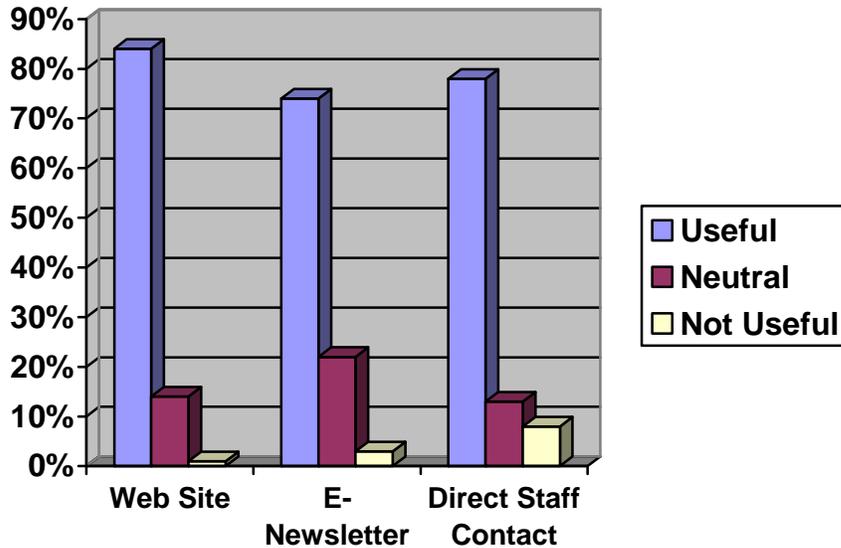
Figure 7.5.b - Usefulness of Information Sources

Customers were also asked to rate the usefulness of information sources that Arts Commission provides.

7.6   What are your performance levels and trends for the key measures of regulatory/legal compliance and community support?

The Arts Commission is consistently compliant with legal and regulatory requirements including those for hiring, facility safety, records management, and Freedom of Information. In addition to its own compliance, the Arts Commission asks for assurance from its contractors (grantees) that they are in compliance with federal and state regulations governing them, and makes efforts to assist them where needed, particularly in the area of access for people with disabilities. The Arts Commission conducts periodic random monitoring of its grantees to ensure compliance with these regulations.

Accountability Report Transmittal Form

Agency Name: **South Carolina Arts Commission**

Date of Submission: **September 15, 2009**

Agency Director: **Ken May (Acting)**

Agency Contact Person: **Rusty Sox**

Agency Contact's Telephone Number: **(803)734-8899**