The South Carolina Arts Commission
Fiscal Year 2012 Accountability Report

Submitted to the S.C. State Budget and Control Board
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Section I - Executive Summary

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, charging 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 guides its commissioners, staff and programs:

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 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 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 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 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 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 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 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 2012

Any discussion of the year, or the past several years, would not be complete without noting the context in which the Arts Commission has operated. The agency has continued to provide valuable and high-quality service to the state and its citizens in spite of significant organizational, financial and political challenges, including:

- Since FY 2008, the agency's state appropriation has been cut by 50%.
- Since FY 2008 the agency's staff has been reduced by 44 %.
- For the third year, the Arts Commission faced the possibility of elimination through gubernatorial vetoes of its entire budget, with associated impacts on planning, daily operations, staff morale and public perception. Because the veto occurred after the start of a new budget year, the agency closed for 8 business days before the vetoes were overridden.
- The Arts Commission remains focused on its mission to create a thriving arts environment in South Carolina, but budget challenges have forced difficult choices as the agency has reduced or eliminated valuable mission-oriented programs, significantly reduced administrative costs and eliminated staff positions to protect its core programs and services.

Even with the challenges and threats posed by the economy and other forces, the agency celebrated significant accomplishments in FY 2012:

Agency-wide:

- The Arts Commission served 100% of counties through the provision of consulting, training, facilitation, grants and resource services for artists, schools, citizens, businesses, governments and other community organizations.
- 267 grants totaling over $1.5 million were awarded in 40 South Carolina counties.
- The SCAC completed year 1 of its current 2-year strategic plan, an outgrowth of the *Long-range Plan for the Arts in South Carolina*, 2011-2020. The strategic plan identifies short-term priorities, objectives and strategies that respond to the current climate of reduced resources while meeting the needs of the state.
- The SCAC published *South Carolina's Creative Cluster: A Catalyst for Economic Development* by USC researcher Douglas Woodward, Ph.D., documenting the role of South Carolina's creative (arts-based) industries in supporting $9.2 billion in economic output and more than 78,000 jobs in the Palmetto State.
- In light of its reduced level of staffing and budget, the agency moved to smaller offices in downtown Columbia, realizing significant long-term savings in rent and energy costs.

Arts Education:

- The Arts Commission's nationally-recognized Arts in Basic Curriculum (ABC) Project served 99 schools across the state.
- The agency, through its Literary Arts Partnership (LAP), coordinated the statewide Poetry Out Loud competition. Over 4,300 students from 34 high schools in 16 counties participated.
- 275 teachers and school administrators, representing 43 of 86 school districts, participated in 10 summer training institutes to explore 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, and Spoleto Festival, USA.

Community Arts Development:

- The Statewide Arts Conference attracted 200 attendees to Columbia for a one-day conference addressing the needs, challenges and successes of arts providers and practitioners.
- The agency continued its long-term initiative to build public participation in the arts. The Participation Project, supported by a grant from the Wallace Foundation, brought together a reunion of program participants over the last 10 years to discuss their successes, challenges and plans for the future of building arts participation.
- The agency's Arts Daily partnership between SCAC and SCETV expanded to include the College of Charleston. Arts Daily promotes arts and cultural events through radio announcements on all 8 stations of the ETV Radio Network. More than 10,000 spots air each year and approximately 283,000 listeners hear at least one spot every week. Segments also air on the network's television stations and are supported by a searchable online calendar of events and a Facebook page. www.artsdaily.org.
- The Art in Sight initiative, making art by South Carolina artists in the State Art Collection accessible and available to communities, placed 11 works in major exhibitions both in and outside of S.C, gaining exposure for S.C. artists in locations including Flint, MI; Mobile, AL; Athens, GA; Augusta, GA; Rock Hill, SC and Columbia, SC. 102 works of art were on loan to S.C. state agencies and were on view in public spaces in those agencies' offices.
- The agency launched a new series of "Capacity-Building Workshops" for arts organizations, designed to enhance the skills and knowledge of leaders in South Carolina arts non-profits.
- The SCAC targeted services to 10 underserved counties in FY 2012, successfully providing grants or direct staff assistance in 9 of those counties.
- The Arts Commission honored six new recipients of the Elizabeth O'Neill Verner Governor's Awards for the Arts, recognizing outstanding contributions to the arts by artists, individuals and organizations in the public and private sectors.

Artist Development:

- The Artist Ventures Initiative supported four new artist/entrepreneur projects with grants and training in its third round of grants to support arts-based entrepreneurial ventures through training, communication, networking and an arts business incubator. The program is supported in part by a grant from the national organization Leveraging Investments in Creativity (LINC), which has supported artist development through SCAC programs since FY 2008.

- The Literary Arts program, in partnership with *Sandlapper Magazine,* published a new series of short stories by S.C. writers through the S.C. Fiction Project. The magazine has an annual circulation of 42,500 and extends its reach through its web site.
- The Literary Arts program announced a new winner of the S.C. First Novel Competition. Spartanburg author Susan Tevulke will have her novel published by Hub City Press and will debut at the S.C. Book Festival in 2013.
- The Arts Commission awarded Fellowships to four outstanding S.C. artists, recognizing excellence in visual arts, craft, music performance and music composition.
- The SCAC, with McKissick Museum at the University of S.C., recognized three master practitioners of traditional arts with the Jean Laney Harris Folk Heritage Awards, honoring Ashley Carder of Spartanburg for fiddle-playing, Stephen Ferrell of Edgefield for alkaline glazed pottery, and Marvin Grant of Pawleys Island for hammock making.

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:

Key strategic challenges for the agency include:

- Demonstrating the value of the agency's programs and services to the public and authorizing officials in a challenging economic and political environment
- Maintaining and 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

Section II – Organizational Profile

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

   - **Staff Assistance** – The SCAC's staff of arts professionals consult with and advise local organizations, governments, schools, artists, citizens and others. These services are delivered via direct interaction between staff and constituents
   - **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
   - **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 accountable and transparent application and review process

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

   - **Local arts providers** – usually local non-profit or government organizations, their expectations include reliable and relevant information for and about the arts industry and the nonprofit sector, access to state and federal funding sources, and technical assistance from a responsive and knowledgeable staff
   - **Arts educators** – teachers, schools, administrators and school districts, their expectations include information and best practices linking the arts and today's educational environment, access to state and federal funding sources, 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 and enhance their interaction with the public
   - **Citizens –** individuals who participate as arts consumers expect opportunities to enjoy a diversity of quality arts experiences in or near the communities where they live. Citizens who do not consider themselves direct arts consumers benefit from the higher quality of life they enjoy in communities where artists and quality arts programs are present
   - **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 give communities as they promote economic development, attract new business, and attract and retain a qualified workforce
   - **Governor and General Assembly** – as the entity responsible for appointing the Arts Commission's Board of Commissioners (Governor) and the entity that authorizes and appropriates funding for the agency (General Assembly), these decision-makers expect

an efficient 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 significant value and 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 SCAC'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
- State and local program partners including:
  - Department of Education
  - Colleges and universities
  - Economic development agencies
  - Humanities Council SC
  - SC Arts Foundation
- Regional and national partners including:
  - The National Endowment for the Arts
  - National Assembly of State Arts Agencies
  - South Arts
  - VSA Arts
  - Leveraging Investments in Creativity (LINC)

5. **Operating locations:**

In May 2012 the SC Arts Commission moved its offices to 1026 Sumter Street in Columbia, SC.

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

In fiscal year 2011, the Arts Commission had 19 permanent employees:

Full Time	17
Part Time	2
Classified	18
Non-classified	1
Permanent	19
Temporary	4

7.   The regulatory environment under which the Arts Commission operates:
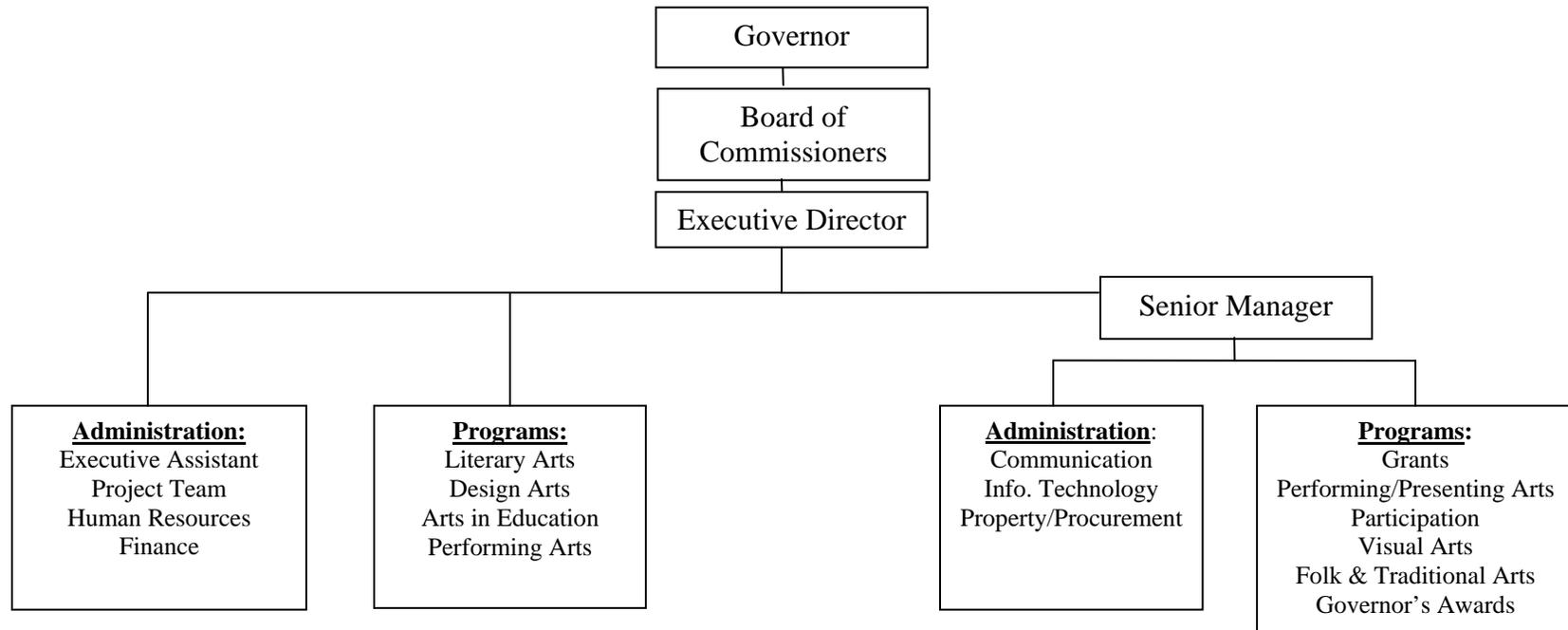
The Arts Commission is subject to the laws of the United States and the State of South Carolina, regulations set by Occupational Safety and Health Administration, local building and fire codes, the Americans with Disabilities Act, the Equal Employment Opportunity Commission, in addition to requirements 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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Administration:	**Programs:**	**Administration:**	**Programs:**
Executive Assistant	Literary Arts	Communication	Grants
Project Team	Design Arts	Info. Technology	Performing/Presenting Arts
Human Resources	Arts in Education	Property/Procurement	Participation
Finance	Performing Arts		Visual Arts
			Folk & Traditional Arts
			Governor's Awards

10. Expenditures and Appropriations

Table II – 2: Base Budget Expenditures and Appropriations

Major Budget Categories	FY 10-11 Actual Expenditures		FY 11-12 Actual Expenditures		FY 12-13 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Services	871,487	806,940	816,091	376,385	930,477	362,329
Other Operating	184,055	475,058	489,659	81,243	417,750	102,142
Special Items						
Permanent						
Improvements						
Case Services						
Distributions to Subdivisions	1,573,379	504,453	1,523,647	1,335,034	1,821,693	1,356,318
Fringe Benefits	330,708	260,903	261,675	124,810	298,927	138,710
Non-recurring	250,000					
Total	3,209,629	2,047,354	3,091,072	1,917,472	3,468,847	1,959,499

Other Expenditures

Sources of Funds	FY 09-10 Actual Expenditures	FY 10-11 Actual Expenditures
Supplemental Bills	250,000	
Capital Reserve Funds		
Bonds		

11. **Major Program Areas**

Table II – 3: Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 10-11 Budget Expenditures		FY 11-12 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: 636,599 Federal: 13,025 Other: Total: 649,624 % of Total Budget: 20%		State: 31,882 Federal: 314,779 Other: 23,056 Total: 369,717 % of Total Budget: 12%		7.1.e,h 7.3.a – d 7.4 a – c
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: 1,150,744 Federal: 1,015,028 Other: 110,182 Total: 2,275,954 % of Total Budget: 71%		State: 1,760,780 Federal: 579,365 Other: 119,535 Total: 2,459,680 % of Total Budget: 80%		7.1.a-m 7.2.a 7.5.a,b

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

Remainder of Expenditures:		
Fringe	State: 260,003 Federal: 20,510 Other: 3,544 Total: 284,057 % of Total Budget: 9%	State: 124,810 Federal: 136,865 Other: Total: 261,675 % of Total Budget: 8%

* 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.

<u>Section III – Elements of the Malcolm Baldrige Award Criteria</u>

Category 1 – Senior Leadership, Governance, and Social Responsibility

1.1   How do senior leaders set, deploy and ensure two-way communication throughout the organization and with customers and stakeholders, as appropriate, for:

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

The Board of Commissioners and management are directly guided by the agency's mission. Long-term direction is set through long-range planning, combining broad public involvement, 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.* Laying out a broad direction for the arts in South Carolina, the long-range plan includes issues to be addressed by the Arts Commission and the agency's partners in the public and private sectors. Shorter-term direction and priorities are set in the strategic plans, which outline agency strategies for achieving long-range goals and performance expectations for measuring the agency's success. 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. As part of its planning process in FY 2011, the staff reassessed its values statement and determined that it remains an accurate representation of the core values of the agency. The 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 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 provide guidance on ethical questions, and seek 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. 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 agency's organizational structure encourages frequent personal contact between staff and constituents statewide. The agency's use of "County Coordinators" ensures that constituents have direct and easy access to Arts Commission staff, regardless of the customer's physical

location. Leaders regularly review programs with staff to help ensure that agency 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 influenced by input collected from customers through a variety of means, including the *Canvas of the People* public planning process. Throughout the year, the agency asks 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 piloted or tested with sample groups to minimize risks before taking a program statewide. Data collected from 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 board's finance committee works with the executive director to monitor fiscal activity and provide guidance. 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 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 tracking the agency's fiscal performance, its responsiveness to constituents and satisfaction levels of its customers, the volume of grant applications and requests for staff assistance, and the agency's outreach into communities. Regular staff meetings and reports from key departments, as well as reports from the agency's grantees in the field, provide the information and data leaders require to track the agency's performance. Every three years, a review panel for the National Endowment for the Arts reviews the agency's partnership agreement and provides comments that are a valuable evaluation of the agency's performance and programs.

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 decisions about the agency's direction as it seeks to accomplish its strategic goals. 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. Management styles are highly participatory. 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 support that level of interaction by implementing staff suggestions where appropriate and actively soliciting continued input into the management process. Leaders may also contract with independent evaluators to comment on programs and services where warranted.

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

Management staff is engaged in cross-training other staff in executive level skills such as budgeting, legislative communications, planning and program development in an effort to prepare a new generation of arts leaders for the state. Development of these skills has been particularly critical as the agency has experienced significant staff reductions, requiring remaining staff members to take on additional new responsibilities. Existing staff were prepared to step into leadership roles. These transitions have helped the agency maintain a high level of service to the public in spite of the internal challenges of reduced staff capacity.

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

Leaders at the 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 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. 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 learn within and across their specific disciplines. While budget restraints have not recently allowed for extensive training opportunities, the agency has taken advantage of online training and national conference calls to stay current on issues and trends. Staff are also encouraged to share relevant information and skills with their colleagues through regularly scheduled staff meetings and presentations. Where specific skills training is required, staff are encouraged to self-identify those needs in their annual work plans.

1.10   How do senior leaders 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 attendance, leadership and personal financial support, and they encourage the employees of the Arts Commission to do the same. The agency participates in charitable projects, including the United Way campaign and holiday giving or service projects which are coordinated by staff members.

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 *Long Range Plan for the Arts in South Carolina*, launched in FY 2011, the Arts Commission engaged more than 1400 customers, stakeholders and members of the general public in a dialogue to reveal their needs and expectations for the arts in South Carolina. The agency conducted meetings with diverse civic, business and community leaders across the state to capture their concerns and priorities for their own communities and determine where the arts can help address those needs. Also, the agency commissioned a 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 picture emerged of the agency's strengths and challenges, and strategic initiatives were designed to maximize strengths and opportunities, correct weaknesses and eliminate or avoid threats.

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

A great deal of research goes into the Arts Commission's strategic planning process, including projections 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 public dollars. Significant changes in its regulatory environment are infrequent, but the agency's strategic planning process allows it to anticipate changes and adjust operations or programs accordingly. Research helps the agency anticipate 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 an important issue that the agency's planning process has dealt with head-on. Technology continues to change 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 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 operations. Agency leaders, commissioners and staff work together to prioritize future needs and current programs, and are open to change that will help the agency fulfill its mission.

e.　　Organizational continuity in emergencies?

The Arts Commission fully embraces planning for readiness, response and recovery in the event of an emergency that may impact operations. The agency has updated its emergency plan and is working with its constituents 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 partner, SouthArts, to provide comprehensive resources and tools 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 has a timeline for implementation and staff or department responsible for execution. Managers monitor progress 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. (See Table 2.2)

Table 2.2 - 1: Strategic Alignments

Strategic Goal/Objective	Strategic Challenge	Strategic Process & Actions
Arts Education: Improve 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 Maintaining and creating partnerships for successful customer-focused programs Ensuring the arts have an influential voice when key decisions are being made regarding public education, economic development, tourism and cultural development.	Staff assistance Direct programs Partnerships Grant making
Community Arts Development 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	Engaging South Carolinians to participate in the arts at all levels Maintaining and creating partnerships for successful customer-focused programs 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. Ensuring the arts have an influential voice when key decisions are being made regarding public education, economic development, tourism and cultural development.	Staff assistance Direct programs Partnerships Grant making
Artist Development: Encourage, nurture and support the artistic growth and personal and economic well being of South Carolina's artists	Engaging South Carolinians to participate in the arts at all levels Maintaining and creating partnerships for successful customer-focused programs 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.	Staff assistance Direct programs Partnerships Grant making

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 strategic plan. Based on broad objectives set in the long-range plan for the arts, the strategic plan outlines specific strategies to support the objectives. Annual work plans for each program specify actions and assign performance measures targeted to successful implementation of the strategies. Program budgets and timelines are linked to work plans to guarantee that adequate resources are available. 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. A statewide awareness campaign alerts the public to the plan. The plan is posted on the agency's web site and is promoted strongly through agency communication tools.

The agency emphasizes the long range plan as a plan for the entire statewide arts community and keeping its goals fresh in the minds of those who are active in that community. Grant applicants are asked to link their activities with the plan's long-range goals. The agency's strategic plan is 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 managers 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 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 12-13 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**: Students receive a comprehensive education in the arts that develops their creativity, problem solving and collaborative skills, and prepares them for lifetime of engagement with the arts and productive citizenship.	Maintain/strengthen the Arts in Basic Curriculum Partnership Timeline: Ongoing	7.1.d; 7.1.j, 7.1.k
		Support schools and districts with grants programs and staff assistance to help them reach their education goals Timeline: Ongoing	7.1.f, 7.1.g, 7.1.j, 7.1.k, 7.4.b
		Provide professional development opportunities for teachers Timeline: 4th Quarters, FY 12,13	7.1.j, 7.1.k
II. Statewide Arts Services	**Community Arts Development:** South Carolina citizens and visitors benefit from diverse opportunities for relevant, rewarding arts experiences in communities throughout the state.	Continue advancing public participation as a priority Timeline: Ongoing	7.1.a, 7.1.g

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 12-13 Key Agency Action Plan/Initiative(s) and timeline for accomplishing the plan(s)	Key Cross References for Performance Measures*
		Celebrate & support S.C.'s traditional art forms and artists Timeline: Ongoing	7.1.g
		Focused, team-based outreach to communities identified as underserved by the SCAC Timeline: Ongoing	7.1.c, 7.1.d, 7.1.f, 7.1.g
	Community Arts Development: S.C. arts organizations and other arts providers have the capacity and necessary resources to deliver relevant, high quality arts experiences to citizens and visitors.	Provide direct programming, staff assistance, outreach, grants, and training for artists and organizations to better realize their potential as arts providers. Timeline: Ongoing	7.1.e, 7.1.f, 7.1.g, 7.1.i, 7.1.m, 7.5.a, 7.5.b
II. Statewide Arts Services	**Artist Development:** South Carolina's professional artists are able to produce excellent art and build satisfying, sustainable careers in our state.	The Artist Ventures Initiative (AVI) functions as an incubator for arts-based small businesses. Timeline: Ongoing	7.1.e, 7.1.f, 7.1.g
		Provide opportunities to artists for professional development, training, networking and career advancement Timeline: Ongoing	7.1.e, 7.1.f, 7.1.g

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 12-13 Key Agency Action Plan/Initiative(s) and timeline for accomplishing the plan(s)	Key Cross References for Performance Measures*
I. Administra-tion	SCAC programs, systems and staffing are appropriately aligned to address the agency's strategic and long range goals.	Maintain and further develop systems to fully assess and utilize staff skills and address needs Timeline: Ongoing	7.4.b
		Review systems of customer service for improvement opportunities Timeline: 3-4th quarters, FY 12	7.1.i, 7.2.a, 7.5.a, 7.5.b
		Assess opportunities for improving/streamlining the grant making process Timeline: FY 12-13	7.2.a, 7.5.a

* 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 multiple 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 staff assistance in their efforts to deliver arts programming and education in their communities. Other customers are strategically sought out by the Arts Commission as partners 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 commissioners, 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 were looking for more efficient ways 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 "County Coordinators" ensure that constituents have direct and easy access to the Arts Commission, regardless of their physical location. The agency has both an e-newsletter and website which enable customers to learn about programs and services, download forms, make grant applications, contact staff, find partner organizations and provide comments, complaints and suggestions. Social media such as Facebook and Twitter have proven to be productive tools in expanding 2-way communication with our constituents. 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 uses traditional media, grantee final reports, and written and on-line evaluations to ensure information exchange and customer access. Information 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, consisting of local arts organizations that present, produce or support arts programs for their communities. Questions in the grantees' 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 from 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 goals and programs, and the agency uses that information to help set its long- and short-term direction.

Final grant reports include questions that encourage customers to identify needs and ways the agency can improve its services. The agency's strategic plan responds to the constituents' needs by forming a direct link between the 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 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. 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 including 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 its grants process, to make informed decisions about programs and strategic direction. It uses data to highlight areas where improvement is needed or where notable levels of success are being achieved. Managers and program staff are trained to use the agency's 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 directions?

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 to show how the agency performs regionally or nationally with its counterparts in other states. The agency reviews data over time to track trends, monitor progress in key areas and set goals. The comparisons show areas where the agency may choose to focus more attention or resources to accomplish goals, or to develop new strategies to address 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, reliability, 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. Information submitted is checked for accuracy by the staff member who deals most directly with that grantee, and a formal sign-off by that staff person is required before payment is issued. Inaccurate or incomplete information renders an applicant ineligible for funding. Grantees are 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 best practices. The agency manages its data in two databases: one that tracks statistical and program data, the other is the state's SCEIS system for accounting and financial data. These databases are powered by secure servers with appropriate security measures to prevent encroachment by unauthorized persons. 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 and workforce 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. Regularly scheduled 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 insures that records, information, resources and training documents are available across departmental lines. 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.

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 achieves effective communication and knowledge sharing through internal staff workshops, small workgroups which share information, the agency's intranet to share resource documents, knowledge, skills, and best practices, 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.

It should be noted that the agency has had few opportunities to hire new staff for four years, and staffing levels have declined due to retirements, resignations and reductions-in-force. However, the Arts Commission has had a successful history of recruiting, hiring and retaining staff. The Arts Commission uses the state's online recruitment system and finds the process to be cost efficient while giving the agency access to a large pool of qualified applicants.

Contributors to employee retention include a thorough 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 staff recognition events, artistic informational sessions, health and education program offerings, and training and development opportunities. 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 completed an assessment of position descriptions and the required competencies for each one. Training is offered to staff members when possible to give them opportunities to upgrade or acquire new skills. 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 believe that the Employee Performance Management System is an ongoing communication process that takes place all year long, not just at evaluation time. Employees participate in the creation of personal planning documents, and frequent discussions between supervisors and employees help track personal progress throughout the year so that the employee has 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 agency encourages program leaders to participate in local, state, and national leadership development programs like Leadership Columbia, Diversity Leaders Institute, Leadership SC, BoardSource National Leadership Institute and the Center for Sustainable Leadership. Attendance at state or national conferences is encouraged when budget allows such participation.

b. development of organizational knowledge?

The Arts Commission ensures organizational knowledge is shared through the use of policy and procedure manuals, program reports, meetings, and sharing 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 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. 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 identifies areas of commonality among the staff, and integrates 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.

The Arts Commission also has an employee orientation program that introduces new staff to the diverse functions of the agency while allowing the 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.

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 Arts Commission are encouraged to seek contentment in their professional and personal lives. Staff have flexibility to exercise independence and creativity when setting their work priorities and carrying out their duties. Managers have an open management style, which encourages employees to provide input at all levels of agency operation. Staff appreciation events are held during the year. Flexible schedules allow staff to adjust their work times around needs at home. The agency periodically offers brown-bag lunch events on topics including the arts, personal health and well-being. 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?

As a small agency, the Arts Commission has the ability to gather its entire staff together weekly to discuss a wide range of issues concerning the organization. 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. 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 the departure of many long-time staff members.

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 is accomplished by creating an agency culture that is conducive to learning 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.

The Arts Commission is fortunate to employ well educated and ambitious individuals. The agency identifies current and potential gaps within the organization that require specific talent and matches these individuals based on objective evaluations of an employee's skills and ambition rather than on favoritism and subjectivity.

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

The Arts Commission maintains 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.

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 plans and key processes. Those competencies require our workforce to be visionary, creative and strategic to apply new and evolving ideas, methods, designs and technologies. Our workforce must be accountable, transparent, and credible to address the needs and interests of customers, stakeholders, and partners. Other core competencies include communication skills to present and receive information clearly and accurately and seek constructive feedback. Analysis skills allow for the recognition of patterns, drawing 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 • Community Arts Development
Constituent Services	• Assists artists, arts providers, educators and communities through staff assistance • Builds direct relationships between Arts Commission and communities • Convenes constituents for training, meetings & conferences • Supports & maintains networks • Disseminates information relevant to constituents • Promotes artists & local arts activities	• Artist Opportunities • Arts Education • Community Arts Development
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 • Community Arts Development
Partnerships	• Maximizes efficiencies in shared resources • Deepens relationships with other community organizations • Extends the reach of SCAC services	• Arts Education • Community Arts Development • Artist 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 work 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 evaluate, 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. A comprehensive public opinion survey was done in 2000, an abbreviated version was done in fiscal year 2007, and another comprehensive survey was conducted again in 2009 (in FY 10).

A significant amount of work by the Arts Commission during the last 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 participating in the arts at least once a year.
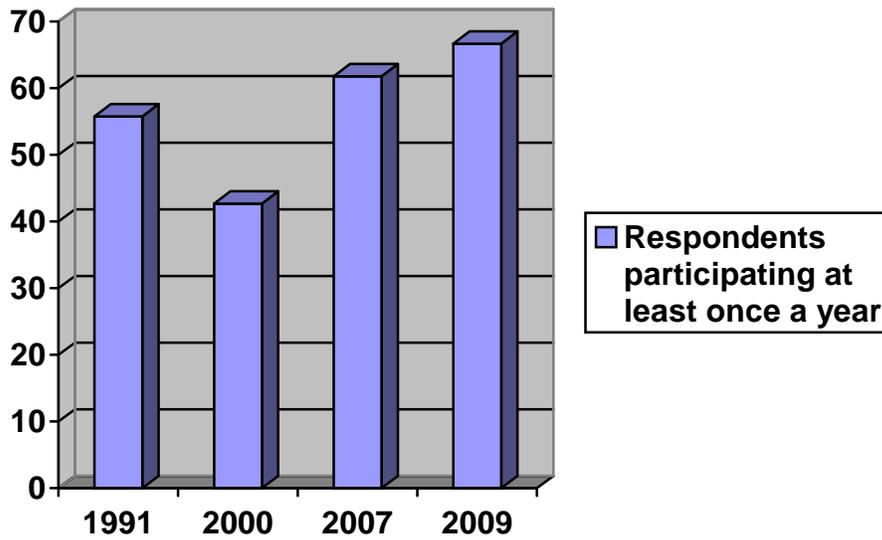

Figure 7.1.b – How do South Carolinians rate their communities as places to pursue artistic interests?
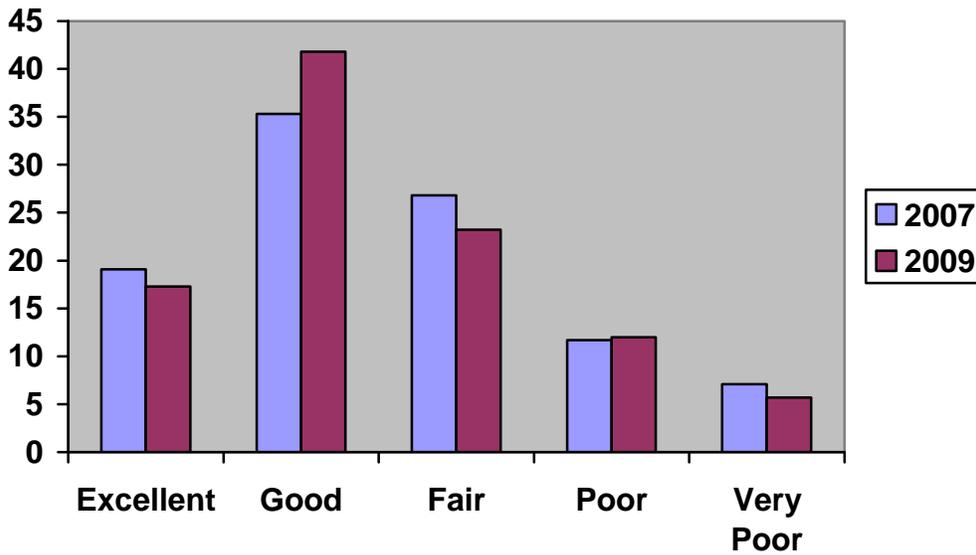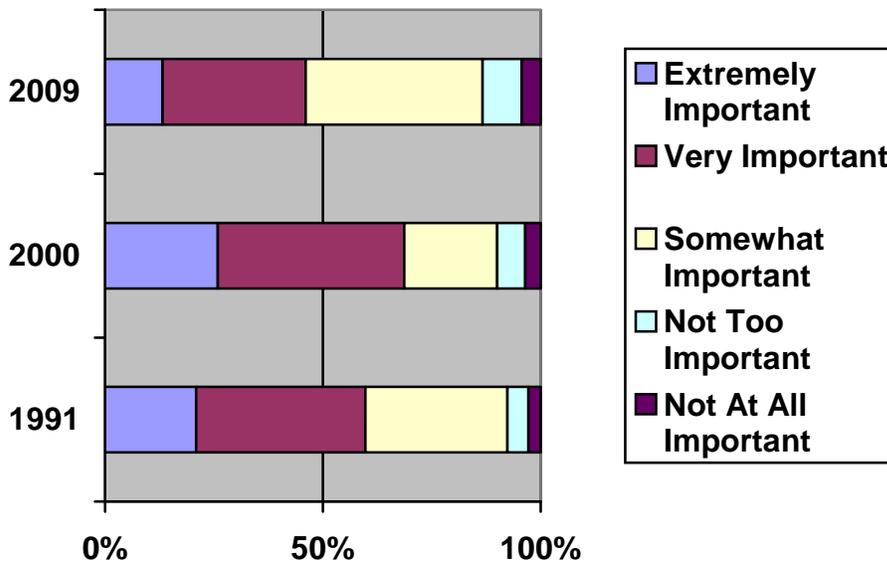
Figure 7.1.c – Percentage of South Carolinians who say quality arts are important to have available in their communities.

A very high percentage of respondents (86.6%), feel it is important to have quality arts opportunities available in their communities, supporting the assertion that arts contribute to quality of life, and that the Arts Commission's direct efforts to support community arts initiatives are achieving success. However, it is noteworthy that the public perception has shifted to the "middle," with more people considering the arts as "somewhat important" rather than "extremely" or "very important" compared to previous surveys. The study director's commentary suggests a parallel with the economy and other pressures on individuals and families, particularly in lower income and rural areas of the state, where the some of the perceived value of the arts in communities may have been displaced with more basic needs. But it is evident that South Carolinians still consider the arts an important component of life in their communities.

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 (96.2%) 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.
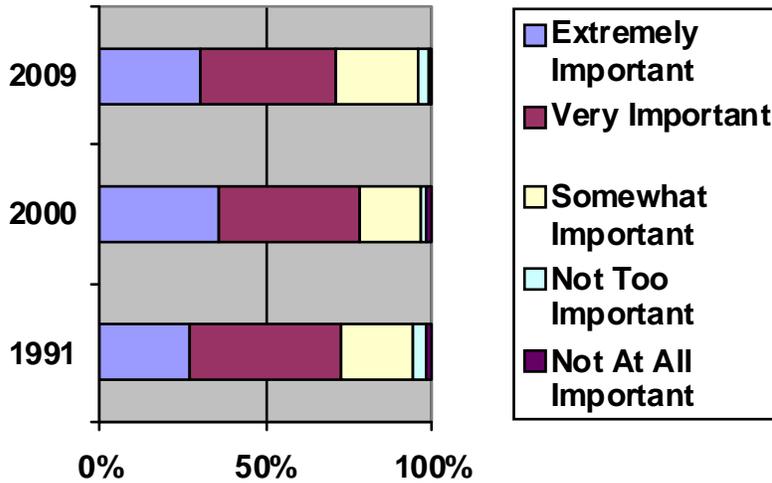
Figure 7.1.e – Arts Commission Budget, Percentage of Total Budget Allocated to Major Program Areas
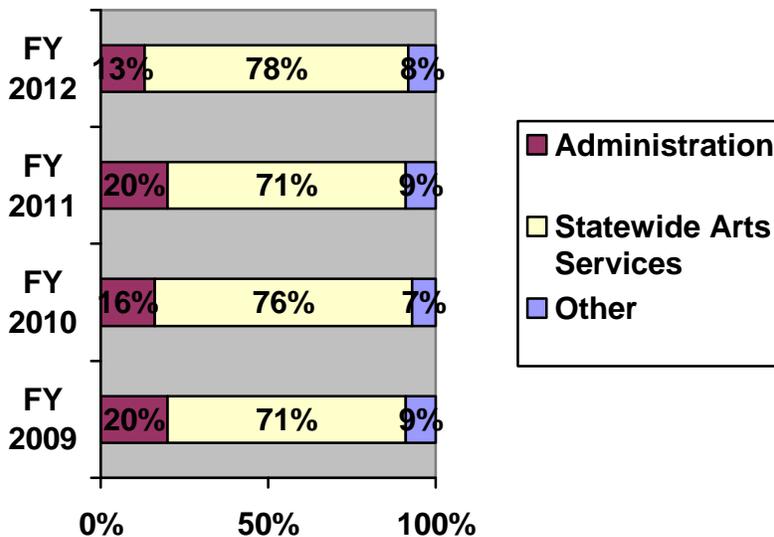
Grant making is one of the Arts Commission's strategic activities that helps to accomplish its mission and the agency's strategic goals. Other activities include assistance to the field by Arts Commission staff and direct programming provided to the state by the Arts Commission.

Figure 7.1.f – Arts Commission Statewide Arts Services, Grantmaking vs. Other Programs

Other
Programs &
Services
37%
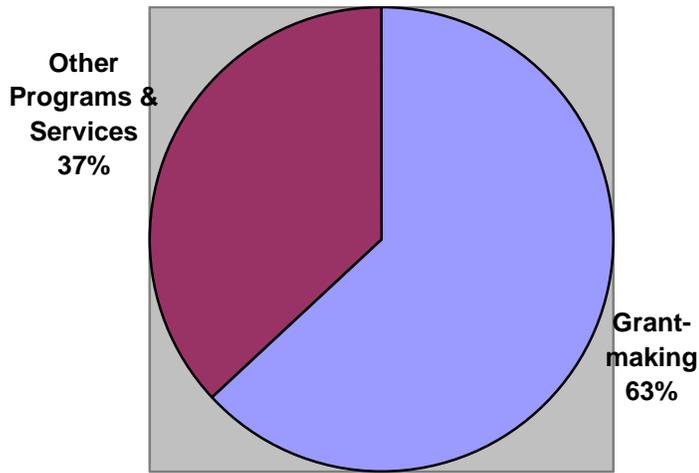
Grant-
making
63%

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

☐ Operating
   Support

■ Arts in
   Education

☐ Participation

☐ Subgranting

■ Other Grants

☐ Fellowships
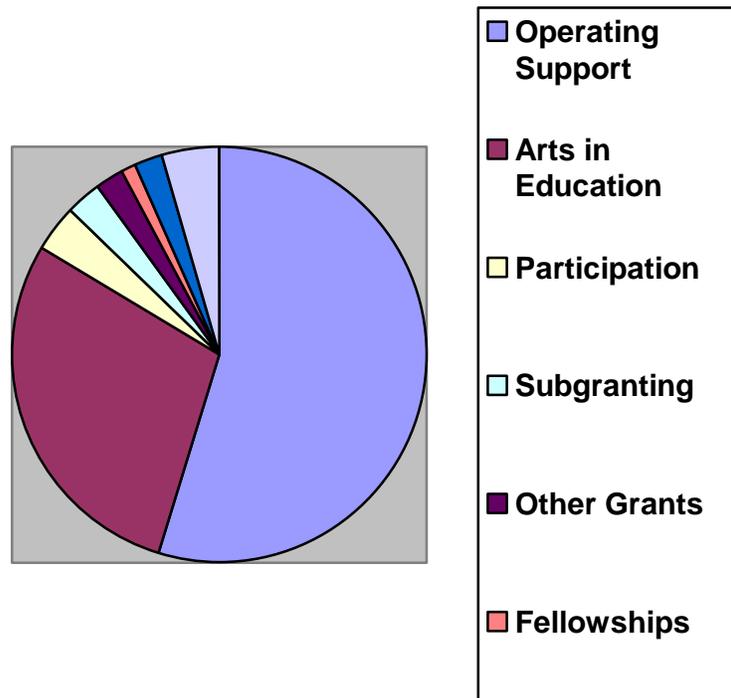
In the FY 2012 state budget, the General Assembly added a proviso instructing the Arts Commission to expend no less that 70% of its state appropriation in grants distributed to community arts organizations, schools, artists and other arts provider. The SCAC complied with this proviso in its first year.

Figure 7.1.h – Percentage of State Appropriation Dedicated to Grants
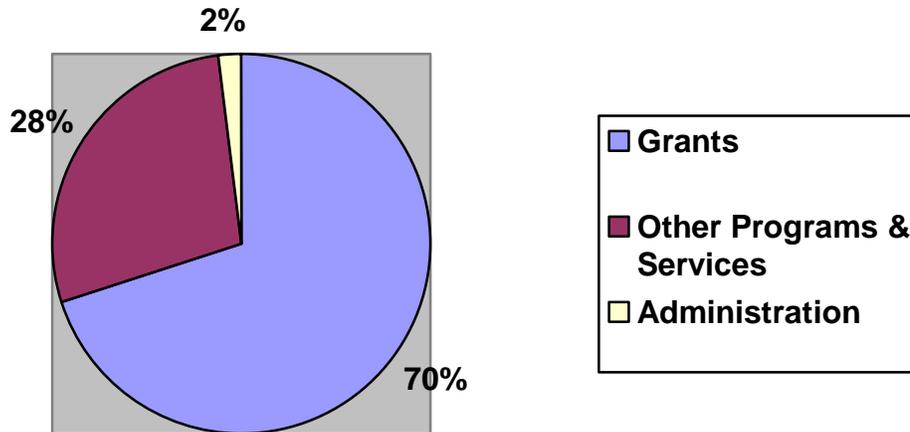
Figure 7.1.i - Arts Commission Program Alignment

In FY 2012 organizations receiving operational support grants were asked if Arts Commission programs aligned with their organizations needs. 82% of grantees favorably ranked the alignment of Arts Commission programs to their own missions, goals and needs.
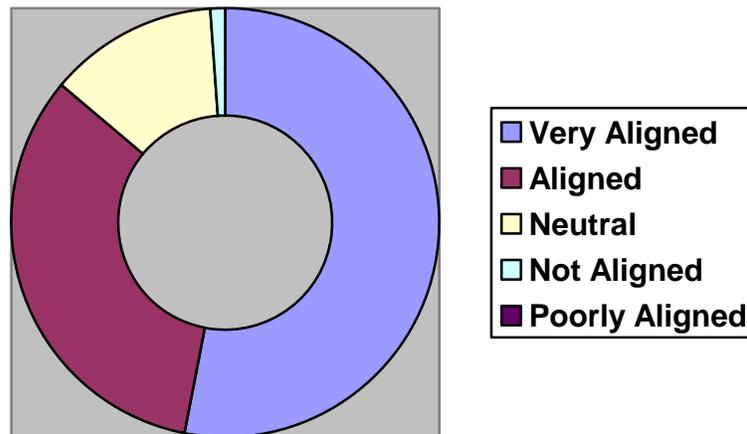
Figure 7.1.j - Outreach to schools by ABC Partnership

Integrating standards-based arts education into the 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. Beginning in FY 2010, the state saw a drop in sites (schools and districts) participating in the program, attributed to decreasing budgets at the school and district level, a smaller SCAC grants budget, and more focused requirements and expectations of grantees. In FY 2011, the program began targeted outreach and focused work with new ABC applicants and some that had dropped out of the program in prior years. This has resulted in bringing additional schools into the program and a rebound in participation in FY 12.
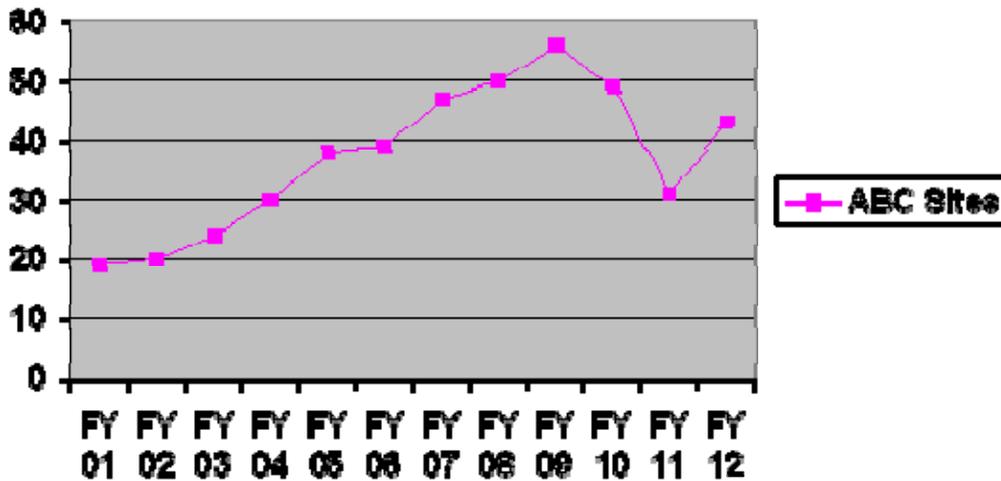
Figure 7.1.k – Comparisons of Arts Education Grants to Other Southern State Arts Agencies

Arts Education Grants
South Carolina vs. Southern State Arts Agencies

Arts Agency	Number of Grants	% of All Grants	Grant Dollars	% of All Grant $
South Carolina	109	35%	$ 660,584	32%
Southern SAAs	1,204	41%	$10,468,195	32%
All SAAs	9,262	42%	$67,739,284	30%

Arts education grant information is most recent available. South Carolina grant figures are for FY 2010.

Source: National Assembly of State Arts Agencies.

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. A third of its grantmaking budget goes to enhancing arts instruction in pre K-12 classrooms or educational settings. South Carolina is recognized as a leader and innovator among southern states and the

nation for its arts education programs and its support of education through partnerships asn strategic grantmaking.

Figure 7.1.l – Local Matching of Arts Commission Grants
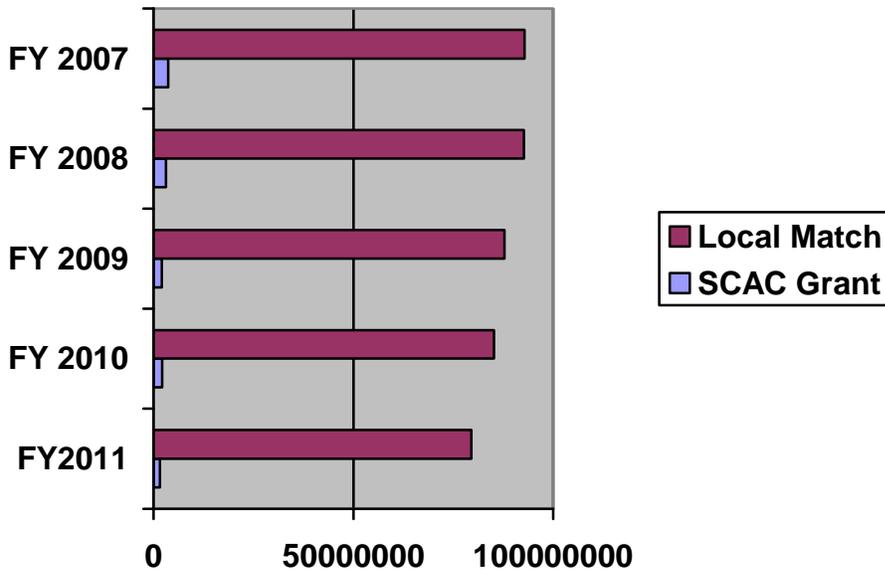
One key indicator of the Arts Commission's success in arts and community development is the return on the agency's investment through its grants programs. The Arts Commission considers its grants program an investment in South Carolina's local communities. Organizations that receive Arts Commission grants 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 $49 return on each dollar invested by the Arts Commission. *Note: information based on FY 2011 – the last year of complete grantee data currently available.*

In 2010, the Arts Commission worked with researchers at the Darla Moore School of Business at the University of South Carolina to do a comprehensive study of the impact of the arts and creative industries on South Carolina economy, work force and state revenues. While previous economic impact studies focused on the impact of mostly non-profit arts groups and artists in the Arts Commission's databases, the 2010 methodology took a broader approach to assess both non-profit and for-profit arts-based industries, drawing on data from the Federal Bureau of Labor Statistics and the U.S. Census. The findings show a significant impact of the arts and related industries for South Carolina, and support the assertion that the arts industry is a significant and growing contributor to South Carolina's economy.

Figure 7.1.m - Economic Impact of the Arts and Creative Industries in SC - 2009

Source: Douglas Woodward, Ph. D., Darla Moore School of Business, University of South Carolina

	Employment	Labor Income ($)	Total Value Added ($)	Output ($)
Direct Effect	45,468	1,625,653,265.75	2,253,464,950.75	5,385,637,287.00
Indirect Effect	17,445	674,915,773.01	1,121,437,080.27	2,096,357,958.21
Induced Effect	15,770	538,292,459.66	1,018,808,571.35	1,749,003,819.79
Total Effect	78,682	2,838,861,498.42	4,393,710,602.38	9,230,999,064.99
% of SC Total	3.22%	3.04%	2.76%	2.85%

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. The result show that, among the Arts Commission's largest groups of grantees, satisfaction with agency services and programs continues to be positive.

Figure 7.2.a – FY 2012 Grantee Satisfaction with Services & Processes
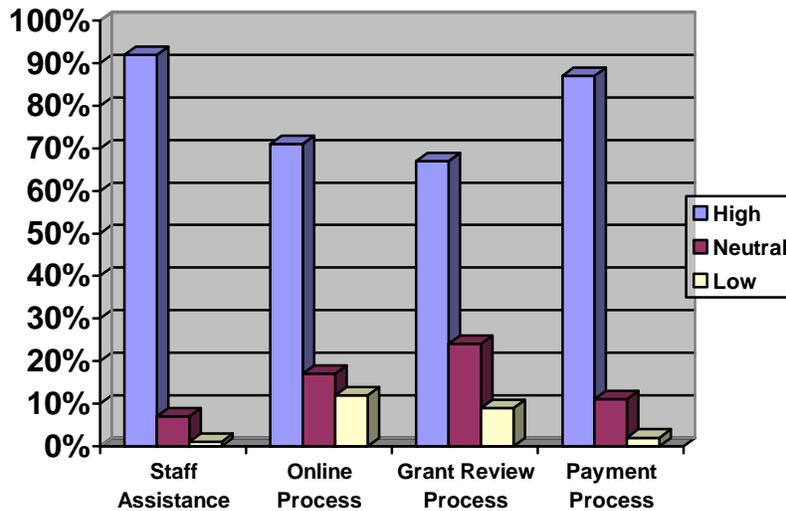
7.3 What are your performance levels for your key measures on financial performance, including measures of cost containment, as appropriate?

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 2003 - 2012
South Carolina Arts Commission

| Fiscal Year	Appropriation	Per Capita Spending	Per Capita Rank
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	13
2008	$4,132,030	$ 0.94	21
2009	$3,265,962	$ 0.73	27
2010	$2,453,985	$ 0.54	33
2011	$2,050,846	$ 0.44	38
2012	$1,937,598	$ 0.41	37

Figure 7.3.b – Appropriations Fiscal Year 2012

**Appropriation (Excluding Line Items)
Fiscal Year 2012
South Carolina vs. Southern SAAs vs. All SAAs**

State Arts Agency	Appropriation	Per Capita Spending	Per Capita Rank
Alabama	$ 3,484,517	$ 0.73	22
Florida	$ 5,673,339	$ 0.30	40
Georgia	$ 574,268	$ 0.06	48
Kentucky	$ 2,996,800	$ 0.69	26
Louisiana	$ 3,277,421	$ 0.72	23
Mississippi	$ 1,662,799	$ 0.56	29
North Carolina	$ 8,009,216	$ 0.84	18
South Carolina	**$ 1,937,598**	**$ 0.41**	**37**
Tennessee	$ 8,104,600	$ 1.27	10
Southern SAAs	$ 35,720,558	$ 0.54	
All SAAs	$ 243,556,919	$ 0.77	

Source: National Assembly of State Arts Agencies

Figure 7.3.c - Appropriations History (Excluding Line Items) FY: 2003 - 2012
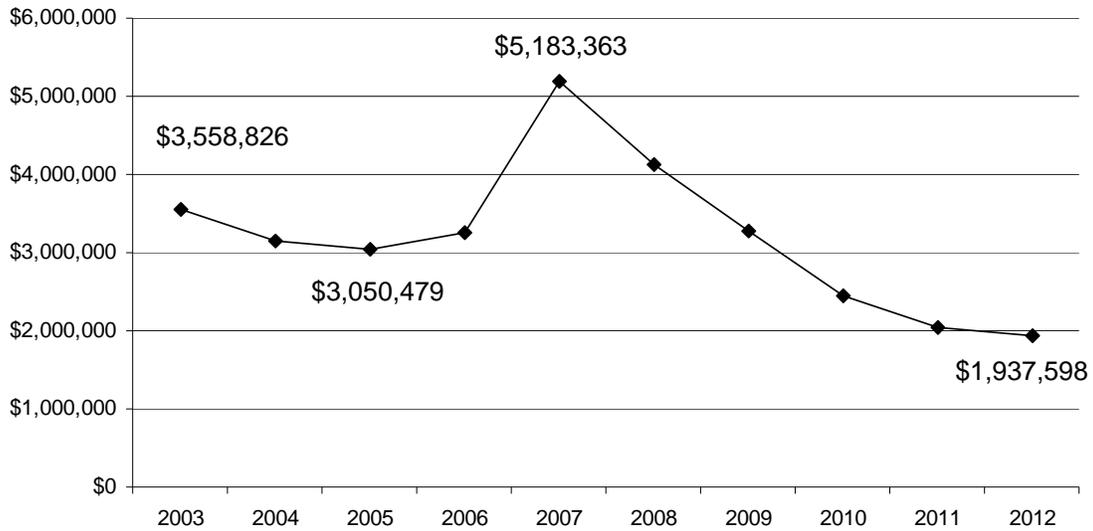
Source: National Assembly of State Arts Agencies

Figure 7.3.d – Sources of Total Revenue

Sources of Total Revenue

Fiscal Year 2012
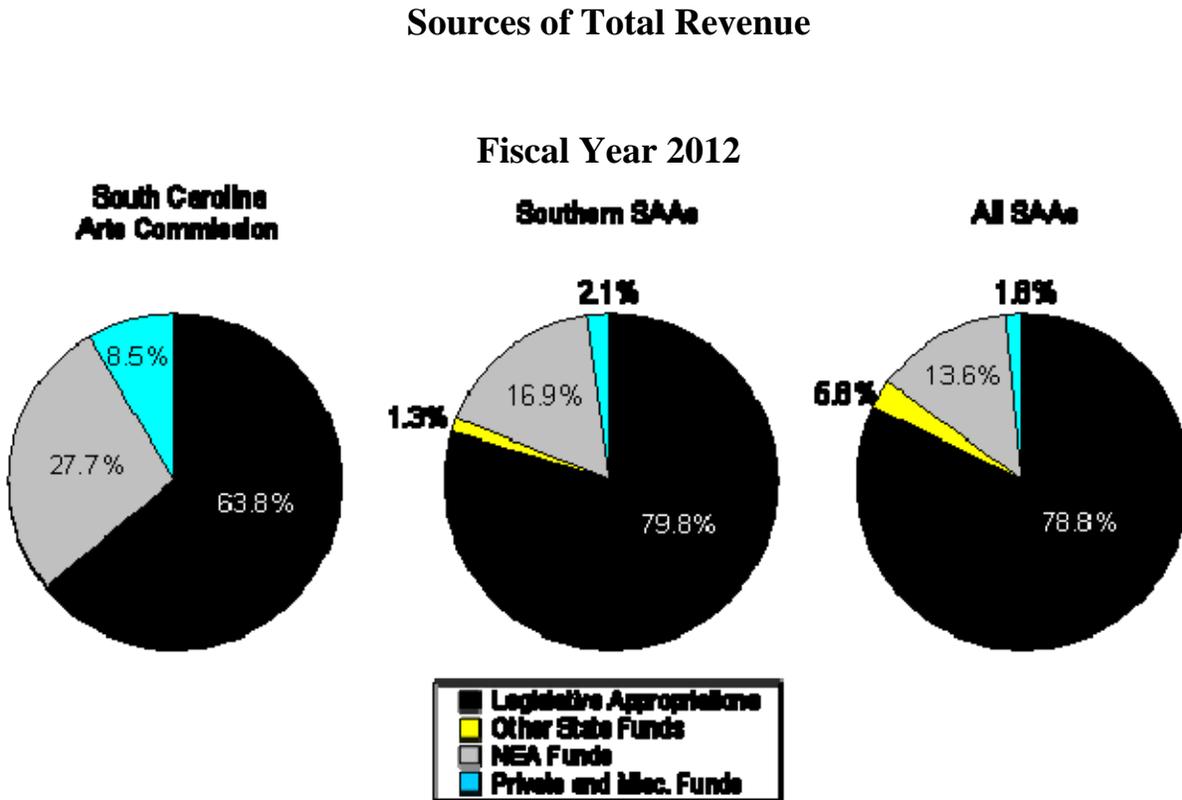
Source: National Assembly of State Arts Agencies

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. According to the Bureau of Labor Statistics, the median tenure among public sector employees is 7.2 years. In FY 2012 nearly half of the Arts Commission's full-time permanent staff had been with the agency for ten years or more, with median job stay of 10.5 years.

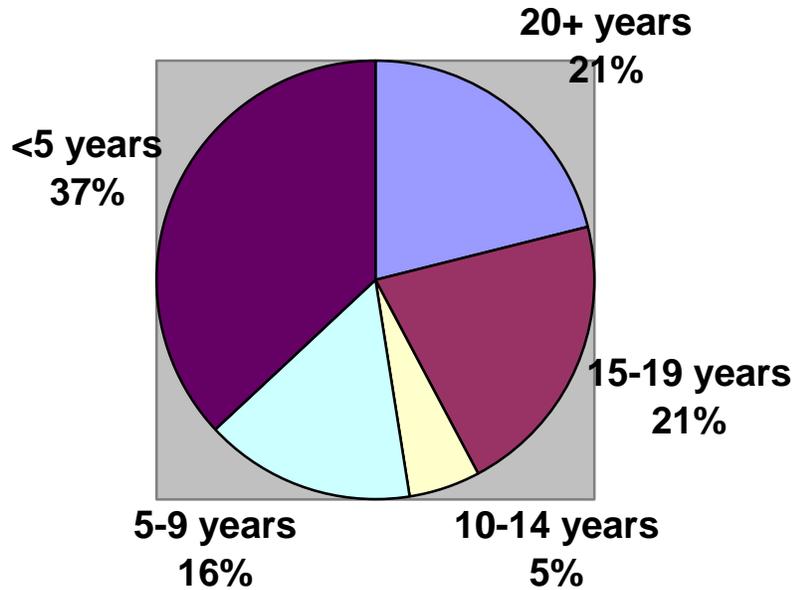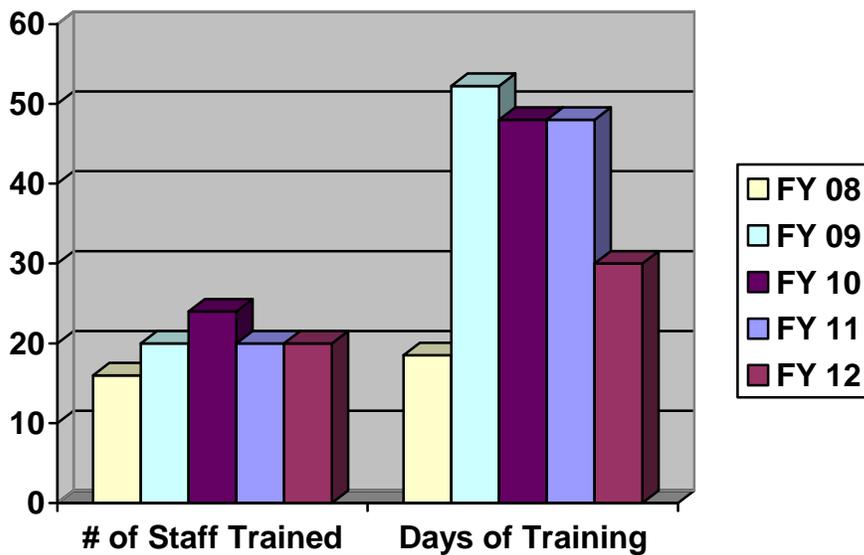**Figure 7.4.a – Length of Job Stay**

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 agencies and entities, made strategic use of outside grant funding, and utilized online offerings to

continue a high level of quality staff training. In FY 2012 the agency took advantage of a number of free or low-cost web-based training opportunities offered by state, regional and national partner organizations. During the year, 100% of staff were provided some training or professional development opportunity.

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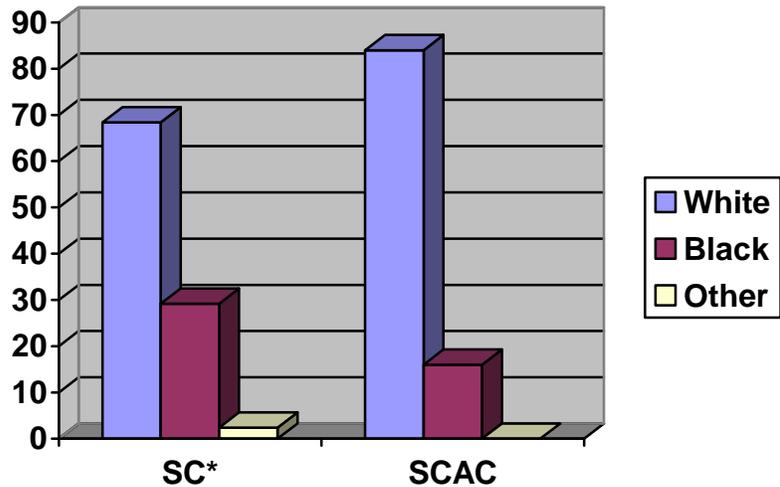
The SC Arts Commission is an equal opportunity employer, and seeks to reflect the diverse makeup of the state in its staff. For the past four years the Arts Commission met 100% of its goals established in its Affirmative Action Plan.

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 2012 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.
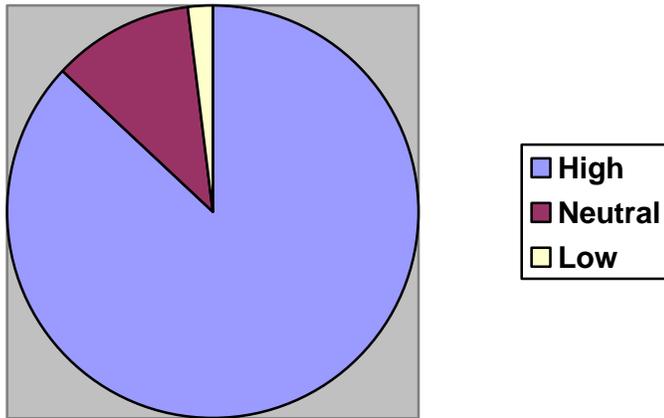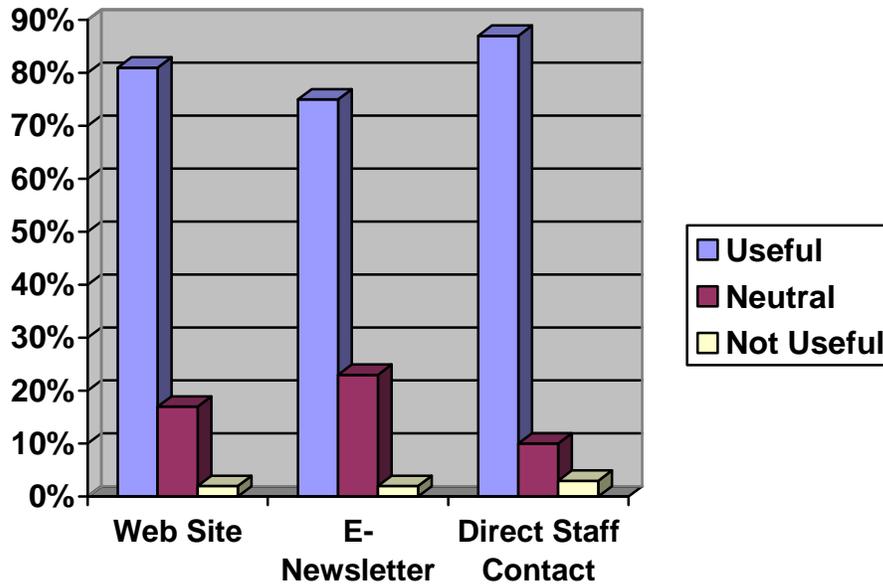

Figure 7.5.b - Usefulness of Information Sources
Customers were also asked to rate the usefulness of information resources that the Arts Commission provides.

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 17, 2012**

Agency Director: **Ken May**

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