



TEXAS HISTORICAL COMMISSION

# STRATEGIC PLAN 2019-23



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# AGENCY STRATEGIC PLAN | FISCAL YEARS 2019-23

BY THE TEXAS HISTORICAL COMMISSION

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Daisy Sloan White	2011-23	College Station

June 2018

Signed:   
Executive Director

Approved:   
Commission Chair

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# I. | STRATEGIC PLAN

I AM humble beginnings *and* spectacular finishes. *I am the resting place of countless*  
**HEROES** *and the birthplace of innumerable* **DREAMS.**

*I am the echo of* long-ago words *still ringing in the room* where they were spoken.

*I am a silent field* **HALLOWED** *by valiant blood. I am the marker on an empty stretch of highway*

*that lets you know* **Destiny** visited here. *I am the scene of the crime, and the seat*

*where it was* brought to justice. *I am the fertile soil from which* **LEGENDS**

**GROW.** *I am the understanding of* WHAT MADE US WHAT WE ARE, *and the* HOPE

OF WHAT WE CAN BECOME. *I am the reminder to our generation that we* stand

**on the** SHOULDERS OF GIANTS. *I am a stake driven in the ground that says,*

*"Here we choose to* **REMEMBER,** *and we will* never forget."

*I am the* Texas Historical Commission.

*I save the* REAL PLACES *to tell the* REAL STORIES *of*

**TEXAS.!**

**TEXAS HISTORICAL COMMISSION**  
*real places telling real stories*

## A. | INTRODUCTION

Our state is booming, and the Texas Historical Commission (THC) is helping the past keep up with the present.

According to the Comptroller's office, Texas has been flourishing for more than a century, growing more than twice as fast as the U.S. from 1900–2010. From 2010–16, Texas led all states in net domestic migration with nearly 867,000 new residents.

These numbers support the popular narrative that Texas is a destination for Californians and others escaping the high cost of living and soaring real estate prices. And newcomers are finding work, too—by the end of FY 2017, Texas added nearly 300,000 jobs, more than any other state.

One of our state's greatest challenges in this time of unprecedented growth is to not lose sight of our history. For 65 years, the THC has served as the Lone Star State's leader in the preservation of Texas' past. Preserving the incredible and unique heritage of Texas ensures our state's continued prosperity and success.

The THC is a powerful engine of economic development for Texas communities, and we are one of the most respected state preservation offices in the U.S.

In addition to new residents, Texas also attracts plenty of visitors and their tourist dollars. These visitors appreciate our distinctive historic places almost as much as Texans do. Heritage travelers in our state spend an estimated \$7.3 billion annually and support more than 54,000 jobs.

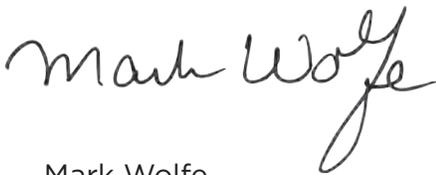
Preservation construction, development, and historic rehabilitation programs also make a significant impact. The THC-administered federal historic tax credit program has supported more than 35,000 jobs and added over \$2.4 billion to the state's GDP since 1976. Implemented in 2015, the Texas Historic Preservation Tax Credit Program already has generated a remarkable increase in tax credit utilization, including more than 100 completed projects with projected construction costs of more than \$1 billion since the state program began.

(Continued)

Our Historic Sites Division recently completed a major museum and visitors center at San Felipe de Austin State Historic Site, along with significant interior restorations at two house museums. Like so much of the state, Hurricane Harvey impacted the THC family. We received damage at five state historic sites, and our staff is prioritizing the mitigation of this damage along with reopening the Fulton Mansion State Historic Site in Rockport.

We've also assisted with courthouse restorations, hundreds of new historical markers, Main Street rehabilitation projects, and popular statewide travel guides and mobile tours.

This Strategic Plan for 2019-2023 is our blueprint for how we expect to build on these successes. It is our road map for ensuring that our state's future generations remember to honor the Texans who contributed to the international success our state now enjoys. The THC preserves Texas' history by protecting the resources that stand out among our many unique treasures. Our detailed plans to achieve this goal and lead our state into a prosperous future are documented on the following pages.

A handwritten signature in black ink that reads "Mark Wolfe". The signature is written in a cursive style with a large, looping "W" and a long, sweeping tail.

Mark Wolfe  
Executive Director

## B. | AGENCY MISSION AND OVERVIEW OF FUNCTIONS

**Mission:** The mission of the Texas Historical Commission is to protect and preserve the state's historic and prehistoric resources for the use, education, enjoyment, and economic benefit of present and future generations.

### PHILOSOPHY

The Texas Historical Commission (THC) enriches lives through history by saving the real places that tell the real stories of Texas. We are in the business of preserving and leveraging Texas' diverse history for the social and economic benefit of its residents by:

- Empowering our local, state, and national partners to effectively preserve the resources that keep Texas history alive;
- Teaching Texas communities to use historic assets to help create economic opportunities and foster a sense of place;
- Serving the residents of Texas and our diverse clients with the highest standards of professionalism, responsiveness, consistency, accountability, and ethics; and,
- Cultivating a culture of creative, engaged, passionate, and balanced employees.



Traditional Japanese drummers perform at the rededication of the Japanese Garden of Peace at the National Museum of the Pacific War in Fredericksburg.

### VALUES

Values are beliefs that are shared among the staff and leadership of the agency and are woven into our day-to-day work, in the projects we endeavor, and in the decisions we make. We share the following key values with all preservation partners in Texas, as articulated in *Preservation Connection: Texas' Statewide Historic Preservation Plan*:

- **Quality of Life:** Historic places enhance the general well-being of individuals and communities.
- **Authenticity:** We focus on telling the real stories of the state's history through the people, places, structures, objects, and traditions that convey them authentically.
- **Cultural Diversity:** We preserve the places and stories of Texas' rich cultural heritage and communities.
- **Partnerships:** We work together across cultures, interests, and disciplines to achieve mutually beneficial goals.
- **Communication:** We keep people informed and develop strong lines of communication internally and externally with partners and stakeholders.

**The Texas Historical Commission** shares the key values of quality of life, authenticity, cultural diversity, partnerships, and communication among staff and leadership.

## OVERVIEW OF AGENCY SCOPE AND FUNCTIONS

The THC is the state agency for historic preservation and also serves as the State Historic Preservation Office (SHPO) required by the National Historic Preservation Act of 1966, as amended. Professional staff members consult with citizens and organizations to preserve Texas' architectural, archeological, and cultural landmarks. The agency is recognized nationally for its preservation programs.



In 2017, the Texas Legislature transferred the French Legation in Austin to the THC, making it the agency's 22nd state historic site.

## STATUTORY BASIS

The THC is enabled by the Texas Legislature and the federal government. State statutes that govern the agency include:

- Texas Government Code, Chapter 442 directs the THC to provide leadership and coordinate services in the field of historic preservation.
- Texas Local Government Code, Chapter 318 establishes County Historical Commissions and sets forth their responsibilities for carrying out preservation efforts within counties.
- Texas Natural Resource Code, Chapter 191 (Antiquities Code of Texas) directs the THC to act as custodian of all cultural resources, historic and prehistoric, within the public domain of the state, and requires an antiquities permit for projects undertaken on state or locally controlled land.
- Texas Health and Safety Code, Chapter 711 provides general provisions relating to cemeteries, including protection from vandalism, theft, and desecration, as well as processes for discovery and notice of existence.

Federal laws that govern the agency include:

- The National Historic Preservation Act of 1966, as amended, directs the state to administer federal preservation laws and policies.
- The Tax Reform Act of 1986, as amended, directs states to coordinate federally established tax incentives for the rehabilitation of historic properties.
- The Americans with Disabilities Act of 1990 directs the state to determine whether building modifications to improve accessibility will threaten or destroy the historic integrity of the building.
- The Native American Graves Protection and Repatriation Act of 1990 requires federal land-managing agencies to consult with Native American tribes when burials are found on their land.

## B. | AGENCY MISSION AND OVERVIEW OF FUNCTIONS

### AGENCY MAIN FUNCTIONS

The THC's main functions closely match how we organize our internal structure and deliver services. These key functions are:

- **Architectural Assistance:** Protect Texas' diverse architectural heritage by providing technical assistance for the responsible rehabilitation and preservation of properties.
- **Archeological Heritage Protection:** Protect Texas' diverse archeological heritage through state and federally mandated cultural resource reviews, historic property management programs, volunteer efforts, and public outreach.
- **Courthouse Preservation:** Provide financial and technical assistance through the Texas Historic Courthouse Preservation Program for critical county courthouse preservation projects.
- **Historic Sites:** Provide interpretive experiences to a wide audience of Texans and visitors at 21 state historic sites. One additional site, the French Legation, is planned to open in the summer of 2020. The Historic Sites Division also provides active stewardship oversight to structures, landscapes, and collection items.
- **Development Assistance:** Provide technical assistance to public, private, and nonprofit entities to encourage the process of preservation and revitalization of Main Street cities and Certified Local Governments (CLGs), as well as the promotion and development of heritage tourism and other local and regional heritage initiatives.
- **Texas Heritage Trail Region Assistance:** Provide financial and technical assistance to develop and promote historic and cultural resources as heritage tourism destinations through the heritage trail region nonprofit entities across the state.



Restored historic courthouses spur downtown revitalization and often provide dramatic settings for community events in Texas Main Street cities such as Denton.

- **Evaluate and Interpret Resources:** Provide information, programs, and services to private, public, and nonprofit constituents for the identification, evaluation, preservation, and interpretation of historic resources.
- **Indirect Administration:** Serve the entire agency and the preservation public through effective leadership, planning, and management; public information and education; and staff services.

**ECONOMIC IMPACT AND EFFECTIVENESS OF AGENCY PROGRAMS AND SERVICES**

We evaluate our effectiveness through a combination of performance measures, the economic impact of our programs, and our success in training and empowering residents to accomplish preservation in their communities. Our programs consistently demonstrate that historic preservation has a positive impact on the local and state economy.

- Since its inception, the Texas Main Street Program has generated more than \$3.9 billion in reinvestment in Texas downtowns and urban neighborhood commercial districts, supported more than 38,000 downtown jobs, and established more than 9,500 new businesses in historic downtowns.
- Reinvestment in Main Street districts in Texas for FY 2017 totaled more than \$250 million, including \$176 million in private reinvestment dollars. More than 1,800 jobs were supported and the number of businesses created, expanded, or relocated totaled over 390.
- FY 2016 travel spending in Texas topped \$69 billion, supporting an estimated 664,000 jobs within the travel industry and generating \$6.4 billion in state and local taxes. Approximately 10.5 percent of these travelers were heritage tourists, and nearly 13 percent of the direct travel spending in the state comes from these heritage tourists.

**The Texas Main Street Program** has supported more than 38,000 downtown jobs and established more than 9,500 new businesses in historic downtowns.

- The Texas Historic Courthouse Preservation Program (THCPP) has granted more than \$291.4 million to 97 counties for courthouse planning and restoration work since 1999, generating more than \$230 million in local matches from participating counties, over 10,650 jobs, over \$555 million in income, and over \$681 million in gross state product.
- The Texas Historic Preservation Tax Credit Program, which complements the Federal Rehabilitation Tax Credit, went into effect on January 1, 2015. Between then and March 31, 2018, plans for 197 projects have been reviewed by the THC, with qualified construction costs of over \$1.9 billion. Of those projects, 102 have been completed and certified, with qualified costs of \$1 billion.
- Prior to the state tax credit program, all Texas projects combined under the federal historic tax credit projects totaled \$1.27 billion in private-sector reinvestment through the 40 years of the program. Now, many projects utilize both the state and federal tax credits together. Of the 102 projects certified for the state credit, 42 have also been certified for the federal credit, with qualified costs of \$829 million.
- In FY 2017, more than 350,000 people visited the THC’s state historic sites. Visitation has increased over the past seven years, up 32 percent from FY 2011. During the same period, earned revenue has increased by 60 percent. Each site supports heritage tourism efforts within local economies.

**The Texas Historic Courthouse Preservation Program** has generated over 10,650 jobs, over \$555 million in income, and over \$681 million in gross state product.

## B. | AGENCY MISSION AND OVERVIEW OF FUNCTIONS



Preservation Scholars Zoe Simien (left) of Texas State University and Ledell Thomas (right) of Prairie View A&M University.

Agency programs focus on training and educating people and organizations to carry out successful local preservation endeavors. THC services bolster volunteerism, in-kind donations, and the acquisition of private funds for local programs that the agency facilitates and supports.

- Volunteers have contributed more than 1.6 million hours on activities in their local Texas Main Street cities.
- In the past 19 years, the heritage regions of the Texas Heritage Trails Program (THTP) have raised more than \$2.7 million in regional cash contributions, \$4.1 million in in-kind contributions to fund their operations, and more than 95,000 hours have been contributed by volunteers.
- County Historical Commissions reported more than 3,400 appointees donating an excess of 471,000 hours for the FY 2016 year of service and 424,000 hours for FY 2017.
- Archeological stewards logged 21,278 volunteer hours in FY 2017.
- Staff and archeological stewards trained over 8,140 individuals in archeological preservation in FY 2017, accounted for over 956 volunteer-directed archeology projects, and distributed more than 40,985 materials about archeology.



### Gifts to the Friends of the Texas Historical Commission

help fund programs like the Preservation Scholars Internship Program, building interest in and awareness of historic preservation, specifically among students from underrepresented cultural, ethnic, and socioeconomic groups.

- Fifteen Friends groups and partner organizations support the preservation and educational mission of state historic sites. Their financial and labor support has assisted in growing programming and stewardship efforts statewide.

The THC manages the public demand for its programs and services and continues to seek ways to improve its efficiency. The agency:

- Completed nearly 13,000 cultural resource reviews in FY 2016 and over 12,200 in FY 2017.
- Conducted 99 percent of federal and state archeology reviews in less than 30 days in FY 2017.
- Facilitated 25 nominations in FY 2016 to the National Register of Historic Places, resulting in 190 properties being listed; facilitated 38 nominations in FY 2017 to the National Register of Historic Places, resulting in 1,011 properties being listed.
- Designated four State Antiquities Landmarks (SALs) in FY 2016 and nine in FY 2017.
- Designated 284 Historic Texas Cemeteries from January 2016 to March 2018.
- Worked with 75 Certified Local Governments (CLGs).
- In FY 2017, the agency website, [thc.texas.gov](http://thc.texas.gov), received more than 800,000 visitors. Each visitor spent about 2.5 minutes on the website. The heritage tourism websites— [TexasTimeTravel.com](http://TexasTimeTravel.com) and the sites representing the 10 Texas Heritage Trail Regions— attracted more than 596,000 unique visitors in FY 2017. As of March 2018, more than 116,000 users follow the THC's social networks.

- Since 2016, two new state historic sites have been added to the network of properties, growing the number to 22 and providing a broader representation of Texas history and opportunities to serve the public.

The agency manages essential grant programs for historic preservation, supporting local building rehabilitation and restoration projects, archeological collections, small history museums, heritage tourism development, historic and cultural resource surveys, and educational and interpretative projects, among many other worthwhile endeavors. The success of these grant programs in helping to accomplish local projects cannot be overstated. Often, the THC provided a nominal amount of funding that served as an important piece of a larger funding effort.

- Since being established in 1993, the Texas Department of Agriculture has provided over \$13.7 million through the Texas Capital Fund, resulting in approximately \$27 million invested in local projects for Main Street cities.
- For FY 2016–17, the THC awarded \$530,000 in matching grants through the Texas Preservation Trust Fund (TPTF) to 23 communities, nonprofit organizations, and individuals working to preserve endangered historic structures and archeological sites. Since the reintroduction of the TPTF in FY 2014–15, the THC has awarded \$1,060,000 in grant funds.
- Ten percent of the agency’s annual federal appropriation is allocated for preservation grants to CLGs. In FY 2018, over \$142,600 was granted to seven CLGs and another nearly \$18,500 was granted in the form of travel stipends for 16 local public officials and board members to attend a national training opportunity. In FY 2017, just over \$160,000 was awarded to 10 CLGs for grant projects.

The THC also derives great benefit from funds raised by the Friends of the Texas Historical Commission. This 501 (c) (3) organization partners with individuals, foundations, and corporations to provide additional resources from the private sector for the agency’s programs and projects.

- In FY 2014, the Friends established an annual fund program that has raised over \$100,000 in unrestricted funds each fiscal year since its creation. In addition, during the last two years (FY 2016–17), the Friends raised approximately \$1.4 million in restricted gifts. Capital campaign efforts for the development of the THC’s new museum and visitor amenities at San Felipe de Austin State Historic Site have resulted in more than \$2.8 million in cash and pledges raised by the Friends since October 2016.



THC state historic sites such as Caddo Mounds (top) and San Felipe de Austin (bottom) feature interactive programming that allows visitors to engage with Texas history.

## B. | AGENCY MISSION AND OVERVIEW OF FUNCTIONS

### TEXAS HISTORIC REHABILITATION TAX CREDITS

The relative ease of use of the Texas Historic Preservation Tax Credit (THPTC), enacted in 2013, has driven significant increases in historic preservation projects across the state. Between January 1, 2015, when the program began accepting applications, and March 31, 2018, the THC has received initial applications for 344 projects. This initial application, Part A, determines or verifies that a building is historic and, therefore, eligible to participate in the program. Part B applications, which present proposed plans, have been received for 246 projects. These projects represent potential private investment of over \$2.3 billion in historic resources. There have been 102 completed projects that have been certified, resulting in investments of over \$1 billion.

Use of the Federal Rehabilitation Tax Credit, enacted in 1976, has increased as a result of the state credit. In FY 2013, agency staff reviewed plans for 15 federal tax credit projects, resulting in \$259 million in private investment. In contrast, in FY 2016 and 2017 combined, plans for 82 federal tax credit projects were reviewed, with estimated rehabilitation expenses of over \$862 million.

The remarkable increase in tax credit utilization can be attributed largely to the appeal of using both credits with a potential return for investors of 45 percent of eligible rehabilitation spending. Federal law allows a credit against income taxes owed of up to 20 percent of eligible construction costs while the state credit is a potential 25 percent of state franchise taxes owed, also on eligible—but not duplicative—rehabilitation expenses. Typically, about two-thirds of all projects use both programs, while the other third are only eligible for the state credit.



Closed off and on since the 1970s, the 1914 Waco Hippodrome was recently rehabilitated utilizing the Texas Historic Preservation Tax Credit and now offers meal service with movie screenings and live performances.

Since it was enacted, two major legislative changes have opened the program to nonprofit property owners and to public universities (for a limited period of time).

The THPTC can be applied to non-income-producing properties because Texas law allows transfers of credits from an owner with no tax liability to an entity with a franchise tax liability. This makes it exceedingly easy for a variety of project applicants to take advantage of the state tax credit.

The federal tax credit was subject to legislative changes in 2017 that affect how it is applied to an applicant's federal income taxes, in a way that may limit the credit's usefulness. As a result, the state historic tax credit program may become more valuable as a key part of financing for many projects across Texas. Credits are processed by the Texas Comptroller and the U.S. Internal Revenue Service, respectively, following project completion and certification of eligibility.

## AGENCY OPERATIONAL GOAL: PROTECT AND PRESERVE HISTORIC RESOURCES

Encourage the protection and preservation of historic and archeological properties by providing leadership, technical expertise, and assistance.

### ACTION ITEMS

- ! **Courthouse Preservation:** Identify and implement strategies to extend and optimize funding to provide significant financial and technical assistance to counties through the THCPP. *Target completion date: August 2019.*
- Historic Sites Construction and Maintenance Needs:** Identify and prioritize capital construction projects and deferred maintenance needs at the THC's state historic sites across the state and Capitol complex buildings in Austin. *Target completion date: December 2018.*



- Historic Sites Collection Management:** Develop environmental and repository storage needs of the agency's collection of artifacts and partner with appropriate organizations in detailing the needs for a future state-owned facility to best provide the optimal environment and operational efficiencies for the collection's long-term care and stewardship. *Target completion date: August 2019.*
- Historic Sites Development:** Update a study of the key themes of Texas history and identify what additional types of sites may be designated as state historic sites to tell a more complete story of Texas. *Target completion date: August 2020.*
- Covenants and Easements Program:** Complete a program evaluation for covenants and easements held by the THC in order to develop recommendations and a course of action to best manage, monitor, and track the status of these commitments. *Target Completion Date: August 2020.*
- RIP Guardian Program:** Conduct a review of the RIP Guardian Program and identify strategies to optimize its effectiveness in order to provide greater protection for Texas' most endangered cemeteries. *Target completion date: August 2020.*
- World War I Centennial:** Expand educational efforts and encourage preservation and promotion of World War I assets by developing and publishing a book that focuses on the Texas home front and contributions of Texans from various groups and communities to military service during World War I. *Target completion date: August 2020.*

### ! Key Action Items

Rededicated on April 7, 2018, the 1895 Karnes County Courthouse is the most recent restoration as part of the THC's Texas Historic Courthouse Preservation Program.

## C. | AGENCY GOALS AND ACTION PLAN

### HOW OUR WORK TO PROTECT AND PRESERVE HISTORIC RESOURCES SUPPORTS THE STATEWIDE OBJECTIVES

The programs administered within this goal help communities use historic assets to create economic opportunities and foster a sense of place. These efforts contribute to the economic advancement of Texas, both statewide as well in local communities served by each program. Partnering with local communities to restore the state's historic courthouses, promoting the key themes of the state's unique and exciting history, maintaining Texas' most significant historic sites, and assisting local communities with the preservation of historic places and stories, directly promotes increased visitation and contributes to the economic vitality of the state and overall quality of life for its citizens. These benefits result in increased state revenues and efficient use of taxpayer resources. The demand for these programs is greater than the agency can currently meet, demonstrating that not only are we achieving our performance measures, but also, more importantly, that Texans understand and value this work.



The Texas Time Travel Tours mobile app explores thematic historical topics with award-winning videos, immersive audio tracks, photo galleries, GPS-enabled maps, and useful visitor information.

### AGENCY OPERATIONAL GOAL: ENCOURAGE ECONOMIC DEVELOPMENT, TOURISM, AND EDUCATION

Encourage economic development, tourism, and heritage education through historic places in partnership with local public, private, and nonprofit entities.

#### ACTION ITEMS

- ! **Texas Heritage Trails Program (THTP):** Undertake strategic planning for the agency's heritage tourism efforts, including the THTP, and increase collaboration with the state historic sites. *Target completion date: August 2020.*
- ! **THTP:** Expand statewide heritage tourism efforts by establishing a funding source for heritage travel promotions and product development to supplement and support the THTP. *Target completion date: August 2019.*
- ! **Texas Historic Preservation Tax Credit Program:** Consider options for expansion of the state historic tax credit program in order to reach public-sector constituents in need of preservation incentives for historic building repair and maintenance. *Target completion date: August 2019.*
- **Youth Education:** Provide diverse, authentic, and creative history-based learning opportunities and experiences for school-aged students and educators through: the initiation of expanded outreach strategies that prioritize networking partnerships with school districts, history and preservation-oriented community organizations/foundations, state agencies, and corporate sponsors; the creation of original digital and print TEKS-aligned curriculum and the revision of existing agency curriculum to form a substantive and quality collection of downloadable teacher resources; the development of print/digital curriculum, as well as the creation of original place-based educational experiences at select THC historic sites; and the expansion of program curriculum for in-state history camps for school-aged students and associated teacher training/workshops. *Target completion date: August 2020.*

- **Historic Sites Education and Tourism Promotion:** Expand historic sites' visitation, promotion, and heritage tourism efforts through: the implementation of a digital, web-based, social media strategy; the creation of a strategic marketing plan with brand image development for state historic sites; and the expansion and improvement of on-site educational programs, events, presentations, and exhibits. *Target completion date: August 2020.*
- **Historic Sites Partnerships:** Increase private and nonprofit financial and volunteer support at state historic sites by strengthening, establishing, and re-establishing Friends groups. This will include building community partnerships with local businesses, heritage tourism stakeholders, and nonprofits to expand the state historic sites' viability and relevance in servicing their local heritage tourism market and meeting community-planning objectives. *Target completion date: August 2019.*
- **Diverse Audiences:** Creatively engage underrepresented groups in preservation and work to interpret and re-interpret sites to tell compelling, dynamic, and fascinating stories that educate, inspire, and spark interest. *Target completion date: August 2020.*
- **Texas Archeology Month Program:** Increase local participation in this statewide observance by updating existing guidance tools and through outreach to potential event sponsors. Participation will also be enhanced with the agency's involvement in the recently formed Texas Public Archeology Network, composed of public agencies and institutions involved with increasing public awareness of Texas' archeological heritage. *Target completion date: August 2021.*



As part of the Real Places Conference, optional tours such as the Wood Window Workshop allow attendees to learn from experts in the field and gain hands-on experience that is instantly applicable.

- **Real Places Conference:** Support and promote historic preservation and heritage tourism by growing the audience for the annual statewide education and networking conference to include diverse avocational and professional participants that represent the broad constituency of the agency and its programs. Develop creative methods to expand the audience beyond the traditional preservation fields and interest areas. *Target completion date: February 2021.*
- **Historic Sites Visitation:** Continue to increase visitation to state historic sites and identify ways to improve visitor experiences, furthering the agency's educational mission. *Target completion date: August 2020.*
- **Texas Main Street Program:** Encourage preservation-based economic development efforts and revitalization education by implementing a Texas Main Street Affiliate category of participation to include smaller and non-traditional historic downtowns that are not able to participate in the current program. *Target completion date: August 2023.*
- **State Historic Tax Credit Impact Report:** Complete a report on the Texas Historic Preservation Tax Credit Program, launched in 2015. The publication will detail the impact of the credit, illustrate success stories, and detail the associated increase in Texas property owners' use of the credit. *Target completion date: January 2019.*

## C. | AGENCY GOALS AND ACTION PLAN

- **Texas Main Street Program:** Encourage preservation-based economic development efforts by expanding the use of [DowntownTX.org](http://DowntownTX.org) to all Texas Main Street Program participants. *Target completion date: August 2019.*
- **Texas Main Street Program:** Support and promote downtown revitalization statewide by hosting the national Main Street Now conference in Texas. *Target completion date: August 2020.*
- **Bicentennial Planning:** Work with the state legislature to create a Bicentennial Commission and draft a work plan that will outline a schedule and scope of work. *Target completion date: August 2020.*



Texas Main Street cities such as San Augustine support and promote thriving local businesses to stimulate downtown revitalization.

### HOW OUR WORK TO ENCOURAGE ECONOMIC DEVELOPMENT, TOURISM, AND EDUCATION THROUGH HISTORIC PLACES SUPPORTS THE STATEWIDE OBJECTIVES

The programs administered within this goal are designed to increase economic development activities in the local communities served by each program. All the programs within this goal focus on revitalizing historic areas, stimulating tourism, and encouraging economic development through the use of preservation strategies. Regarding the objectives of transparency and accountability, all these programs incorporate citizen involvement at the local level, primarily through boards and commissions. This local involvement brings accountability, but also some ability of the communities to direct the program efforts and priorities. Efficiency and effectiveness is increased by the agency's role of coordinating the local and regional efforts into statewide successes. In addition, the programs efficiently use minimal resources to leverage significant local investment and support. For example, the model of regional tourism promotion established by the Texas Heritage Trails Program is extraordinarily efficient for the industry. It uses 10 independent boards with staff to bring together hundreds of volunteers through partnerships to help millions of travelers find state and local historic sites. These efforts not only improve the quality of life for residents at the local level, but also result in increased state revenues and efficient use of taxpayer resources. Again, the growing demand for these programs is more than the agency can currently meet. This demonstrates that we are achieving our performance measures and, more importantly, that Texans understand and value this work.

**AGENCY OPERATIONAL GOAL:  
IDENTIFY AND EVALUATE  
HISTORIC RESOURCES**

Identify, evaluate, and interpret historic and archeological resources across the state and make information accessible to stakeholders.

**ACTION ITEMS**

- **Historic Sites:** Actively work to learn more about the significance of state historic sites through archeological programming, research, and interpretive refinement to engage and educate the public about the properties' importance in Texas history. The additional information learned adds to a better understanding of the past. *Target completion date: August 2019.*
- **Online Survey and Inventory:** Enhance the Texas Historic Sites Atlas with new searching, mapping, and downloading features. Supplement the existing information available through the Atlas with additional data layers, including non-archeological State Antiquities Landmarks, properties on which the THC holds an easement or covenant, and properties that have previously been inventoried and evaluated. *Target completion date: August 2021.*
- **eTRAC Enhancements:** Continue to develop and refine eTRAC, the electronic THC Review and Compliance system, with additional functionality to support further streamlining of federal and state review processes. Online access and technology enhancement progress will be assessed annually and plans optimized or adjusted as necessary. *Target completion date: August 2021.*



In February 2018, Gérard Araud, Ambassador of France to the United States, toured the Bullock Texas State History Museum's exhibit on *La Belle*, the famous 17th-century French shipwreck discovered by THC archeologists in the mid-1990s.

- **Texas Archeological Stewardship Network (TASN):** Enhance the abilities of local archeological volunteers to identify, evaluate, and interpret the state's archeological resources by conducting annual and regional training and developing guidance materials, including an updated TASN handbook. *Target completion date: August 2021.*
- **Marine Archeology Program:** Increase our knowledge of submerged cultural resources in Texas' waters by conducting a minimum of two remote sensing, monitoring, and/or diving projects each year. Data on anomalies and newly recorded or confirmed historic shipwrecks will be used to enhance the Texas Historic Sites Atlas. *Target completion date: August 2021.*

### HOW OUR WORK TO IDENTIFY AND EVALUATE HISTORIC RESOURCES SUPPORTS THE STATEWIDE OBJECTIVES

The programs administered within this goal empower our local, state, and national partners to effectively identify, evaluate, and document the resources that keep Texas history alive. These programs comprise the core functions of our agency, and we efficiently manage public funds from multiple sources to meet these essential responsibilities as the state historic preservation office. Permit and review processes are clearly communicated in a variety of formats to our constituents, and the agency consistently meets its performance measure targets for the number of projects reviewed and for projects reviewed in less than 30 days. We strive to provide new tools and resources—including software, online access, streamlined review processes, and inter-agency collaboration—to make our work more efficient, transparent, and customer-friendly for our increasing base of diverse customers.



In late 2017, a variety of merchandise featuring new branding was debuted at THC state historic site gift shops.

### AGENCY OPERATIONAL GOAL: MAXIMIZING QUALITY AND EFFECTIVENESS OF SERVICES

Cultivate an agency culture of innovation and creativity that results in a motivated and diverse staff working to maximize the quality, efficiency, and effectiveness of services to the public.

#### ACTION ITEMS

- **Empowering the Workforce:** Utilize the results of the FY 2018 Survey of Employee Engagement to further empower the THC workforce and foster an environment of employee productivity and quality customer service. *Target completion date: August 2020.*
- **Competitive Salaries:** Analyze agency-utilized job classifications and salaries for the THC's more specialized professional disciplines to ensure competitiveness with comparable public and private sector organizations to attract and retain the best talent. *Target completion date: August 2020.*
- **Information Technology Productivity Tools and Systems:** Upgrade and enhance the THC's technology infrastructure, hardware, software, and systems to maximize the efficiency and productivity of agency staff, including the implementation of cloud-based services and CAPPs, the state's centralized accounting, payroll, and personnel system. *Target completion date: August 2021.*
- **Agency Brand Identity Guidelines:** Update and standardize guidelines and best practices for the THC agency brand, Texas Heritage Trail Region logos, Texas Time Travel design graphics, and state historic sites branding for staff and approved stakeholders to utilize for any communication project or need. *Target completion date: August 2020.*



THC staff create short videos for social media and the web about many agency initiatives, such as the James L. Farmer, Jr. historical marker dedication.

- **Customer Surveys:** Address customer service issues and concerns proactively to improve the visitor experience at each state historic site utilizing all means of communication. *Target completion date: August 2019.*
- **Metrics for Web and Social Success:** Explore new measurements to gauge success of the THC websites and social media efforts, moving beyond measures of audience size to include metrics that link web and social campaigns with improvements in site visitation, gift store sales, and workshop participation. *Target completion date: August 2020.*
- **THC Program Videos:** Finish development of a series of short social videos exploring many well- and lesser-known agency programs that impact the public, including various historic marker initiatives, military history efforts, and core historic preservation functions. The videos will reach audiences that often overlook these services, drive visitation to THC websites, and supplement new employee orientation. *Target completion date: August 2019.*

### HOW OUR WORK TO MAXIMIZE QUALITY AND EFFECTIVENESS OF SERVICES SUPPORTS THE STATEWIDE OBJECTIVES

The agency continually works to cultivate a culture of creative, engaged, passionate, and highly competent employees. This, in turn, allows us to serve the citizens of Texas and our diverse clients with the highest standards of professionalism, responsiveness, consistency, accountability, and ethics. THC employees are drawn to this agency because of the mission and care deeply about protecting and preserving historic and archeological resources for the benefit of the public. Employees engage frequently with diverse audiences from all regions of the state and strive to make the many facets of our work—public meetings and workshops, permit processes, survey work, project and grant reviews, and other services—as efficient and transparent as possible. The engagement and commitment of our employees is demonstrated through the results of the Survey of Employee Engagement. The total overall agency score in 2017 was 390, which is notably high, as synthesis scores for state agencies typically range from 325 to 375. This result represents an increase over the previous total agency score of 386 in 2015. The Customer Service Survey also repeatedly demonstrates that THC employees respond quickly and effectively to requests for assistance from our constituents.

## D. | REDUNDANCIES AND IMPEDIMENTS

### IDENTIFICATION OF BARRIERS THAT MAKE THE THC LESS EFFECTIVE AND EFFICIENT

The Texas Historical Commission has not identified any services, state statutes, state rules, or regulations applicable to the agency that result in barriers to the economic prosperity of Texans or make the agency less effective and efficient in achieving its core mission.

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## II. | SUPPLEMENTAL SCHEDULES

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## A. Budget Structure: Goals, Objectives and Outcome Measures, Strategies and Output, Efficiency and Explanatory Measures

### Agency Goal A Historic Preservation

We will preserve Texas' diverse heritage by identifying, evaluating, and protecting historic resources; providing appropriate financial resources for historic preservation activities; and enabling the public to revitalize and improve the quality of life in their communities through the use of historic assets.

#### OBJECTIVE A.1

##### PROTECT AND PRESERVE HISTORIC RESOURCES

Encourage the protection and preservation of historic and archeological properties providing leadership, technical expertise, and assistance.

#### Relationship to Statewide Plan

Goal 2: Emphasize Cultural Landscapes  
Goal 3: Implement Policies and Incentives

#### Outcome Measures

1. Number of properties designated annually
2. Number of Section 106 and Antiquities Code reviews
3. Number of individuals provided training and assistance in historic and archeological preservation
4. Percentage of courthouses fully restored or rehabilitated
5. Private dollars reinvested through the Federal Rehabilitation Tax Credit Program
6. Private dollars reinvested in buildings by the Texas Historic Preservation Tax Credit Program
7. Number of archeological publications distributed

#### STRATEGY A.1.1

**Architectural Assistance**—Protect Texas' diverse architectural heritage by providing technical assistance for the responsible rehabilitation and preservation of historic properties.

#### Output Measure

1. Number of historic properties provided technical assistance, monitoring, and reviews

#### STRATEGY A.1.2

**Archeological Heritage Protection**—Protect Texas' diverse archeological heritage through state and federally mandated cultural resource reviews, historic property management programs, volunteer efforts, and public outreach.

#### Output Measure

1. Number of volunteer archeological site protection efforts directed

#### Efficiency Measure

1. Percentage of construction projects reviewed in less than 30 days

#### STRATEGY A.1.3

**Courthouse Preservation**—Provide financial and technical assistance through the Texas Historic Courthouse Preservation Program (THCPP) for critical courthouse preservation projects.

<b>Output Measure</b>	1. Number of courthouse preservation grants awarded
<b>STRATEGY A.1.4</b>	<b>Historic Sites</b> —Operation and maintenance of historic sites.
<b>Output Measure</b>	1. Number of people served by state historic sites and interpretive programs
<b>STRATEGY A.1.5</b>	<b>Texas Preservation Trust Fund</b> —Provide financial assistance through the Preservation Trust Fund for critical preservation projects.
<b>Output Measure</b>	1. Number of Texas Preservation Trust Fund grants awarded
<b>OBJECTIVE A.2</b>	<b>ECONOMIC DEVELOPMENT, TOURISM, AND EDUCATION</b> <b>Encourage economic development, tourism, and heritage education through historic places in partnership with local public, private, and nonprofit entities.</b>
<b>Relationship to Statewide Plan</b>	<b>Goal 4:</b> Leverage Economic Development Tools <b>Goal 5:</b> Learn and Experience History through Place
<b>Outcome Measures</b>	1. Dollar reinvestment in physical improvements from public and private sources in Texas Main Street Central Business Districts 2. Number of Heritage Tourism guides distributed
<b>STRATEGY A.2.1</b>	<b>Development Assistance</b> —Provide technical assistance to public, private, and nonprofit entities to encourage the process of preservation, development, and revitalization of Main Street cities, promotion and development of heritage tourism, Certified Local Governments, and other local and statewide heritage initiatives.
<b>Output Measures</b>	1. Number of technical assists provided 2. Number of properties and sites assisted
<b>STRATEGY A.2.2</b>	<b>Texas Heritage Trail Region Assistance</b> —Provide financial and technical assistance to develop and promote heritage tourism of Texas' historic and cultural resources through the heritage trail region nonprofit entities across the state.
<b>Output Measure</b>	1. Number of individuals assisted by Texas Heritage Trail Regions
<b>OBJECTIVE A.3</b>	<b>IDENTIFY AND EVALUATE HISTORIC RESOURCES</b> <b>Identify, evaluate, and interpret historic and archeological resources across the state and provide information accessible to stakeholders.</b>
<b>Relationship to Statewide Plan</b>	<b>Goal 1:</b> Survey and Online Inventory
<b>Outcome Measures</b>	1. Number of historic properties, sites, and other assets identified and recorded
<b>STRATEGY A.3.1</b>	<b>Programs for Historic Resource Identification, Evaluation, and Interpretation</b> —Provide information, programs, and services to private, public, and nonprofit constituents for the identification, evaluation, preservation, and interpretation of historic resources.
<b>Output Measure</b>	1. Number of sites, properties, and other historical resources evaluated

**Agency Goal B**

**OBJECTIVE B.1**

**STRATEGY B.1.1**

**Indirect Administration**

**INDIRECT ADMINISTRATION**

**Central Administration**

## B. List of Measure Definitions

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Agency Code: **808**  
Agency: **Historical Commission**

Goal No. 1            Preserve the State's Historic Landmarks and Artifacts  
Objective No. 1      Encourage Preservation/Protection of Historic/Archeological Resources  
Outcome No. 1       Number of Properties Designated Annually

**Calculation Method: N**

**Key Measure: Y**

**New Measure: N**

**Target Attainment: H**

**Priority: M**

**Percentage Measure: N**

**Cross Reference:** Agy 808 085-R-S70-1 01-01 OC 01

### Definition

Number of properties designated annually.

### Data Limitations

There are no data limitations for this measure.

### Data Source

Data are collected as follows: (a) the total number of properties listed in the National Register of Historic Places, tabulated from the number of individual properties listed as reported by the National Park Service, and the number of contributing properties in a historic district that are included on the nomination form; (b) the number of new historical markers shipped from the foundry during the reporting period; (c) the number of Historic Texas Cemeteries recorded in county deed records; (d) the number of properties designated as State Antiquities Landmarks by the THC; and (e) the number of archeological sites added to the Texas Historic Sites Atlas.

### Methodology

The methods used in the calculation of this data are as follows: (a) the number of properties listed on the National Register of Historic Places are compiled from National Park Service nomination forms and reference numbers, (b) the number of new historical markers are compiled from the marker database, (c) the number of Historic Texas Cemeteries is taken from the cemeteries database, (d) the number of properties designated as State Antiquities Landmarks is compiled manually from the minutes of the THC's quarterly meetings; and (e) the number of archeological sites added to the Texas Historic Sites Atlas are compiled electronically from the Texas Historic Sites Atlas computer database. The numbers collected on these designations will be manually added by staff, and the total will be reported quarterly.

### Purpose

This measure will provide the agency and the public with key information on (a) the total number of properties listed in the National Register of Historic Places; (b) the number of new historical markers; (c) the number of Historic Texas Cemeteries recorded in county deed records; (d) the number of properties designated as State Antiquities Landmarks; and (e) the number of archeological sites added to the Texas Historic Sites Atlas. These designations reflect results of the agency's preservation education efforts to provide to its constituents information and services on the use of designations to preserve Texas' cultural and historic resources.

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Agency Code: **808**

Agency: **Historical Commission**

Goal No. 1            Preserve the State's Historic Landmarks and Artifacts  
Objective No. 1      Encourage Preservation/Protection of Historic/Archeological Resources  
Outcome No. 2       Number of Section 106/Antiquities Code Reviews

**Calculation Method: N**

**Key Measure: Y**

**New Measure: N**

**Target Attainment: H**

**Priority: M**

**Percentage Measure: N**

**Cross Reference: Agy 808 085-R-S70-1 01-01 OC 02**

Definition

This is a count of the number of Section 106/federal undertaking and Antiquities Code reviews conducted across the agency as required by Section 106 of the National Historic Preservation Act of 1966, as amended, and the Antiquities Code of Texas. Numbers do not reflect the complexity of work or time required to complete the review, which varies from project to project.

Data Limitations

The number of project reviews is not controllable by the agency. Rather, reviews are based on applications by project developers working under federal funds and permits, or by state political subdivisions that construct new projects on public land. The general Texas economy has significant influence on the number of reviews, with more required during periods of strong economic growth. This measure does not convey the length of time or complexity of reviews.

Data Source

This number is taken directly from the project review computer database statistics report, compiled and maintained by the THC staff, which tracks: (1) Texas projects that are federally funded/permitted requiring review under Section 106 of the National Historic Preservation Act, (2) Projects on public lands requiring review under the Texas Antiquities Code.

Methodology

The number of reviews is taken directly from the project review computer database statistics report. Projects are entered into the database upon receipt by the THC and updated with each staff member review.

Purpose

The review of construction projects is a primary tool for the protection of archeological and historic sites in the state, and this activity is federally mandated and required under Texas Government Code, Chapter 442.005(b) and (e).

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Agency Code: **808**  
Agency: **Historical Commission**

Goal No. 1            Preserve the State's Historic Landmarks and Artifacts  
Objective No. 1      Encourage Preservation/Protection of Historic/Archeological Resources  
Outcome No. 3      # Provided Training/Assistance in Historic/Archeological Preservation

**Calculation Method: N**  
**Key Measure: Y**  
**New Measure: N**  
**Target Attainment: H**  
**Priority: H**  
**Percentage Measure: N**  
**Cross Reference: Agy 808 085-R-S70-1 01-01 OC 03**

Definition

This measure reflects the outcome of staff work to educate, train, and assist members of the public in historic and archeological preservation.

Data Limitations

Data that might be submitted to this agency by volunteers is unaudited and unverified, since auditing this data is cost prohibitive and not practical.

Data Source

This number is reported on monthly reports, trip reports, and site visits; verbal and written communications and electronic mail in response to an inquiry; architectural drawings and pro formas; training, workshops, and presentations; archeological stewards' semi-annual reports, and other volunteers' reports for performance measures purposes. Actual conference or workshop registration lists or participant head counts are made by staff members in attendance and are used to derive this number.

Methodology

Staff manually tabulates from monthly reports, trip reports, public attendance at workshops, conferences, or other gatherings where staff provide training, archeological stewards' reports, or the reports of other directed volunteers.

Purpose

Training members of the public in historic and archeological preservation is critical to the achievement of the agency's overall goal. By providing these services, the staff then empowers volunteer preservationists to preserve historic landmarks and artifacts at the local level.

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Agency Code: **808**  
Agency: **Historical Commission**

Goal No. 1            Preserve the State's Historic Landmarks and Artifacts  
Objective No. 1      Encourage Preservation/Protection of Historic/Archeological Resources  
Outcome No. 4       Percent Courthouses Fully Restored/Rehabilitated

**Calculation Method: N**  
**Key Measure: Y**  
**New Measure: N**  
**Target Attainment: H**  
**Priority: H**  
**Percentage Measure: Y**  
**Cross Reference: Agy 808 085-R-S70-1 01-01 OC 04**

Definition

The THC has found that there are approximately 200 historic county courthouses in Texas that are currently eligible for the Texas Historic Courthouse Preservation Program. Fully restored/rehabilitated is defined as having completed the entire scope of work as outlined in their required master plan.

Data Limitations

The degree of work needed on each courthouse may vary. The application may not ask for the full amount needed to complete the restoration/rehabilitation; therefore, a courthouse not completing the entire scope of work as outlined in their master plan may not be counted under this measure. Furthermore, preservation construction projects can have a number of delays due to inclement weather, discovery of unknown building conditions, and county budget shortfalls, etc. The number of eligible historic county courthouses may increase each year as courthouses become eligible for the program or decrease due to courthouses lost or going out of county ownership.

Data Source

The required master plans that outline the scope of work will assist in the collection of data for this measure. As courthouse restoration projects are completed, they will be tracked on a spreadsheet/database at the THC.

Methodology

The number of county courthouses fully completing restoration/rehabilitation projects under this program will be divided by the total number of courthouses eligible for the program. The result will be a percentage of the whole.

Purpose

This measure is intended to show the percentage of eligible courthouses that are fully restored/rehabilitated. Additionally, this measure will represent the overall success of the Texas Historic Courthouse Preservation Program.

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Agency Code: **808**

Agency: **Historical Commission**

Goal No. 1            Preserve the State's Historic Landmarks and Artifacts  
Objective No. 1      Encourage Preservation/Protection of Historic/Archeological Resources  
Outcome No. 5       Private \$ Reinvested through The Federal Tax Incentives Program

**Calculation Method: N**

**Key Measure: N**

**New Measure: N**

**Target Attainment: H**

**Priority: M**

**Percentage Measure: N**

**Cross Reference:** Agy 808 085-R-S70-1 01-01 OC 05

Definition

The National Parks Service (NPS) administers the Federal Historic Preservation Tax Incentives Program with the IRS in partnership with State Historic Preservation Offices (SHPO). The SHPO in Texas is the THC. Tax incentives promote the rehabilitation of income-producing historic structures of every period. Underutilized vacant schools, warehouses, retail stores, hotels, houses, offices, and other buildings are returned to life in a manner that maintains their historic character. The Architecture Division reviews and approves preservation tax incentive projects according to the Secretary of the Interior's Standards for Rehabilitation. The THC reviews the applications and forwards them to NPS with recommendations. State recommendations are generally followed, but by law all certification decisions are made by NPS on behalf of the Secretary of the Interior. The NPS decisions may differ from recommendations of the THC. NPS notifies applicants of the decisions and provides copies of all decisions to the IRS and the THC.

Data Limitations

Private investment is driven by a number of complex factors. The general Texas economy has significant influence on submission of historic preservation tax incentive projects to the THC for review. The number of rehabilitation projects utilizing the historic tax credits is typically lower during downturns in the economy, and in particular the real estate market. The willingness of property owners/developers to make such investments and their ability to secure project funding can be a limitation in utilizing the Texas Historic Preservation Tax Credit Program. The program, however, remains an outstanding means of leveraging private investment in the adaptive use and preservation of historic buildings. The program continues to be a major stimulus for economic recovery in older communities throughout Texas and the nation even during such downturns.

Data Source

As federal historic preservation tax incentive projects are received, they are entered into the divisions' program tracking database. The application contains three parts: Part 1—Evaluation of the Significance; Part 2—Description of Rehabilitation (describes work to be undertaken); and Part 3—Request for Certification of Completed Work.

Methodology

The dollar reinvestment amount, as entered on the Part 3—Request for Certification of Completed Work, is taken from the Architecture Division's program tracking database. This field of the database is summed on a quarterly basis, although substantial staff work may be involved in the initial planning and review of projects that may not go forward due to factors beyond the control of the THC.

Purpose

This measure indicates the dollars reinvested in commercial buildings/income-producing properties through the Federal Rehabilitation Tax Credit Program. It also serves as an indicator of the economic condition in Texas, including jobs generated as a result of these projects.

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Agency: **Historical Commission**

Goal No. 1	Preserve the State's Historic Landmarks and Artifacts
Objective No. 1	Encourage Preservation/Protection of Historic/Archeological Resources
Outcome No. 6	Private \$ Reinvested in Buildings by the Texas Historic Preservation Tax Credit Program

**Calculation Method: N**  
**Key Measure: N**  
**New Measure: N**  
**Target Attainment: H**  
**Priority: M**  
**Percentage Measure: N**  
**Cross Reference: Agy 808 085-R-S70-1 01-01 OC 06**

Definition

The THC administers the Texas Historic Preservation Tax Credit Program. The state franchise tax credit program promotes the rehabilitation of income-producing or for nonprofit use historic structures of every period. Underutilized vacant schools, warehouses, retail stores, hotels, houses, offices, and other buildings are returned to life in a manner that maintains their historic character. The Architecture Division reviews and approves the state preservation tax incentive projects according to the Secretary of the Interior's Standards for Rehabilitation. The THC reviews the Part A, B, and C applications and approves or rejects applications. The THC notifies applicants of the decisions.

Data Limitations

Private investment is driven by a number of complex factors. The general Texas economy has significant influence on submission of historic preservation tax incentive projects to the THC for review. The number of rehabilitation projects utilizing the historic tax credits is typically lower during downturns in the economy, and in particular the real estate market. The willingness of property owners/developers to make such investments and their ability to secure project funding can be a limitation in utilizing the Texas Historic Preservation Tax Credit Program. The program began on January 1, 2015 and is an outstanding means of leveraging private investment in the adaptive use and preservation of historic buildings. The program is proving to be a major stimulus for the economy in large urban areas as well as in smaller communities throughout Texas.

Data Source

As state historic preservation tax incentive projects are received, they are entered into the divisions' program tracking database. The application contains three parts: Part A—Evaluation of the Significance; Part B—Description of Rehabilitation (describes work to be undertaken); and Part C—Request for Certification of Completed Work.

Methodology

The dollar reinvestment amount, as entered on the Part C—Request for Certification of Completed Work, is taken from the Architecture Division's program tracking database. This field of the database is summed on a quarterly basis, although substantial staff work may be involved in the initial planning and review of projects that may not go forward due to factors beyond the control of the THC.

Purpose

This measure indicates the dollars reinvested in buildings that are income-producing or for nonprofit use by the Texas Historic Preservation Tax Credit Program. It also serves as an indicator of the economic condition in Texas, including jobs generated as a result of these projects.

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Agency: **Historical Commission**

Goal No. 1            Preserve the State's Historic Landmarks and Artifacts  
Objective No. 1      Encourage Preservation/Protection of Historic/Archeological Resources  
Outcome No. 7        Archaeological Publications Distributed

**Calculation Method: N**  
**Key Measure: N**  
**New Measure: N**  
**Target Attainment: H**  
**Priority: M**  
**Percentage Measure: N**  
**Cross Reference: Agy 808 085-R-S70-1 01-01 OC 07**

Definition

This measure tracks archeological publications provided to the public. The measure will track both hard copies distributed, as well as PDF copies downloaded from the THC's website.

Data Limitations

Reported numbers do not account for the complexity or length of distributed materials. It does not report electronic redistribution of archeological publications by the public after initial receipt from our agency.

Data Source

This measure tracks archeological publications provided to the public either through print or electronic media. The count includes any dissemination of outreach, information materials, including booklets and pamphlets for the general public, booklets and pamphlets for archeologists or other members of the archeological community. Such materials may be distributed by staff or by volunteers under THC staff direction.

Methodology

Printed material will be manually tabulated by staff. Electronic media will be tabulated from automatic counts of access (the non-THC users count is a proxy for number of materials accessed by the public). Publication downloads from the THC website will be counted by web analytic software.

Purpose

Providing educational and technical materials, both in print and through electronic and online media, are an important aspect of the agency's effort to promote preservation and empower volunteer preservationists at the local level and to provide technical assistance. The demand and provision of such materials also serves to answer requests for information and assistance from the general public, and serves as an indicator of public demand and interest in programs and services.

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Agency Code: **808**  
Agency: **Historical Commission**

Goal No. 1            Preserve the State's Historic Landmarks and Artifacts  
Objective No. 2      Encourage Economic Development/Tourism/Education  
Outcome No. 1       \$ Reinvested in Main Street Central Business Districts

**Calculation Method: N**

**Key Measure: N**

**New Measure: N**

**Target Attainment: H**

**Priority: H**

**Percentage Measure: N**

**Cross Reference: Agy 808 085-R-S70-1 01-02 OC 01**

Definition

The Texas Main Street Program provides information, organization, technical, and design assistance to designated Main Street cities to catalyze and increase investment within Main Street Central Business Districts for physical improvements and building rehabilitations.

Data Limitations

Private and public investment is driven by a number of complex factors, including the economy, the willingness of property owners to make investments, and the ability to secure funding. Reinvestment in a downtown is a long-term process; projects often take several years to start and achieve completion due to planning, financing, construction, and securing tenants, among other factors. Communities that have recently been designated Main Street cities often do not see substantial progress in reinvestment for an average of three to five years. This measure reports figures for all cities that are in the Texas Main Street Program, not just for cities that are designated within the current fiscal year. Texas Main Street managers report these figures; therefore, THC cannot ensure complete data integrity.

Data Source

The Texas Main Street managers report reinvestment figures every six months to the Texas Main Street Office.

Methodology

The dollar reinvestment amount is reported by the Texas Main Street managers every six months. This data is compiled for all Main Street cities and maintained on a database at the Texas Main Street Office. This measure reports figures for all cities that are in the Texas Main Street Program, not just for cities that are designated within the current fiscal year. Communities that have recently been designated Main Street cities often do not see substantial progress in reinvestment for an average of three to five years.

Purpose

This measure indicates the public and private dollars reinvested in Main Street Central Business Districts as a result of the Texas Main Street Program.

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Agency Code: **808**  
Agency: **Historical Commission**

Goal No. 1            Preserve the State's Historic Landmarks and Artifacts  
Objective No. 2      Encourage Economic Development/Tourism/Education  
Outcome No. 2       Number of Heritage Tourism Guides Distributed

**Calculation Method: N**

**Key Measure: N**

**New Measure: N**

**Target Attainment: H**

**Priority: M**

**Percentage Measure: N**

**Cross Reference: Agy 808 085-R-S70-1 01-02 OC 02**

Definition

This measure tracks assistance provided to individuals or travel information centers, which includes cultural guides, heritage trail guides, and special historical topic guides. The measure will track both hard copies distributed, as well as PDF copies downloaded from the THC's website.

Data Limitations

Reported numbers do not account for the complexity or length of distributed materials.

Data Source

This measure tracks assistance provided to individuals through print or electronic media. The count includes any dissemination of outreach, information and promotional materials, including Texas Heritage Trail Region guides, cultural guides, and historical topic guides. Such materials may be distributed by staff, volunteers under staff direction, or vendors. Materials may be in print or electronic media form and also include materials downloaded from the agency website and related sites.

Methodology

Printed materials will be manually tabulated by staff. Electronic media will be tabulated by web analytic software.

Purpose

Providing educational, technical, and promotional materials, both in print and through electronic and online media, is an important aspect of the agency's effort to promote heritage tourism and sites, empower volunteer preservationists at the local level, and provide technical assistance.

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Agency Code: **808**  
Agency: **Historical Commission**

Goal No. 1            Preserve the State's Historic Landmarks and Artifacts  
Objective No. 3      Identify, Evaluate, and Interpret Historic and Archeological Resources  
Outcome No. 1      # of Historic Properties, Sites, and Other Assets Identified and Recorded

**Calculation Method: N**

**Key Measure: N**

**New Measure: N**

**Target Attainment: H**

**Priority: H**

**Percentage Measure: N**

**Cross Reference: Agy 808 085-R-S70-1 01-03 OC 01**

Definition

This measure will provide the agency and the public with information on the number of historic properties, sites, and other assets identified and recorded across the state.

Data Limitations

Information about historic and cultural resources comes from a variety of sources, including governmental agencies. In most cases, the agency does not control the quantity or quality of information, making this measure hard to predict. This measure is dependent on the volume of review and compliance projects, community-based surveys, designations, and other projects impacted by the economy and available funding, and it will fluctuate accordingly.

Data Source

Staff identify, track, and record properties through the following processes: (a) properties identified through the Section 106 review process; (b) properties submitted for federal income tax credits for rehabilitation reviewed for National Register of Historic Places eligibility; (c) cemeteries evaluated to meet Historic Texas Cemetery criteria through agency rules; (d) properties evaluated for Recorded Texas Historic Landmark status; (e) sites associated with the Official Texas Historic Marker Program.

Methodology

The number of archeological sites added to the Texas Historic Sites Atlas is compiled electronically from the Texas Historic Sites Atlas computer database. Staff members submit a monthly/quarterly report tracked on a computer database for Section 106 review; Part I reviews tracked on a computer database; Historic Texas Cemetery designation evaluations tracked on a computer database; monthly reports of site visits. The numbers collected will be manually added by staff.

Purpose

This measure will provide the agency and the public with information on historic properties, sites, and other assets. Identification of historic properties, sites, and other assets, in addition to archeological resources, is the first step to all preservation activities, including review and compliance designations and protection, local/state/federal incentives, and heritage tourism development. Property identified through survey serves as critical information for preservation planning and policy development at the local, regional, and state levels.

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Agency: **Historical Commission**

Goal No. 1	Preserve the State's Historic Landmarks and Artifacts
Objective No. 1	Encourage Preservation/Protection of Historic/Archeological Resources
Strategy No. 1	Property Rehabilitation/Preservation Technical Assistance
Measure Type	OP
Measure No. 1	# of Historic Properties Provided Assistance, Monitoring, and Reviews

**Calculation Method: C**

**Key Measure: Y**

**New Measure: N**

**Target Attainment: H**

**Priority: H**

**Percentage Measure: N**

**Cross Reference:** Agy 808 085-R-S70-1 01-01-01 OP 01

### Definition

This is a count of the historic properties the Architecture Division has assisted. Numbers do not reflect the complexity of work or degree of assistance, which varies from project to project. Assistance includes: 1) verbal and written communication; 2) field consultations or site visits; 3) monitoring; and 4) state and/or federal-mandated reviews (State Antiquities Landmark, Recorded Texas Historic Landmark, historic county courthouse, Section 106 of the National Historic Preservation Act).

### Data Limitations

The number of historic properties provided assistance, monitoring, and reviews are not controllable by the agency. Rather, reviews are based on the submission of project information by state political subdivisions, developers working under federal funds, permits and/or the investment tax credit program, and private individuals. The general Texas economy significantly influences this measure.

### Data Source

Source of data is from departmental quarterly work log reports.

### Methodology

The number of historic properties provided with assistance is taken from departmental quarterly work log reports and computer tracking and logging databases.

### Purpose

This measure indicates the number of historic properties provided assistance, monitoring, and reviews. It further indicates staff workload as well as the condition of the Texas economy.

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Agency: **Historical Commission**

Goal No. 1	Preserve the State's Historic Landmarks and Artifacts
Objective No. 1	Encourage Preservation/Protection of Historic/Archeological Resources
Strategy No. 2	Archeological Protection through Reviews, Outreach, and Other Programs
Measure Type	EF
Measure No. 1	Percent of Construction Projects Reviewed in Less Than 30 Days

**Calculation Method: N**

**Key Measure: Y**

**New Measure: N**

**Target Attainment: H**

**Priority: H**

**Percentage Measure: Y**

**Cross Reference:** Agy 808 085-R-S70-1 01-01-02 EF 01

### Definition

Percent of construction projects reviewed in less than 30 days.

### Data Limitations

No data limitations. However, it should be noted that the number of project reviews does not reflect the complexity of tasks, and it is possible that, during some periods, time-consuming reviews of major projects that involve large numbers of archeological sites could reduce the percentage of projects reviewed in less than 30 days.

### Data Source

This number is taken directly from the project review computer database statistics report.

### Methodology

The percentage is found by dividing the number of projects reviewed in less than 30 days by the total number of projects reviewed.

### Purpose

This measure will show what percentage of projects are being reviewed within the 30-day required period.

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Agency: **Historical Commission**

Goal No. 1	Preserve the State's Historic Landmarks and Artifacts
Objective No. 1	Encourage Preservation/Protection of Historic/Archeological Resources
Strategy No. 2	Archeological Protection through Reviews, Outreach, and Other Programs
Measure Type	OP
Measure No. 1	Number of Volunteer Archeological Site Protection Efforts Directed

**Calculation Method: C**

**Key Measure: N**

**New Measure: N**

**Target Attainment: H**

**Priority: M**

**Percentage Measure: N**

**Cross Reference:** Agy 808 085-R-S70-1 01-01-02 OP 01

### Definition

Number of volunteer archeological site protection efforts directed.

### Data Limitations

Data submitted by the volunteers is unaudited and unverified by THC staff. The majority of the data is reported on a semi-annual basis and will appear only in the second and fourth quarter reports, although activities occur throughout the year. The number does not account for the complexity of the tasks, which varies from project to project.

### Data Source

The count of site protection efforts includes: (1) site recording; (2) site assessment, (3) site investigation; (4) site monitoring; and (5) preservation of collection information from archeological sites of all time periods. These counts are derived from reports submitted by archeological stewards and from records of other volunteers under the direction of the state archeological program.

### Methodology

Data on the number of site protection efforts is compiled manually from reports submitted by archeological stewards and from records of other volunteers under the direction of the state archeological program.

### Purpose

The number of volunteer archeological site protection efforts directed provides a reflection of the efficacy of agency efforts to empower volunteer preservationists to preserve historic landmarks and artifacts at the local level. This measure specifically reflects the achievements of archeological stewards and other volunteers in furthering the archeological preservation goal of the agency.

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Agency: **Historical Commission**

Goal No. 1	Preserve the State's Historic Landmarks and Artifacts
Objective No. 1	Encourage Preservation/Protection of Historic/Archeological Resources
Strategy No. 3	Courthouse Preservation Assistance
Measure Type	OP
Measure No. 1	# Courthouse Preservation Grants Awarded

**Calculation Method: C**

**Key Measure: N**

**New Measure: N**

**Target Attainment: H**

**Priority: H**

**Percentage Measure: N**

**Cross Reference:** Agy 808 085-R-S70-1 01-01-03 OP 01

### Definition

This measure indicates the number of grants awarded.

### Data Limitations

A courthouse could apply for and receive more than one grant. Grants may be awarded once or twice each year, so there may be quarters during the year where no grants will have been awarded.

### Data Source

As each grant is awarded, it will be tracked on a spreadsheet/database at the THC.

### Methodology

This is a summation of the number of grants awarded. These will be reported quarterly and totaled at the end of each year.

### Purpose

This measure indicates the amount of interest in and the demand for the program. It will serve as an indicator of staff workload. Each grant awarded represents staff work in reviewing masterplans, reviewing applications, and administering the program.

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Agency: **Historical Commission**

Goal No. 1	Preserve the State's Historic Landmarks and Artifacts
Objective No. 1	Encourage Preservation/Protection of Historic/Archeological Resources
Strategy No. 4	Operation and Maintenance of Historic Sites
Measure Type	OP
Measure No. 2	Number Served by State Historic Sites and Interpretive Programs

**Calculation Method: C**

**Key Measure: N**

**New Measure: N**

**Target Attainment: H**

**Priority: H**

**Percentage Measure: N**

**Cross Reference:** Agy 808 085-R-S70-1 01-01-04 OP 02

### Definition

This measure counts all visitors entering sites during visiting hours and the number of people reached through interpretive and educational programs and events at, or associated with, historic sites. Events and programs may include: presentations to classrooms, civic organizations, conservation groups, formal or informal interpretive and educational activities that relate to historic sites including reenactments, and other living history events.

### Data Limitations

Although participation at most programs and events is derived from actual counts of participants, not all education/interpretive programs or events require formal registration. As such, in some cases, participation is estimated. Counts of visitors are produced by staff manually. Counts may not include persons entering the site outside of normal operating hours. Visitation and participation in events and programs is seasonal in nature and will fluctuate according to seasonal trends in site visitation.

### Data Source

Historic Sites Division—data submitted from historic sites statewide to Austin office.

### Methodology

The number of people served is captured in historic site quarterly reports. Numbers from each site are added to obtain a total.

### Purpose

The THC strives to make contact with as many adults and children as possible so that they become constituents for long-term stewardship of the cultural and historic resources of Texas. This measure will reflect an important component of the Historic Sites Division's programs/activities by capturing the level of education and interpretive services provided at state historic sites. Site visitation is an indicator of site use and demands placed on facilities.

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Agency: **Historical Commission**

Goal No. 1	Preserve the State's Historic Landmarks and Artifacts
Objective No. 1	Encourage Preservation/Protection of Historic/Archeological Resources
Strategy No. 5	Provide Financial Assistance through the Texas Preservation Trust Fund
Measure Type	OP
Measure No. 1	Number of Texas Preservation Trust Fund Grants Awarded

**Calculation Method: C**

**Key Measure: N**

**New Measure: N**

**Target Attainment: H**

**Priority: H**

**Percentage Measure: N**

**Cross Reference:** Agy 808 085-R-S70-1 01-01-05 OP 01

### Definition

This is a manual count of grants awarded for architectural, archeological, and educational preservation projects.

### Data Limitations

Grant allocations are made once per grant cycle and are determined by the availability of funds. There will be quarters during the year where no grants will have been awarded.

### Data Source

As each grant is awarded, it is tracked on a database at the THC.

### Methodology

This is a summation of the number of grants awarded for architectural, archeological, and educational preservation projects during the grant cycle.

### Purpose

This measure indicates the number of grants awarded and measures the amount of interest in and the demand for the program. It also serves as an indicator of staff workload.

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Agency: **Historical Commission**

Goal No. 1	Preserve the State's Historic Landmarks and Artifacts
Objective No. 2	Encourage Economic Development/Tourism/Education
Strategy No. 1	Technical Assistance for Heritage Development/Economic Revitalization
Measure Type	OP
Measure No. 1	Number of Technical Assists Provided

**Calculation Method: C**

**Key Measure: N**

**New Measure: N**

**Target Attainment: H**

**Priority: H**

**Percentage Measure: N**

**Cross Reference:** Agy 808 085-R-S70-1 01-02-01 OP 01

### Definition

Technical assists consist of assistance provided to Main Street cities, heritage tourism initiatives, and Certified Local Governments.

### Data Limitations

None.

### Data Source

The number of technical assists is taken from monthly work summaries which consists of site visits, including architectural, marketing/merchandising, organization, and promotional; trainings, workshops, and presentations; verbal and written communications and electronic mail in response to an inquiry; architectural drawings and pro formas.

### Methodology

This number is manually tabulated and reported on monthly work summaries.

### Purpose

This measure will serve as an indicator of staff workload and travel assistance in administering these programs.

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Goal No. 1	Preserve the State's Historic Landmarks and Artifacts
Objective No. 2	Encourage Economic Development/Tourism/Education
Strategy No. 1	Technical Assistance for Heritage Development/Economic Revitalization
Measure Type	OP
Measure No. 2	Number of Properties and Sites Assisted

**Calculation Method: C**

**Key Measure: Y**

**New Measure: N**

**Target Attainment: H**

**Priority: H**

**Percentage Measure: N**

**Cross Reference:** Agy 808 085-R-S70-1 01-02-01 OP 02

### Definition

The number of properties and sites assisted by the staff of the Community Heritage Division.

### Data Limitations

None.

### Data Source

The number of properties/sites assisted is taken from monthly work summaries.

### Methodology

This number is manually tabulated and taken from monthly work summaries.

### Purpose

This measure will serve as an indicator of staff workload in developing and administering the programs of the Community Heritage Division.

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Agency: **Historical Commission**

Goal No. 1	Preserve the State's Historic Landmarks and Artifacts
Objective No. 2	Encourage Economic Development/Tourism/Education
Strategy No. 2	Texas Heritage Trail Region Assistance
Measure Type	OP
Measure No. 1	Number of Nonprofits Served by Texas Heritage Trail Regions

**Calculation Method: C**

**Key Measure: Y**

**New Measure: Y**

**Target Attainment: H**

**Priority: M**

**Percentage Measure: N**

**Cross Reference:** Agy 808 085-R-S70-1 01-03-01 OP 01

### Definition

The number of individuals that attend or participate in heritage tourism assistance programs or sessions conducted by the 10 Texas Heritage Trail Regions. Programs or session topics may include but are not limited to hospitality training, heritage education, workshops, museum and tourism issues, improving visitor experience, marketing, and historic site promotion.

### Data Limitations

Although participation in most programs and events is derived from actual counts of participants, not all education programs or events require formal registration. As such, in some cases participation is estimated. Individuals may be counted more than once if they attend or participate in more than one program or session and if they participate in activities of more than one region.

### Data Source

The number of individuals are reported by the 10 heritage trail regions from registration or attendance records of their programs or events.

### Methodology

The number is manually tabulated and reported quarterly by the executive directors of the 10 heritage trail regions and then compiled by agency staff.

### Purpose

The work of the 10 Texas Heritage Trail Regions is the primary outreach mechanism of the agency's heritage tourism initiatives. By conducting educational programs and sessions, the staff and volunteers of each region assist individuals developing, managing, or promoting local heritage sites and attractions. The outreach of the regions meets the agency's charge to raise the standards of heritage and cultural attractions; foster heritage preservation and education; encourage regional cooperation and promotion of heritage and cultural attractions; and foster effective local tourism leadership and organizational skills.

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Agency: **Historical Commission**

Goal No. 1	Preserve the State's Historic Landmarks and Artifacts
Objective No. 3	Identify, Evaluate, and Interpret Historic and Archeological Resources
Strategy No. 1	Program for Historic Resource Identification, Evaluation, and Interpretation
Measure Type	OP
Measure No. 1	Number of Historic Resources Evaluated

**Calculation Method: C**

**Key Measure: Y**

**New Measure: N**

**Target Attainment: H**

**Priority: M**

**Percentage Measure: N**

**Cross Reference:** Agy 808 085-R-S70-1 01-03-01 OP 01

### Definition

This measure provides information on historic resources reviewed by staff to determine eligibility for listing in the National Register of Historic Places (NR), Historic Texas Cemetery designation, or Official Texas Historical Markers.

### Data Limitations

Not all evaluations will result in a designation. Some properties will be determined not eligible for designation, or the owners will decide not to complete the designation process. Data does not allow for informal evaluations or evaluations as part of other programs that may arise after definitions are established.

### Data Source

History Programs Division staff members evaluate above-ground properties, historic cemeteries, and historical topics through the following processes: (a) properties reviewed for NR eligibility according to criteria established by the National Park Service, with the total number to include individual properties and contributing and noncontributing properties within a historic district; (b) properties in the path of federally funded or permitted projects evaluated for NR eligibility; (c) properties submitted for federal income tax credits for rehabilitation reviewed for NR eligibility; (d) cemeteries evaluated to meet Historic Texas Cemetery criteria established through agency rules; and (e) Official Texas Historical Marker applications evaluated to meet criteria established through agency rules.

### Methodology

Staff provides the office manager with a copy of the State Board of Review agenda and cover sheet from NR nominations; a monthly/quarterly report tracked on a computer database for Section 106 review; Part 1 reviews tracked on a computer database; Historic Texas Cemetery Designation evaluations tracked on a computer database; Official Texas Historical Marker evaluations tracked on a computer database; monthly reports of site visits.

### Purpose

Preserve the state's historic landmarks.

## C. Historically Underutilized Business Plan

### Historically Underutilized Business (HUB) Policy

In accordance with Texas Government Code, Chapter 2161 and Texas Administrative Code, Section 20.11, and the State of Texas Disparity Study, the THC continues to be fully committed to making a good faith effort to effectively promote and increase contract opportunities directly with Historically Underutilized Businesses and indirectly through subcontract opportunities.

In accordance with the State of Texas HUB rules, 34 TAC 20.10-20.28, the THC encourages the use of HUBs by implementing policies focusing on vendor outreach, education, and recruitment. The agency also works aggressively in staff education, training, and methods of communication and distribution of HUB-related information. In our efforts to build a strong HUB program, the THC strives to ensure a good faith effort to utilize HUBs in all procurement opportunities.

The agency's Staff Services Division, Purchasing, and Contracting Section, is responsible for coordinating business opportunities for the HUBs. The THC's HUB Coordinator and Assistant HUB Coordinator are responsible for coordinating all functions and activities related to the implementation of rules and regulations governing the HUB program, as well as reporting HUB activities to THC management, the Texas Comptroller of Public Accounts, and the Legislative Budget Board.

### THC Goals

In procuring goods and services through contracts, the THC makes a good faith effort to meet or exceed statewide goals for HUB participation for the contracts that the department expects to award in any appropriation year. The THC's HUB goals for the procurement categories are:

- 3.8 percent for heavy construction other than building contracts
- 1.2 percent for all building construction, including general contractors and operative builders' contracts
- 14.5 percent for all special trade construction contracts
- 36.5 percent for all professional services contracts
- 18.0 percent for all other services, contracts
- 22.2 percent for commodities contracts.

### HUB Program

The THC will achieve the HUB goals through the following program activities:

- Host or co-host annual economic opportunity forums.
- Attend pre-bid conferences to provide subcontracting instructions and assistance to potential contractors.
- Attend economic opportunity forums and HUB-oriented trade fairs with bid opportunities.
- Identify and participate in activities that encourage the inclusion of minority and women-owned businesses, such as the HUB Discussion Workgroups.
- Encourage agency staff personnel responsible for procurements of goods and services to maximize use of HUBs.
- Educate agency staff on HUB statutes and rules through meetings and training.
- Facilitate meetings with vendors and procurement staff to provide vendors with a better understanding on how to do business with the state.
- Increase awareness of procurement opportunities through the THC website.
- Promote the Electronic State Business Daily, local commerce events, and statewide forums.
- Develop prime contractor and HUB sub-contractor relationships through the THC's Mentor Protégé Program.

## D. Agency Workforce Plan and Survey of Employee Engagement

### Current Workforce Profile

As of FY 2017, the THC has 217.7 authorized full-time employees, according to the General Appropriations Act. The current workforce is comprised of 45 percent males and 55 percent females. More than half of the THC staff is over the age of 40. More than 20.1 percent of the workforce is eligible to retire within the next five years.

Length of Service	20–29 Years of Age	30–39 Years of Age	40–49 Years of Age	50–59 Years of Age	60–69 Years of Age	More than 70 Years of Age	Total (Headcount)
Less than 5	20.00	15.25	20.5	14.00	9.50	3.75	83.00
5 to 9.99 years	5.00	11.75	15.25	15.00	5	1.75	53.75
10 to 14.99 years	0	13.25	11.75	6	2	.25	33.25
15 to 19.99 years	0	1.25	11	6	.25	.75	19.25
20 to 24.99 years	0	0	3	7	3.5	0	13.5
25 years plus	0	0	1	8	9	1	19
<b>Total (Headcount)</b>	25	41.5	62.5	56	29.25	7.5	221.75

The largest age group percentage of employees in the agency is 40-49. This group comprises 28.2 percent of staff:

Age Group	Headcount	Percentage of FTEs
Under 30 years	25.00	11.3 percent
30–39 years	41.5	18.7 percent
40–49 years	62.5	28.2 percent
50–59 years	56	25.2 percent
60–69 years	29.25	13.2 percent
70 and over	7.5	3.4 percent
<b>Total</b>	221.75	100 percent

The agency follows fair hiring practices and seeks to recruit minorities at all levels. Although progress has been made, particularly in offering opportunities for women, the agency still has progress to make in the hiring of African Americans, Hispanic Americans, and people with disabilities. The agency has implemented an internship and diversity plan focused on recruiting, retaining, and developing a diverse workforce that reflects the state's population.

Percentage of Minorities in Agency's Total Work Force (as reported thru August 31, 2017)			
	Total Positions	Number Minority	Percent Minority
Officials/Administrators	11	2	18 percent
Administrative Support	42	12	29 percent
Service/Maintenance	31	9	29 percent
Professionals	145	19	13 percent
Para-Professional	0	0	0
Protective Services	0	0	0
Skilled Craft	0	0	0
Technicians	0	0	0
<b>Total (Headcount)</b>	229	42	18 percent

## **Employee Turnover and Recruitment of Qualified Employees**

The THC enjoys a favorable reputation as a place for employees to work, as reflected in our most recent Survey of Employee Engagement results. However, the THC faces the continuing challenge of offering competitive compensation to recruit and retain qualified employees in our archeological, architecture, historic preservation, and other specialized positions. Although employee turnover for the THC compares favorably with many state agencies, the THC faces the same challenge with an aging workforce as do many other organizations. It is taking longer periods of time to identify, recruit, and hire qualified candidates for some of our professional positions due to our relatively lower compensation structure in comparison to the private sector.

## **Aging Workforce and Succession Planning**

The THC has made it a priority to develop staff members to take over leadership roles to assure continuity of programs, a high level of knowledge, and service to the public. The skill and experience level of the current workforce will increase in the next five years, and will be developed through training current staff and the recruitment of additional skilled staff. The agency will develop strategies to manage the attrition rate to ensure that our goals and objectives are reached through staff transitions.

## **Workforce Skills**

Agency staff must currently have the ability to:

- Conduct research
- Apply relevant federal and state rules, regulations, and statutes
- Draft clear and concise reports and correspondence
- Communicate effectively
- Coordinate projects for timely completion
- Establish and meet goals and objectives
- Evaluate architecture plans and designs
- Develop interior design plans
- Develop preservation plans
- Perform archeological digs, analysis, research, conservation, and reports
- Administer state historic sites
- Speak in public
- Perform Section 106 site reviews for historical significance
- Coordinate local entities with regard to preservation
- Provide guidance to heritage tourism trail regions
- Develop brochures, newsletters, and electronic media
- Maintain the Atlas database of historic sites
- Develop Legislative Appropriation Requests, financial reports, and operating budget documents
- Follow state purchasing guidelines

Agency staff must have knowledge of:

- Texas history
- Historic architecture
- Preservation techniques
- Archeology practices
- Economic development principles and tools
- Historic site maintenance and operations
- Interior design
- Heritage tourism, travel trends and behaviors, and trail region development
- Zoning, preservation ordinances, and incentives
- Graphic design and production
- Communications and public relations
- Web and mobile development and maintenance
- State and federal environmental review processes and standards
- Agency budget, state accounting, purchasing, and financial reporting
- Human resource procedures and applications

## **Future Workforce Profile**

The demands for THC services come from legislative mandates at the state and federal levels, requests from private industry, as well as the general public. Workforce needs change as the economy grows or declines, demographics change, and public demand changes.

A primary concern for the agency is our ability to adapt to rapidly changing demographics in Texas. The history of Texas has many layers, and represents all the cultures that live in the state—in the past, present, and future. Preservation happens most effectively at the local level; currently the agency appeals to older Anglos who are active in preservation in their communities. In order for the THC to engage and appeal to Hispanics, African Americans, and youth, the agency's workforce demographics must reflect these populations.

A second challenge is the continuing evolution of communications technology and the demand for online services and information from the public. The agency must continue to leverage its limited information technology (IT) resources and staff and to ensure effective support to agency staff and customers. The THC must continue to explore strategies to expand our productive capacity through prudent and strategic use of contracted technology services and internal systems improvements. In addition, we must ensure existing staff are well trained and remain current in technology best practices and solutions.

## **Expected Workforce Changes**

The THC continues to attempt to attract knowledgeable and experienced staff that reflects the diversity of Texas' population. The THC expects an employee to reach knowledge maturity no later than their 5th year of service. Due to this learning curve for many of the THC's specialized positions, it is critical to retain these highly skilled staff through a prudent but competitive employee development and performance-based compensation structure.

## **Anticipated Increase/Decrease in Number of Employees Needed**

As the population of Texas continues to grow, it is anticipated that the THC will see an increase in the agency's workload, which will in turn increase the number of employees needed to accomplish the work. There continues to be a great need and demand from the public for expanded programs such as historic resources surveys, services to preservation groups and museums, training of preservation volunteers in local communities, historic site interpretation, expanded research into underrepresented history and sites, and the preservation of historic cemeteries.

Job responsibilities and workloads change as a result of technological advancements, industry changes, and economic, social, and political conditions. This is true for the agency's funding sources as well. As stated before, there is a direct correlation between the growth in population of the state and an increase in workload for the THC. The agency continues to embrace technological advances so THC employees can be more effective and efficient in performing their job functions.

Currently, workers have the necessary skills to meet the goals and objectives of the agency. THC management will continue to analyze processes to determine the most cost-effective ways to accomplish the work at hand and meet the needs of customers.

## **Future Workforce Skills Needed**

The agency is staffed with individuals well-qualified for their jobs. The THC will continue to focus on hiring multi-talented professionals, with expertise and experience in historic preservation, architecture, archeology, history, historic site management, heritage tourism development, economic development, museum services, computer science, accounting, purchasing, human resources, project design, communications, public relations, and graphic design.

## **Anticipated Surplus or Shortage of Workers or Skills**

The THC continues to encounter challenges in recruiting professional staff in certain program areas. The agency will continue to explore strategies that will enable the hiring of skilled staff as quickly as possible for programs that are critical to the goals of the agency. At present, the THC has a highly skilled workforce, but it is anticipated that the agency will lose skilled workers over the next five years through retirement and individuals migrating to the private sector.

The agency's personnel are divided among occupational groups, primarily along strategic lines. Changes in THC responsibilities and external reporting requirements may alter the agency's needs over time. Since many of the staff members have a great deal of experience and longevity with the agency, employees may share multiple responsibilities to fill identifiable skill gaps that arise. In summary:

- Current employees have critical skills that must be developed or continuously updated.
- Key positions must be targeted for succession planning.
- Information technology and computer skills must continue to be developed further to enhance agency processes and procedures.
- Desired or targeted skill sets must continue to be developed internally and/or met through staff augmentation.

### **Succession Planning**

The agency strives to maintain a high-quality, well-educated, diverse workforce with the skills vital to accomplishing its mission and goals. The agency performs ongoing analysis of workforce skills needed to reach our goals and objectives. Every attempt will be made to train replacement staff in critical agency tasks before staff members leave the agency. For positions with staff that are eligible to retire in the near future, the agency identifies employees who can be developed for those positions to increase continuity of knowledge.

### **Goals to Address Workforce Competency**

- Agency processes will be evaluated on an annual basis and changes made when deemed necessary.
- Retention programs will include staff development through ongoing training, and staff performance awards and recognition at agency-wide meetings.
- Recruitment plans will include: the targeted posting of jobs through professional networks, professional associations, on the agency's website, and the Work-in-Texas site; contacting outlets that reach underrepresented EEO populations; participating in job fairs; and offering internships through our very successful Preservation Scholars internship program.
- Career development programs will include training for job skills, promotions from within, and cross-training skills.
- The agency will develop leaders within the organization by encouraging staff to attend leadership training, such as the governor's Management Development Programs.

## 2017 Survey of Employee Engagement

Since 1994, the THC has participated in the biennial Survey of Employee Engagement (SEE) conducted by the School of Social Work at The University of Texas at Austin (UT). The data provides information not only about employees' perceptions of the effectiveness of their own organization, but also about employees' satisfaction with their employer. The survey is a catalyst to promote excellence through participation and accountability.

During November to mid-December 2017, the staff of the THC completed the SEE and the results were released to the agency in January 2018. The survey consisted of 48 questions posed to employees that measure 12 different areas or categories called constructs, plus a climate category. These constructs are used to assess overall how the agency functions. Each construct category is rated on a 5-point scale of 1–5, from Strongly Disagree to Strongly Agree. There is an overall agency score, and each construct receives a score. A score above 350 is the desirable target. A score below 300 indicates a cause for concern.

### FY 2017 Survey Analysis

Overall, the 2017 THC survey results were **very favorable**:

- The total overall agency score was **390**, an improvement from 2015's score of 386. According to UT, scores for state agencies typically range from 325 to 375. So, THC's trend is very positive.
- The employee response rate of 81.5 percent was slightly down from 2015. A desirable target is > 50 percent so our response rate was considered very high compared to other agencies.
- Out of 12 constructs, **nine constructs scored over 375**, which indicate areas of substantial strength.
- Categories deserving special mention are:
  - Strategic, with a score of 411.
  - Job Satisfaction, with a score of 403.
  - Employee Engagement, with a score of 408.
  - Supervision and Workplace, with a score of 404 and 405, respectively.
- Lowest scoring categories include:
  - Pay, with a score of 279, still a 4.5 percent improvement from 2015, and a 20 percent improvement over 2013's score of 232.
  - Information Systems, with a score of 370, a 3 percent improvement from 2015.
  - Internal Communications, with a score of 373, no change from 2015.

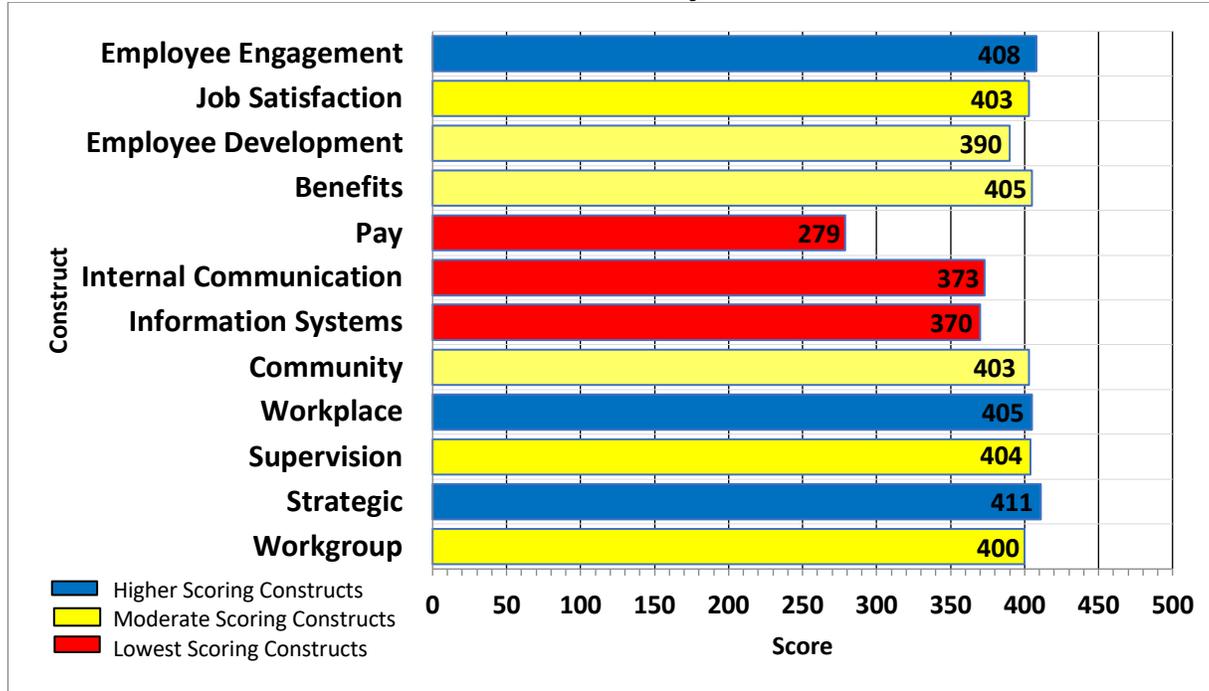
General Respondent Information		
	FY 2017	FY 2015
Total Respondents	159	165
Response Rate	81.5 percent	85 percent
Males	56	61
Females	73	94
African-Americans	Less than 5	Less than 5
Hispanic-American	15	16
Anglo	118	124
Other	Less than 5	Less than 5
16–29 years of age	8	15
30–39 years of age	33	33
40–49 years of age	41	41
50–59 years of age	36	37
60+	24	22
Bachelor's Degree	37	44
Graduate Degree	74	75
Supervisors	42	42
Non-supervisors	101	109

For additional comparison purposes, two of the three lowest scoring areas (Information Systems and Internal Communications) exceeded the desirable goal of 350, and **all three** of the lowest scoring areas exceeded the average benchmark scores for similar-sized agencies. UT recommends that an agency focus its efforts on improvement of its three lowest scoring areas.

## Survey Constructs

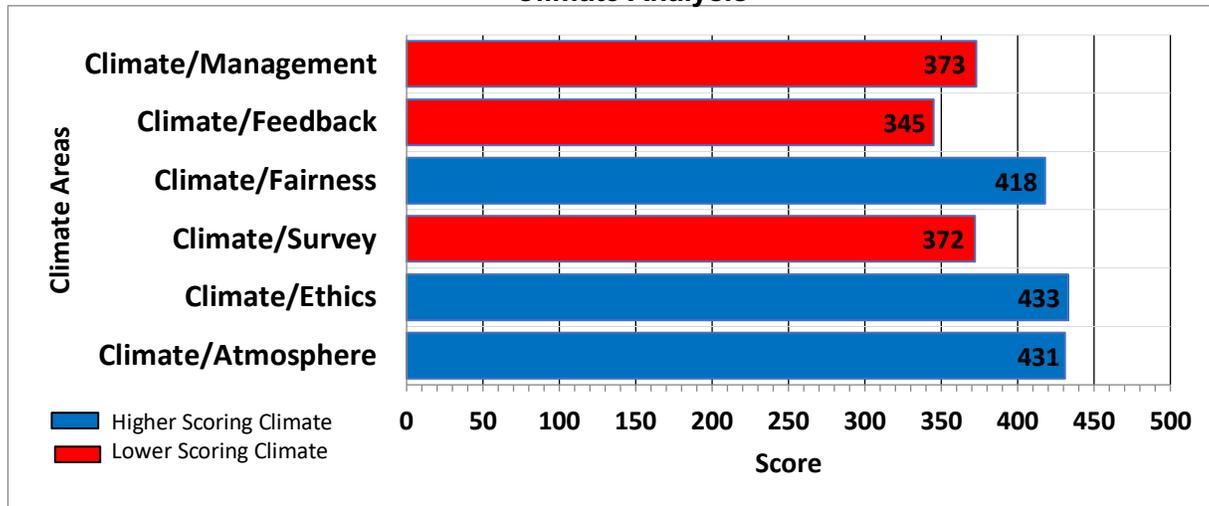
The SEE has 12 constructs, which capture the concepts most utilized by leadership and those which drive organizational performance and engagement. These constructs are: Employee Engagement, Job Satisfaction, Employee Development, Benefits, Pay, Internal Communication, Information Systems, Community, Workplace, Supervision, Strategic, and Workgroup. These constructs are designed to broadly profile organizational strengths and weaknesses.

### Construct Analysis



The SEE also measures Climate Areas, which to a large extent determine the efficiency and effectiveness of an organization. Three of the six Climate Areas scored above 375, indicating areas of substantial strength for the agency. Scores of 350 or above suggest that employees perceive the issue more positively than negatively.

### Climate Analysis



## **Action Plan for Excellence**

In response to the survey results, the executive director and deputy executive director met with each division director to discuss their divisional scores and develop recommendations for addressing the survey results. In collaboration with agency management and with input from THC commissioners, an action plan was developed with a specific focus to improve our three lower scoring areas of the SEE. Objectives and impacts of this action plan are multifold:

1. To continue to re-enforce recognition of the good work of staff through monetary and non-monetary recognition, awards, and support;
2. To continue to reinforce an environment where internal communications and feedback is welcomed, valued, and utilized; and,
3. To continue to improve the information systems infrastructure, data accessibility, and productivity tools for staff.

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## **E. Report on Customer Service**

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# REPORT ON CUSTOMER SERVICE SURVEY

SPRING 2018

BY

THE TEXAS HISTORICAL COMMISSION



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## I. Overview

The Texas Historical Commission (THC) is the state agency for historic preservation. THC staff consults with citizens and organizations to preserve Texas' architectural, archeological, and cultural landmarks. The agency is recognized nationally for its preservation programs.

The THC is composed of 15 citizen members appointed by the governor to staggered six-year terms. As of September 1, 2017, the agency had 224.2 authorized full-time employees who work in various fields including archeology, architecture, history, economic development, heritage tourism, public and historic site administration.

Since 1953—when it was established as the Texas State Historical Survey Committee—the agency now known as the THC has served as the Lone Star State's leader in the preservation of Texas history. The THC administers more than two dozen programs that protect the precious places Texans value—colonial missions, courthouses, battlefields, and more. Through our stewardship of Texas' state historic sites, National Register properties, irreplaceable archeological sites, and historic county courthouses, the THC has become one of the most respected state preservation offices in the nation. We have also become a powerful engine of economic development for Texas communities.

The mission of the THC is to protect and preserve the state's historic and prehistoric resources for the education, enjoyment, and economic benefit of present and future generations.

### **The Texas Historical Commission's Customer Service Goals**

The THC has always committed itself to serving the needs of the public, particularly those involved in historic preservation. The agency recognizes that the public is our customer base, just as any private sector business has customers. It is our intention to provide the best possible service to them, and our goal is to be recognized for the pursuit of excellence in the area of customer service.

In April 2018, the THC contracted with the Institute for Organizational Excellence at the University of Texas at Austin to administer an electronic survey of the customers of the agency. One goal of this survey was to assess customer satisfaction with the THC in compliance with the Customer Service Standards Act of 1999, Senate Bill 1563. Another goal was to provide agency leadership with primary research information on how well the THC responds to the expressed needs of those who call upon the agency for assistance. This will allow the agency leadership and staff to make any changes necessary to be more responsive to the customers of the agency and better stewards of the state's resources.

### **Inventory of External Customers Surveyed**

The total number surveyed was 2,136 and included these priority populations:

- County Historical Commission Members
- Archeological Stewards
- Certified Local Government Coordinators
- Texas Heritage Trail Region Constituents
- Texas Main Street Managers
- Members of Historic Sites Friend's Organizations

The THC provides technical assistance to all these groups along with onsite consultations, in many cases regarding historical markers, historic zoning ordinances, heritage tourism, downtown revitalization, planning, and architectural and archeological site identification and protection.

### **Information-Gathering Methodology**

The design process incorporated three objectives. First, the survey created substantive customer service survey data for strategic planning and organizational initiatives. Second, the design accurately portrayed and represented the perceptions of customers through the use of standard and tested surveying techniques. Lastly, implementing the survey established an open forum in which both the residents of Texas and the direct recipients of services could evaluate interactions, recognize outstanding service, and/or offer insights into how service was delivered and where service needed to improve.

Seven survey areas were specifically listed in the Legislative Budget Board’s strategic planning instructions derived from the Customer Service Standards Act. The THC chose to use these seven survey areas—facilities, staff, communications, internet sites, complaint-handling processes, service timeliness, and printed information. For each dimension, the survey participants were asked to respond to various items concerning perceptions of customer service.

The customer perceptions were measured on a Likert-type scale with six possible responses (strongly disagree, disagree, neutral, agree, strongly agree, and not applicable). Point values ranging from 5, for strongly agree, to 1, for strongly disagree, were assigned upon processing the data. The higher the response the more strongly respondents agreed with the statement. All items were positively worded so higher values represent higher levels of agreement or may be viewed as more positive perceptions of customer service.

### **Survey Instrument Type, Rate of Response, and Respondent Demographics**

A survey invitation was sent out on April 2, 2018 to 2,136 subscribers on the THC email listservs. The invitation provided information about the survey and assured the respondent that their comments would be confidential and anonymous. The survey was closed on April 20, 2018.

The survey served as a general customer service diagnostic that assessed customer perceptions in broad topical areas. While many inferences can be made from the survey data, low scoring areas may require additional assessment to determine underlying causes. Conversely, further examination of high scoring dimensions may produce examples of an organization’s “best practices” that can be shared among other parts of the agency. Also, the general nature of the survey enables the agency to use the instrument in different settings; therefore, the survey results allow for comparison of dimensions across the organization. In addition, instruments such as these (voluntary questionnaires of customers) are succinct so each respondent can complete the survey in only a few minutes. Typically, long questionnaires discourage participation due to the specificity of items and considerable length of time to complete the survey. Experience indicates that response rates for concise surveys achieve an acceptable returned percentage of greater than 10 percent. This survey resulted in a response rate of 20 percent, compared to an 18 percent response rate in 2016.

The table below provides the response rate for the past five surveys conducted.

	Spring 2018	Spring 2016	Spring 2014	Spring 2012	Spring 2010	Spring 2008
<b>Total Distributed</b>	2,136	2,280	2,500	2,000	2,000	1,192
<b>Total Completed</b>	435	407	355	441	355	252
<b>Response Rate</b>	20 percent	18 percent	14 percent	22 percent	17 percent	21 percent

The table below provides the respondent demographics for the 2018 survey.

<b>Respondent Demographics</b>	<b>Response Number</b>	<b>Response Percent</b>
<b>I am a:</b>		
Female	242	56.67 percent
Male	185	43.33 percent
(skipped this question)	8	
<b>My race/ethnicity is:</b>		
African-American/Black	7	1.69 percent
Hispanic/Latino/a	15	3.62 percent
Anglo-American/White	378	91.30 percent
Asian-American/Native American	4	.97 percent
Multiracial/Other	10	2.42 percent
(skipped this question)	21	
<b>My age (in years) is:</b>		
Under 18	0	0 percent
18-30	6	1.41 percent
31-45	34	7.98 percent
46-59	55	12.91 percent
60 or older	331	77.70 percent
(skipped this question)	9	
<b>Select the customer type that best describes you:</b>		
Archeological Stewards	41	9.74 percent
County Historical Commissions	206	48.93 percent
Certified Local Governments	46	10.93 percent
Heritage Tourism	38	9.03 percent
Texas Main Street Managers	33	7.84 percent
Other	57	13.54 percent
(skipped this question)	14	

A sampling of other customer types included historic site volunteer, librarian in a public library, cemetery preservation, historian/author, THC marker and National Register nominator, interested citizen, museum professional, archeologist, economic development department, and restoration specialist.

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## II. Analysis

Survey responses were compiled and analyzed. For the demographic items, frequency counts and percentage of respondents were tabulated. Furthermore, for each category code such as industry and program, an average score for this item was calculated: “Overall, I am satisfied with my experience.” This item is a general statement about the agency’s customer service performance. Providing these scores for each category permits direct comparisons across the various response options. For the scaled items (the non-demographic items listed at the bottom of the survey), average scores, number of respondents, standard deviations, and frequency counts of response choices were calculated. The statistical calculation of standard deviation measures variability of responses. The smaller the standard deviation, the closer together the distribution of the respondents’ score are. The greater the standard deviation, the more scores are spread among the responses. Once item averages were calculated, dimensional averages were computed by taking an average of all the mean item responses, which comprised the different dimensions.

Additional analysis of the survey instrument was conducted. Confidence intervals (set at 95 percent, the most commonly reported level) were calculated for all scaled items. The level creates an interval (a range around the average item score). This means that the agency can be 95 percent confident that the interval contained the average scores for the selected customer sample. Reliability (a consistency measure of the survey instrument) was calculated and had an internal consistency coefficient exceeding the generally accepted value. Sample sizes and anticipated rates of response allowed for a plus/minus 5 percent error rate at the 95 percent confidence level. Subject research, face validity, and factor analysis were used to assure general validity. In other terms, the survey measured what it intended to measure.

### Item Score Summary

The items were scored on a five-point scale with 5 being “Strongly Agree” and 1 being “Strongly Disagree.” The agency had a positive overall satisfaction rating of 89.60 percent, compared to 86.67 percent in 2016. Of the remaining respondents, 6.38 percent were neutral, and 2.36 percent of the population surveyed responded disagree or strongly disagree. (1.65 percent replied not applicable/do not know). In summary, if the “Not Applicable” responses are excluded, the percentage of respondents stating that overall they were satisfied with their experience with the agency increases to 91.25 percent.

On a scale of 1 to 5, the agency achieved a score of 4 or over in all areas surveyed. The highest score of 4.50 related to staff members being knowledgeable and helpful. Even the lowest scoring area relating to ease and use of the website was 4.03, a very positive score level. The scores are as follows in descending order:

Item		Avg.
1.	If I interacted with staff, the staff members were knowledgeable and helpful.	4.50
2.	If I received printed information, it was clear and understandable.	4.40
3.	If I visited the facility, it was clean, orderly and accessible.	4.46
4.	I received the information I needed to obtain services.	4.37
5.	Overall, I am satisfied with my experience.	4.40
6.	My telephone call, letter or email inquiry was responded to in a reasonable amount of time.	4.26
7.	The website contained clear and accurate information on events, services and contact information.	4.12
8.	If I complained, I believe it would be addressed in a reasonable manner.	4.14
9.	The website was easy to use and well organized.	4.03

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### **III. Customer Service Performance Measures**

#### **Outcome Measures**

Percentage of Surveyed Customer Respondents Expressing Overall Satisfaction with Services Received: 89.60 percent

#### **Output Measures**

Number of Customers Surveyed: 2,136

#### **Efficiency Measures**

Cost Per Customer Surveyed: \$0.46

#### **Explanatory Measures**

Number of Customers Identified: 2,136

Number of Customer Groups Inventoried: 6

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## IV. Survey Items

For the following section, customers are asked to indicate how strongly they agree or disagree that the statement describes their experience. Possible responses and related point value for the response are listed below:

The survey consists of nine items scored as follows:

- (1) Strongly Disagree
- (2) Disagree
- (3) Neutral
- (4) Agree
- (5) Strongly Agree
- (Not scored) Not Applicable/Don't Know

Any survey item with an average (mean) score above the neutral midpoint of "3.0" suggests that customers perceive the issue more positively than negatively. Scores of "4.0" or higher indicate areas of substantial strength for the organization. Conversely, scores below "3.0" are viewed more negatively by customers and should be a significant source of concern for the organization and receive immediate attention.

### **Number of Respondents**

Number of Respondents is the number of valid responses. This includes those responding, "Not Applicable."

### **Current Score**

Current Score is calculated by taking the numerical average of the responses for that item. "Not Applicable" responses are not used in this calculation.

### **Frequency Distribution**

Frequency Distribution is provided by presenting both the frequency and corresponding percentage for each possible response. This is provided in a numerical table.

### **Over Time Comparison Data**

Over Time Comparison Data is available to see how responses have changed over time and how different the average score is from the benchmark. The over time data is presented in numerical format.

**1. If I interacted with staff, the staff members were knowledgeable and helpful.**

Number of Respondents: 426

Current Score: 4.50

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	233	54.69 percent
Agree	139	32.63 percent
Neutral	14	3.29 percent
Disagree	7	1.64 percent
Strongly Disagree	2	.47 percent
Not Applicable/Don't Know	31	7.28 percent

**Over Time Comparison**

Current: 4.50

Spring 2016: 4.44

Spring 2014: 4.44

Spring 2012: 4.50

Spring 2010: 4.39

**2. If I visited the facility, it was clean, orderly, and accessible.**

Number of Respondents: 390

Current Score: 4.46

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	111	28.46 percent
Agree	71	18.21 percent
Neutral	11	2.82 percent
Disagree	2	.51 percent
Strongly Disagree	2	.51 percent
Not Applicable/Don't Know	193	49.49 percent

**Over Time Comparison**

Current: 4.46

Spring 2016: 4.32

Spring 2014: 4.34

Spring 2012: 4.43

Spring 2010: 4.00

### 3. The website was easy to use and well organized.

Number of Respondents: 421

Current Score: 4.03

Response	Frequency	Percentage
Strongly Agree	116	27.55 percent
Agree	202	47.98 percent
Neutral	53	12.59 percent
Disagree	18	4.28 percent
Strongly Disagree	5	1.19 percent
Not Applicable/Don't Know	27	6.41 percent

#### Over Time Comparison

Current: 4.03

Spring 2016: 4.00

Spring 2014: 4.01

Spring 2012: 4.04

Spring 2010: 3.94

### 4. The website contained clear and accurate information on events, services, and contact information.

Number of Respondents: 420

Current Score: 4.12

Response	Frequency	Percentage
Strongly Agree	124	29.52 percent
Agree	207	49.29 percent
Neutral	48	11.43 percent
Disagree	9	2.14 percent
Strongly Disagree	4	.95 percent
Not Applicable/Don't Know	28	6.67 percent

#### Over Time Comparison

Current: 4.12

Spring 2016: 4.07

Spring 2014: 4.08

Spring 2012: 4.09

Spring 2010: 3.93

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

Number of Respondents: 409

Current Score: 4.14

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	127	31.05 percent
Agree	124	30.32 percent
Neutral	39	9.54 percent
Disagree	13	3.18 percent
Strongly Disagree	6	1.47 percent
Not Applicable/Don't Know	100	24.45 percent

**Over Time Comparison**

Current: 4.14

Spring 2016: 4.05

Spring 2014: 4.04

Spring 2012: 3.91

Spring 2010: 3.67

**6. My telephone call, letter, or email inquiry was responded to in a reasonable amount of time.**

Number of Respondents: 413

Current Score: 4.26

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	149	36.08 percent
Agree	151	36.56 percent
Neutral	24	5.81 percent
Disagree	13	3.15 percent
Strongly Disagree	4	.97 percent
Not Applicable/Don't Know	72	17.43 percent

**Over Time Comparison**

Current: 4.26

Spring 2016: 4.18

Spring 2014: 4.15

Spring 2012: 4.39

Spring 2010: 4.13

**7. If I received printed information, it was clear and understandable.**

Number of Respondents: 417

Current Score: 4.40

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	184	44.12 percent
Agree	168	40.29 percent
Neutral	24	5.76 percent
Disagree	4	.96 percent
Strongly Disagree	0	.00 percent
Not Applicable/ Don't Know	37	8.87 percent

**Over Time Comparison**

Current: 4.40

Spring 2016: 4.33

Spring 2014: 4.29

Spring 2012: 4.34

Spring 2010: 4.13

**8. I received the information I needed to obtain services.**

Number of Respondents: 411

Current Score: 4.37

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	172	41.85 percent
Agree	169	41.12 percent
Neutral	18	4.38 percent
Disagree	8	1.95 percent
Strongly Disagree	1	.24 percent
Not Applicable/Don't Know	43	10.46 percent

**Over Time Comparison**

Current: 4.37

Spring 2016: 4.25

Spring 2014: 4.19

Spring 2012: 4.34

Spring 2010: 4.18

## 9. Overall, I am satisfied with my experience.

Number of Respondents: 423

Current Score: 4.40

Response	Frequency	Percentage
Strongly Agree	217	51.30 percent
Agree	162	38.30 percent
Neutral	27	6.38 percent
Disagree	8	1.89 percent
Strongly Disagree	2	.47 percent
Not Applicable/ Don't Know	7	1.65 percent

### Over Time Comparison

Current: 4.40

Spring 2016: 4.23

Spring 2014: 4.22

Spring 2012: 4.38

Spring 2010: 4.17

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