Department of Community and Culture

I. Internal Scan

The Utah Department of Community and Culture (DCC) is comprised of six divisions:

a. Division of Arts and Museums
b. Division of Housing & Community Development
c. Division of Indian Affairs
d. Division of State History
e. Division of State Library
f. Office of Ethnic Affairs

DCC's Mission is to enhance the quality of life for the people of Utah, DCC creates, preserves and promotes community and cultural infrastructures. DCC's Vision is to be a dynamic catalyst for creating cultural change. DCC will anticipate and respond to the varied needs of our constituents and will expand public and private partnerships to deliver tangible results that produce meaningful differences in the lives of Utahns.

a. Division of Arts and Museums

1. Impact of Aging Population: During the next ten years, the Division of Arts and Museums may lose as many as ten of its 29 permanent, part-time and seasonal employees to retirement. Possible impacts follow:

A.   Management must take steps to cross train employees and develop a succession plan in case of emergencies, illness, family leave and/or retirement of current employees. This planning will enable the Division of Arts and Museums to carry on the business of state government without interruption and ensure an orderly succession of responsibilities and duties.

B.   Current Policies – The Division of Arts and Museums does not anticipate any change in current policies.

C.   Current Programs –As the population of Utah ages, the Division of Arts and Museums must be prepared to address the need for programs to senior citizens. There could be a change in the priorities of current programs if funding is made available to increase services to lifelong learning and aging populations. The National Endowment for the Arts is contemplating a special initiative for aging populations. If this happens, funding will be made available to states for implementing this initiative at the local level.

2. Division of Arts and Museums Programs Addressing Aging Issues:
A. Hire Senior Folk Artists for demonstrations or performances through a partnership with Salt Lake City's Youth City program for disadvantaged youth and the Salt Lake City Arts Council Living Traditions Festival.
B. Provide folk arts master/apprentice grants that target seniors and master folk artists.
C. Purchase artwork from senior artists for both the State's Alice Fine Art Collection and the State's Folk Arts Collection.

D. Document senior and master artists through recordings and photographs for the State's arts archives.
E. Provide poetry writing, recitation and anthology documentation to seniors at senior living centers with funds from the National Endowment for the Arts through its Challenge America program.
F. Provide free and accessible events such as Mondays in the Park, Chase Home Museum, Rio Gallery, and Alice Gallery exhibitions, as well as the Living Traditions Festival.
G. Provide volunteer opportunities and training for seniors at community museums through our Office of Museum Services.
H. Provide traveling exhibition programs for community libraries and senior centers throughout the state.
I. Provide outreach performances to senior centers.
J. Address aging and generational issues at the Division's annual Mountainwest Conference on the Arts.

3. Programs that the Division of Arts and Museums will consider in the future:
A. Develop life-long learning opportunities in arts and museums for senior citizens such as poetry, writing, dance, visual arts, and volunteerism.
B. Recruit seniors to share their artistic skills and teach children in K-12.

b. Division of Housing and Community Development

1. Impact of Aging Population:
A. Management and operations – With the exceptions noted below, the earliest any of our staff members would be retiring is at least 10 years out. Therefore, the impact on our management and operations would not be affected until this time.

> **Exceptions:**
> - Three program managers will retire within the next four to five years. One will retire in about nine months, one in about two years, and the third in four to five years.
> - In the Weatherization Program, there is a potential for all three program staff members to retire at the same time. If this were to happen, it would be sometime between 2011-2013.

2. Current Policies – Policies should generally remain unaffected.

3. Current Programs – The hardest thing to replace when a program member retires is the institutional knowledge of the program. Programmatically, our customers continue to age so an increase in projects that serve the elderly would be anticipated.

Within Utah, the universe of people who have the knowledge and hands-on experience of energy conservation in existing buildings is very small. Simultaneous retirement of the entire Weatherization Staff would have an instant and major impact on the ability of the division to administer the program. The division and Weatherization Staff have created systems, programs and guidelines to allow successors to administer the program.

Current Efforts to Address Aging Issues

Management succession is a constant issue of review by current management. Staff is continually being organized and cross-trained with additional responsibilities and management opportunities to allow for seamless transitions in personnel changes. This will allow any new person coming in to pick up where others have left off and make for a smooth transition to take place.

Within the Weatherization Program various retirement scenarios have been discussed such as easing into retirement by going part-time, come back as a contract employee, retire and then come back full or part time, etc.

Our staff is very dedicated and committed in our service to the communities in the state and will ensure no program is placed in jeopardy.

Any changes that would be necessary would be seen as ordinary personnel movement and not of any extraordinary concern.

c. Division of Indian Affairs

1. Impact of Aging Population:

A. Management and operations – During the next twenty years the Division will lose its Director to retirement. However, with the proper training and mentoring, the Division management and operations will not be greatly affected.

B. Policies – As the needs of Utah's Native American seniors increase, there will be a needed adjustment of the policies of the Division to address the Division's statutory responsibilities.

C. Changes in Program Needs

- o The Division needs to increase its efforts at gathering information vital to aging programs that serve our communities.

- o Because Native American communities tend to be closed, the Division will need to step up public education and outreach efforts, not only to educate state agencies on Native American elder needs, but also to inform the Utah tribes of the services available.

- o An effort needs to be made to address Urban Native elder education and outreach as well.

      o   Partnering with the Division of Housing and Community Development will become even more vital to ensure that senior living, skilled nursing care facilities, and elder housing needs are addressed.

2. What is your Division already doing to address the aging boom?

- The Division of Indian Affairs partners with the Adopt-an-Elder program servicing needs of Native American elders.

- The Division supports the Utah American Indian Housing Advisory Board to increase the tribal housing authorities' ability to meet the needs of their tribes.

- The Division collaborates with the Department of Health and the American Indian liaison to ensure elder health care needs are being addressed.

d. Division of State History

1. The aging boom will indeed impact the Utah Division of State History. In general, trends indicate that older citizens embrace history more than younger audiences. Additionally, statistics show that "heritage tourism" is becoming more popular, especially among adults. These two factors alone will mean an increased demand for services provided by the Division. This will translate into a special challenge for this Division. As of August 2006, of the 31 staff serving the Division, approximately one-third will be able to retire in three to five years. Thus, the aging question will have a profound impact on succession and the need for maintaining institutional memory.

      A.   Management & Operations – the Division will need to become more aware of opportunities to serve older clients. Operations will be impacted in the continuing need to provide more and more services online.

      B.   Policies – Policies could be impacted in finding ways to deal directly with an older clientele. Targeting older citizens, who are demanding more services, can lead to the development of new specific Division policies (i.e. presenting information in larger font, larger computer monitors, access issues, etc.)

      C.   Programs – As this sector of the population increases, State History's programs must change to accommodate this group. Utah State Historical Society membership at the "senior" level will likely increase. Currently (August 2006), of the 3,140 Historical Society members, 1,378 are in the 65+ category. This has increased steadily over the past several years. Studies on heritage tourism indicate in 2003-2004, "35.3 million adults stated that a specific arts, cultural, or heritage event or activity influenced

their choice of destination." This could lead to the need for more granting funds to accommodate the expansion of heritage areas. In our History Research Center, such trends will translate into the need for more equipment and resources.

2. The Division is already anticipating the "graying of our constituents." We believe that historical resources and information will be in greater demand as older citizens become more interested in history, historic preservation, research and writing, and archaeology. We are addressing issues of increasing local history grants, providing more services on the Web, and looking to more visitors in the Utah History Research Center, jointly operated by History and State Archives. In our strategic planning process, we are gathering information on how to measure outcomes of our programs, and one factor will address the issues of older constituents.

e. State Library Division

Impact

A. Management and operations

    1 - Increased population requiring services from the Blind Library will add to the workloads of existing staff, both in delivery of materials and in reader's advisory services (mediated access to materials selection).

    2 - Increased demand for alternative service methods, such as streaming and downloading materials.

    3 - Increased demand for statewide information resources relating to topics of interest to seniors, including genealogy, health-medical, travel, financial and care giving resources.

    4 - Library internally will be affected by increased staff leave due to care for elderly parents, relatives, and health issues of older staff.

    5 -Temporary staff are utilized when essential staff take extended leave or during a vacancy.

Policies and Programs

1 – Policies will be modified to include emphasis on services to the ever increasing senior clientele, and to meet the needs of an older staff.

2 - Policy needs to be developed that addresses "succession" issues: Library's staff is older and subject to turnover and loss of experience in the short term and long term.

3 – Policy and program will need to be set to ensure backup training necessary to accommodate the projected increased amount of leave.

4 – Programs will be modified to meet needs from the impacts described above.

Library is addressing the issue currently in several ways

1 - Development of alternative service delivery in Blind Library including flash memory; emphasis on updating radio offerings, including streaming the radio station; and increasing depth of reader's advisory services.

2 - Offerings on Public Pioneer of interest to older Utah residents: genealogy, health, medical, travel, financial, and care-giving resources.

3 - Staff Training to provide backup for all staff functions.

f. Office of Ethnic Affairs

1. How will the aging boom impact division

   A. Management and operations

   We don't anticipate a big impact in the operations and management for The Office of Ethnic Affairs (OEA). OEA directors and community outreach coordinator are at will employees, with high turn over. OEA's staff average age is 36.2 which is relatively young.

   B. Policies

   OEA will have to accommodate for the needs of its aging staff, such as flexibility in the areas of schedules, physical needs, etc. I don't believe this will have a negative impact in the performance of OEA day to day operations.

   C. Programs

   OEA will have to respond to the changing demographics of the ethnic community, but as of right now the ethnic community is relatively young compared to the mainstream community. The programs may require more translation and interpretation capabilities as is known that the elderly immigrant population struggles more with learning a second language.

2. What division is already doing to address the aging boom?

The OEA works very closely with the Department of Human Services; actually one of the directors belongs to the advisory committee on aging at the Division of Aging. OEA has

worked all this past year in outreaching to the ethnic community on the new Medicare Prescription Drug Coverage (Medicare RX), through this effort OEA has strengthened our relationship with the ethnic aging community.

II. Prioritization

1. Three overarching issues

    a. Anticipated staff and management retirements.
    b. Aging population requiring state services.
    c. Increased volunteer availability.

2. Three overarching issues detailed

a. Anticipated staff and management retirements.

     While periodic management and staff retirements are anticipated consistently over the next ten years, there is potential for a significantly increased rate somewhere between 2009 and 2013, which is particularly pronounced in the divisions of State History, State Library, Arts and Museums, and Housing and Community Development. Consequently, there is clearly a need for ongoing staff cross-training and management succession plans in all DCC divisions to provide seamless transition during employee retirement. In some programs, various retirement scenarios have been discussed, including easing an employee into retirement by having that employee work part-time, or return as a contract employee, or retire and then return full or part time, etc. While a major concern with staff retirements is the loss of institutional knowledge and strategic partnerships, all programs are committed to sufficient dialogue, planning and training to avert possible strains or staffing crises.

b. Aging population requiring state services.

     An increase statewide in the aging population will place greater demands for services in several DCC divisions. For example, the Office of Ethnic Affairs and the Division of Indian Affairs assist all other Utah state agencies in serving the needs of Utah's ethnic and Native American populations. Consequently, we anticipate a heightened need for translation and interpretation services for aging ethnic population accessing other state agencies.

     In the State Library, we anticipate increased demand for literacy services for Utah's blind and disabled, many of whom are elderly. In our Division of Housing and Community Development, we anticipate increased client demand for home weatherization assistance, low income housing, and utility assistance. In our divisions of State Library and Arts and Museums, there could be a change in the priorities of current local programs if funding is made available to increase services to lifelong learning and aging populations.

It is a both a proven and known fact that improved quality of life and enrichment activities for an aging population will decrease the need for other intervention services. Thus, our Division of Arts and Museums has also prioritized developing life-long learning opportunities for seniors, such as poetry, writing, dance, visual arts and performing arts. Recruiting seniors to share artistic skills and teach school-age children will also be considered. The National Endowment for the Arts, for example, is contemplating a special initiative for aging populations. If this happens, funding will be made available to states for implementing this initiative at the local level.

Further, our Division of State History anticipates increased demand upon equipment, databases and cultural resources, such as the History Research Center (jointly operated by State History and State Archives) and the cemeteries database, as well as increased popularity of archaeology, historic preservation, research and writing and "heritage tourism," creating unique local government demand for cultural resource preservation and access. In fact, 2003-2004 studies on heritage and cultural tourism indicated "35.3 million adults stated that a specific arts, cultural or heritage event influenced their choice of traveling destination." Also of note, as of August 2006, 1,378 of the 3,140 Historical Society members were in the 65+ category, evidencing a steady rate increase over the past several years.

c. Increased volunteer availability.

With an aging population statewide seeking personal enrichment and cultural activity, our divisions anticipate increased availability of volunteers and, consequently, an opportunity to leverage resources, particularly in the divisions of State Library, Arts & Museums, State History, and Ethnic Affairs. Volunteer hours may prove particularly beneficial in DCC's department-wide Digitization Initiative. We anticipate a significant need for data input and collections cataloguing as we convert our large collections to electronic formats for heightened constituent access. Volunteers would allow DCC to dedicate financial resources to infrastructure needs and maximize the outcomes of the conversion process, and, consequently, the cultural resources available for public access via the Internet.

3. Criteria used for overarching issue selection

Each issue was reviewed for its *cross-divisional relevance*, i.e., enterprise effects and impact upon multiple DCC divisions, and *scope*, i.e., the general number of Utah residents affected by that issue or the general scale of impact upon DCC's divisions.

III. Planning

Priority Issue 1 - Anticipated staff and management retirements

Action

Develop employee cross-training and management succession plan

DCC's Vision

By January 2009, the Utah Department of Community and Culture will have developed a comprehensive cross-training and management succession program in each of its six divisions, to insure qualified staff members are prepared to provide coverage and leadership in all of our programs and offices. Furthermore, DCC will have consulted with other state agencies and partners to identify possible needs and service gaps. We will have identified capable and talented employees who perform exceptionally and consistently demonstrate a commitment to the mission of their division and included management training and leadership as part of their individual career tracks. Such management training will be a component of select employees' Performance Management Plans and division directors will make institutional knowledge transferral a routine operational element. The attributes of a successful cross-training and management succession program include: institutional knowledge retention by each program's staff, seamless employee retirement processes, and internally identified staff who are in line and prepared to assume leadership posts

SWOT Analysis

Strengths

1. Existing staff is capable
2. There is leadership potential in many key employees
3. Department leadership appreciates the need for a cross-training and succession program

Weaknesses

1. Deficit of documented protocol
2. Potential employee resistance to knowledge transfer based on turf issues or employee insecurity

Opportunities

1. All other state agencies with whom DCC partners are also considering service demand changes which will result from an increase in the aging population
2. Numerous training opportunities and formalized methodologies exist to assist our department in planning and executing a cross-training and succession program.

Threats

1. If agency funding were cut or reduced, additional employee training may not be possible.

2. If agency salaries are not market competitive, DCC may have difficulty attracting talented and capable staff for a management succession career track.

Action Steps

The following action steps are specific, practical, internally consistent, mutually supportive and linked to the results in the earlier "Vision" section:

1. DCC divisions must identify all positions potentially vulnerable to staff retirement in the next 10 years.

2. DCC must inventory staff skills and knowledge to identify potential skill and knowledge gaps, as well as the need for cross-training in potentially vulnerable programs or offices.

3. DCC must document all employee duties and procedural protocols to enable effective cross-training to occur.

4. DCC should inventory all services and relationships with other state agencies that may likewise be impacted by a surge in Utah's aging population.

5. DCC must foster a culture of trust and collaboration, where staff and management will not feel threatened by cross-training or management succession plans.

6. DCC should insure all parties involved in budgeting and funding understand the implications for DCC's services and programs when Utah's aged population increases.

Results

1. Institutional knowledge retention by each program's staff

2. Seamless employee retirement processes

3. Internally identified staff that are in line and prepared to assume leadership posts

Priority Issue 2 - Aging population requiring increased Department services.

Action

Insure Department services are accessible to the aging population.

DCC's Vision

By January 2009, the Utah Department of Community and Culture will have included in its strategy to insure Department cultural resources and programs are accessible a component specifically for the aging population. The attributes of successful cultural resource and program accessibility for Utah's aging population

will include: public access, Internet access, and outreach materials designed specifically for use by seniors.

SWOT Analysis

Strengths

1. Many existing programs and outreach are designed for senior accessibility
2. DCC offers numerous unique quality of life services and programs which benefit seniors

Weakness

Some divisions and programs may have immediately competing priorities

Opportunity

Due to the growth in the aging population and anticipated increased demand for quality of life opportunities, DCC may benefit from an increased number of community partners who may assist in outreach and publicity

Threat
If agency funding were cut or reduced, additional senior services may not be possible.

Action Steps

The following action steps are specific, practical, internally consistent, mutually supportive and linked to the results in the earlier "Vision" section:

1. Inventory all agency services and programs for utility for and accessibility by seniors

2. Identify ways to improve senior access to DCC services and programs

3. Implement identified senior access improvements

Results

1. Improved public access for Utah's seniors

2. Improved Internet access to DCC's cultural resources

3. Outreach materials designed specifically for use by seniors

Priority Issue 3 - Increased volunteer availability

Action

      Develop division-specific plans to recruit and retain qualified senior volunteers

DCC's Vision

      By January 2009, the divisions within the Utah Department of Community and Culture will have developed unique plans to recruit and retain qualified senior volunteers for their programs in order to leverage resources and better serve the citizens of Utah. The major attribute of successful volunteer recruitment and retention will be an increased Department-wide volunteer pool.

SWOT Analysis

Strength

      DCC already uses senior volunteers for some program needs.

Weakness

      Some divisions may not have considered additional ways to utilize volunteers.

Opportunity

      Other public agencies who serve seniors may prove to be good partners in volunteer recruitment.

Threat

      Other public agencies may compete for the same senior volunteer pool.

Action Steps
The following action steps are specific, practical, internally consistent, mutually supportive and linked to the results in the earlier "Vision" section:

1. DCC will assess current and future volunteer needs.

2. DCC will assess volunteer recruitment methods and materials.

3. DCC will adapt current volunteer recruitment methods based on future needs.

Results

DCC will have an increased Department-wide volunteer pool.