

# TEXAS HISTORICAL COMMISSION STRATEGIC PLAN

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FISCAL YEARS 2015–2019



## Our Mission

To protect and preserve the state's historic  
and prehistoric resources for the use, education, enjoyment,  
and economic benefit of present and future generations.



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

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# AGENCY STRATEGIC PLAN

FISCAL YEARS 2015–2019

BY

THE TEXAS HISTORICAL COMMISSION

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Mr. August Watkins Harris, III <i>Vice-Chair</i>	07/18/12–02/01/15	Austin
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SUBMITTED JULY 7, 2014

Signed:

  
Executive Director

Approved:

  
Commission Chair



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# I. INTRODUCTION

In November of 2013, the Texas Historical Commission (THC) celebrated its 60th anniversary. Originally established as the Texas State Historical Survey Committee, THC has become one of the most respected state preservation offices in the nation. Recognized as a proven leader in economic development, THC administers more than two-dozen programs that protect the places Texans value and unites them in a spirit of “national” pride.

The THC functions as the state’s expert agency in preserving Texas history with a staff of highly educated archeologists, architects, and professional historians supported by Commissioners with a focus on core programs, customer service and statutory responsibilities.

These efforts have been challenging given the reductions in the agency’s appropriations over the last three legislative sessions. Few, if any, other state agencies experienced cuts in each of those sessions. As the state continues to experience record-breaking growth, and new programs such as the state’s historic preservation tax credit are added to our toolbox, we continue to operate with 30 fewer FTEs than we had in 2011. And one of the agency’s premier programs, the Texas Historic Courthouse Preservation Program has experienced reductions of 93 percent since 2007.

The THC’s Strategic Plan for 2015-2019 is a blueprint for how we now view ourselves, how we visualize the future, and how we hope to attain our goals operating in these lean times. We are as committed as ever to saving the real places that tell the real stories of our great state. When thoughtfully preserved and utilized, these places—whether they are a grand and ornate county courthouse, a working cattle ranch in West Texas, or a row of shotgun houses—yield dollars, jobs, and an unquantifiable social good for the people of Texas.

The benefits of preserving historic and cultural resources are far reaching. We preserve the physical legacies of past generations and cultures as important reminders of where we came from and how we became who we are today. We use historic and cultural assets as potent tools for not just maintaining, but revitalizing a community’s economy, identity, and quality of life. We educate people of all ages through these tangible places where history really happened, bringing the stories and values of Texas pride and tenacity to life. Above all, we recognize that preserving historic places brings people together and builds community in an effort to do something worthwhile and for a greater public good.

Implicit in Commission programs are construction and development functions generating more than \$4 billion in Texas economic activity and corresponding millions of dollars in state and local tax revenues. These include private-sector building-renovation projects assisted by public tax credit incentives; extensive Main Street, Courthouse, and historic sites restoration work; and preservation grant programs. While consistently benefiting our urban cores, these are also large construction projects in smaller communities and rural areas. Heritage tourism offers additional millions of dollars in economic benefits to communities of all sizes.

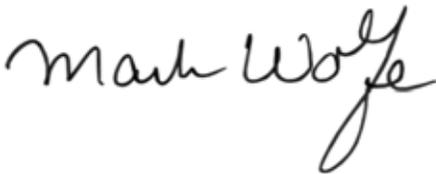
It is this perspective of preservation at the grass-roots level that the agency continuously bolsters. As an agency of 190 dedicated employees in a state of 268,601 square miles, it is imperative for the THC to empower people to understand and use tools for preserving place. It is through enabling others that the agency has a lasting role in creating economic opportunities for communities, promoting an appreciation for history, and educating people of every age.

This plan expresses our commitment to our core services, which have successfully facilitated the preservation of historic and cultural resources in the state for more than 60 years. With less staff and financial resources, we must continue to:

- Administer federal and state preservation statutes, which includes reviewing and mitigating impacts of development projects on historic and cultural resources
- Facilitate federal programs and responsibilities, including historic and cultural resource survey work, the National Register of Historic Places, and the Certified Local Government program
- Manage and promote 20 state historic sites
- Work to preserve a broad array of archeological sites
- Sustain a heritage tourism program that promotes visitation of the state's rich cultural legacy
- Work with cities to revitalize historic downtowns through the Texas Main Street Program
- Assist owners in receiving federal and state tax credits for rehabilitating historic commercial buildings
- Continue the comprehensive program for restoring and maintaining historic county courthouses
- Maintain more than 16,000 previously placed historical markers and install new markers
- Empower and train a statewide volunteer grass-roots network of county historical commissions, archeological stewards, heritage societies, and local history museums

This strategic plan, guided by the framework of the federally mandated Statewide Historic Preservation Plan (*Preservation Connection: Texas' Statewide Historic Preservation Plan*, which can be viewed at <http://www.thc.state.tx.us/preserve/projects-and-programs/texas-statewide-preservation-plan>), will be the primary tool we use to chart our course through 2019. The plan begins with the Statewide Vision, Mission for State Government, and Philosophy of Texas State Government from Strengthening our Prosperity prepared by the Governor's Office and the Legislative Budget Board. We include this information to show how the agency's goals are related to the overall purpose of state government to serve the people of this state.

Together, let's leverage our state's diverse historic and cultural resources to build a strong bridge between the past, present and future, and create lasting economic and social benefits for every Texan.

A handwritten signature in black ink that reads "Mark Wolfe". The signature is written in a cursive, flowing style with a long, sweeping tail on the letter "e".

Mark Wolfe  
Executive Director

## II. STATEWIDE ELEMENTS

### Statewide Vision

From “Strengthening our Prosperity: The Statewide Strategic Planning Elements for Texas State Government,”  
March 2014

Ensuring the economic competitiveness of our state by adhering to principles of fiscal discipline, setting clear budget priorities, living within our means, and limiting the growth of government;

Investing in critical water, energy, and transportation infrastructure needs to meet the demands of our rapidly growing state;

Ensuring excellence and accountability in public schools and institutions of higher education as we invest in the future of this state and ensure Texans are prepared to compete in the global marketplace;

Defending Texans by safeguarding our neighborhoods and protecting our international border; and

Increasing transparency and efficiency at all levels of government to guard against waste, fraud, and abuse, ensuring that Texas taxpayers keep more of their hard-earned money to keep our economy and our families strong.

### The Mission of Texas State Government

Texas state government must be limited, efficient, and completely accountable. It should foster opportunity and economic prosperity, focus on critical priorities, and support the creation of strong family environments for our children. The stewards of the public trust must be men and women who administer state government in a fair, just, and responsible manner. To honor the public trust, state officials must seek new and innovative ways to meet state government priorities in a fiscally responsible manner.

Aim high . . . we are not here to achieve inconsequential things!

### The Philosophy of Texas State Government

The task before all state public servants is to govern in a manner worthy of this great state. We are a great enterprise, and as an enterprise, we will promote the following core principles:

- First and foremost, Texas matters most. This is the overarching, guiding principle by which we will make decisions. Our state, and its future, is more important than party, politics, or individual recognition.
- Government should be limited in size and mission, but it must be highly effective in performing the tasks it undertakes.
- Decisions affecting individual Texans, in most instances, are best made by those individuals, their families, and the local government closest to their communities.
- Competition is the greatest incentive for achievement and excellence. It inspires ingenuity and requires individuals to set their sights high. Just as competition inspires excellence, a sense of personal responsibility drives individual citizens to do more for their future and the future of those they love.
- Public administration must be open and honest, pursuing the high road rather than the expedient course.
- We must be accountable to taxpayers for our actions.
- State government has a responsibility to safeguard taxpayer dollars by eliminating waste and abuse and providing efficient and honest government.
- Finally, state government should be humble, recognizing that all its power and authority is granted to it by the people of Texas, and those who make decisions, wielding the power of the state, should exercise their authority cautiously and fairly.

# Relevant Statewide Goals and Benchmarks

## 1. Education – Public Schools

### Priority Goal

To ensure that all students in the public education system acquire the knowledge and skills to be responsible and independent Texans by:

- Ensuring students graduate from high school and have the skills necessary to pursue any option including attending a university, a two-year institution, or other post-secondary training, serving in the military, or entering the workforce;
- Ensuring students learn English, math, science and social studies skills at the appropriate grade level through graduation; and
- Demonstrating exemplary performance in foundation subjects.

### Benchmarks

- Percentage of students who demonstrate college ready performance through taking the SAT, ACT or AP exams

## 2. Education – Higher Education

### Priority goal

To prepare individuals for a changing economy and workforce by:

- Providing an affordable, accessible, and quality system of higher education; and
- Furthering the development and application of knowledge through teaching, research, and commercialization.

### Benchmarks

- Percent of first-time, full-time freshmen who graduate within four years
- Percent of first-time, full-time freshmen who graduate within six years
- Percent of population age 24 and older with four-year college degree as highest level of education
- Number of baccalaureate graduates in science, technology, engineering, and mathematics

## 3. Economic Development

### Priority Goal

To provide an attractive economic climate for current and emerging industries and market Texas as a premier business expansion and tourist destination that fosters economic opportunity, job creation, and capital investment by:

- Promoting a favorable business climate and a fair system to fund necessary state services;
- Addressing transportation needs;
- Maintaining economic competitiveness as a key priority in setting State policy; and
- Developing a well-trained, educated, and productive workforce.

### Benchmarks

- Number of employees in targeted industry sectors
- Number of new small businesses created
- Number of new non-government, non-farm jobs created
- Per capita gross state product
- State and local taxes as a percent of personal income
- Texas unemployment rate
- Median household income

## 4. Natural Resources and Agriculture

### Priority Goal

To conserve and protect our state's natural resources (air, water, land, wildlife, and mineral resources) by:

- Providing leadership and policy guidance for state, federal, and local initiatives;
- To maintain Texas' status as a leader in agriculture; and
- Encouraging responsible, sustainable economic development.

### Benchmarks

- Percent of regulatory permits processed while ensuring adequate public input
- Percent of environmental violations tracked and reported
- Percent of land that is preserved and accessible through continuation of public and private natural and wildlife areas
- Percent of implemented new technologies that provide efficient, effective, and value-added solutions for a balanced Texas ecosystem
- Number of family farms
- Average time required in responding to natural disasters such as wildfires and hurricanes
- Number of jobs created or retained in rural communities through state investment

## 5. Regulatory

### Priority Goal

To ensure Texans are effectively and efficiently served by high-quality professionals and businesses by:

- Implementing clear standards;
- Ensuring compliance;
- Establishing market-based solutions; and
- Reducing the regulatory burden on people and business.

### Benchmarks

- Number of new business permits issued online
- Percentage increase in utilization of the state business portal

## 6. General Government

### Priority Goal

To provide citizens with greater access to government services while reducing service delivery costs and protecting the fiscal resources for current and future taxpayers by:

- Supporting effective, efficient, and accountable state government operations;
- Ensuring the state's bonds attain the highest possible bond rating; and
- Conservatively managing the state's debt.

### Benchmarks

- Total state taxes per capita
- Total state spending per capita
- Percent change in state spending, adjusted for population and inflation
- State and local taxes per capita
- Ratio of federal dollars received to federal tax dollars paid
- Number of state employees per 10,000 population
- Number of state services accessible by Internet
- Total savings realized in state spending by making reports/documents/processes available on the Internet and accepting information in electronic format

# III. AGENCY MISSION, PHILOSOPHY, AND VALUES

## Mission

The mission of the THC 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 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.

## 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 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.

## IV. EXTERNAL AND INTERNAL ASSESSMENT

### A. Overview of Agency Scope and Functions

The Texas Historical Commission 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. The THC works to save the real places that tell the real stories of Texas. 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.

#### 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.

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.

#### 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 20 state historic sites.

**Development Assistance:** Provide technical assistance to public, private, and nonprofit entities to encourage the process of preservation and revitalization of Main Street cities, promotion and development of heritage tourism, Certified Local Governments, and other local and regional heritage initiatives.

**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 the general public 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 \$2.8 billion in reinvestment in Texas downtowns and urban neighborhood commercial districts, supported more than 30,000 jobs, and established nearly 8,000 new businesses.
- Reinvestment in Main Street districts in Texas for FY 2013 totaled more than \$142 million, including \$94 million in private reinvestment dollars. More than 1,400 jobs were supported and the number of businesses created, expanded, or relocated totaled over 350.
- 2013 travel spending in Texas topped \$67 billion, supporting an estimated 599,000 jobs within the travel industry generating \$4.7 billion in state and local taxes.<sup>1</sup> Approximately 10 percent of these travelers were heritage tourists and generated \$6.7 billion in travel spending.
- The Texas Historic Courthouse Preservation Program has granted more than \$251 million to 90 counties for courthouse planning and restoration work since 1999, generating more than \$174 million in local matches from participating counties, over 9,600 jobs, over \$269 million in income, and over \$367 million in gross state product.
- In FY 2013, agency staff facilitated 15 federal rehabilitation tax credit projects, resulting in over \$259 million in private reinvestment.
- Since 1976, federal historic tax credit projects in Texas have generated more than \$1.27 billion in private-sector reinvestment. This translates into more than 29,000 jobs supported, \$814 million in income generated, and more than \$131 million in state and local taxes generated.
- In FY 2013, more than 345,000 people visited the THC's state historic sites. This number reflects a 20 percent increase compared to the prior fiscal year, and represents a 75 percent increase between 2009 and 2013.

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 million hours on activities in their local Texas Main Street cities.
- In the past 15 years, the heritage regions of the Texas Heritage Trails Program have raised more than \$1.6 million in regional cash contributions, \$2.5 million in in-kind contributions to fund their operations, and more than 58,000 hours have been contributed by volunteers.
- County Historical Commissions reported more than 3,800 appointees donating an excess of 397,000 hours in 2012 and 441,000 hours in 2013.
- Archeological stewards logged 36,030 volunteer hours in FY 2012–2013.
- Staff trained over 28,000 individuals in archeological preservation in FY 2012–2013, accounted for over 1,400 volunteer-directed archeology projects, and distributed more than 249,000 materials about archeology.

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<sup>1</sup>Figures released in 2014 by the Office of the Governor, Economic Development and Tourism.

The THC manages the public demand for its programs and services and continues to seek ways to improve its efficiency, especially during this time of reduced staff and budget. The agency has:

- Completed over 13,000 cultural resource reviews in FY 2013.
- Conducted 99 percent of federal and state archeology reviews in less than 30 days in FY 2013.
- Facilitated 20 nominations to the National Register of Historic Places in FY 2012 resulting in 252 properties being listed; facilitated 27 nominations in FY 2013 resulting in 235 properties being listed in the National Register of Historic Places.
- Designated 19 State Antiquities Landmarks across the state in FY 2012–2013.
- Designated 108 Historic Texas Cemeteries from 2012–2013.
- Worked with 72 Certified Local Governments.
- The agency’s website, [www.thc.state.tx.us](http://www.thc.state.tx.us), was redesigned in 2012 and re-launched January 2013. For the new website in 2013, almost 246,000 users initiated over 403,000 sessions and over 1.1 million page views.

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. As a result of budget cuts, beginning in FY 2012 the agency has suspended many of its grant programs, including the Texas Preservation Trust Fund (TPTF). The success of these grants 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 \$12 million through the Texas Capital Fund, resulting in more than \$25 million invested in local projects for Main Street cities.
- Communities and nonprofits have received more than \$652,000 in partnership grants over the past 15 years through the Texas Heritage Trails Program.
- Prior to the suspension in 2010, the THC funded \$336,950 in TPTF matching grants to communities, nonprofit organizations, and individuals working to preserve endangered historic structures and archeological sites in FY 2009.
- The agency allocates 10 percent of its annual federal appropriation for grants to Certified Local Governments. In FY 2014, over \$155,000 was granted to 10 communities through this program. In FY 2013, just over \$133,000 was awarded to 12 communities.

The THC also derives great benefit from funds raised by the Friends of the Texas Historical Commission. The 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. Since its inception in 1986, the Friends has raised more than \$8 million in restricted and unrestricted gifts.

### **Texas Historic Rehabilitation Tax Credit**

The agency faces a major opportunity—and challenge—in addressing the new historic rehabilitation tax credit enacted in 2013 as a section of H.B. 500. The law offers a credit against state franchise taxes owed of up to 25 percent of construction costs to the owner of an historic building wishing to rehabilitate the structure. Determination of eligible projects and expenses will be made by THC staff while applications for the transferable credit (from the owner to an entity with tax liability) are made to the State Comptroller.

When successfully combined with an existing federal credit—a credit against income taxes of 20 percent of eligible costs for a designated historic commercial building—the state credit may precipitate a significant number of new renovation projects. In 38 years, the federal tax credit has helped generate Texas rehabilitation projects averaging \$33.4 million per year. States with state credits, used in combination with the federal credit, have historically seen a higher level of activity.

The Texas historic rehabilitation tax credit is expected to produce increased applications for historic designation as well as increased numbers of eligibility reviews, both handled by the THC.

## Agency Timeline

The Texas State Legislature established the agency in 1953 as the Texas State Historical Survey Committee with the task to identify important historic sites across the state. The Texas Legislature changed the agency's name to Texas Historical Commission in 1973. Along with the name change came more protective powers, an expanded leadership role and broader educational responsibilities.

- 1876 Texas State Constitution authorizes the Texas Legislature to “make appropriations for preserving and perpetuating memorials of the history of Texas.”
- 1933–40 Organizers of the state’s centennial celebration cooperate with federal New Deal programs to restore historic buildings and erect markers around the state.
- 1953 The legislature creates the Texas State Historical Survey Committee to oversee state historical programs.
- 1956 County historical survey committees are created to carry out preservation work at the local level in Texas.
- 1962 The first marker of the Official Texas Historical Marker Program is placed at Camp Ford in Tyler.
- 1963 The legislature expands the mandate of the Survey Committee with legal authority to preserve and protect the heritage of Texas.
- 1965 The legislature creates state archeology program. Curtis Tunnell, later Executive Director of the Texas Historical Commission, serves as Texas’ first State Archeologist.
- 1966 The U.S. Congress passes the National Historic Preservation Act to ensure protection of the nation’s prehistoric and historic resources, and the governor assigns the Survey Committee to administer provisions of the act for Texas.
- 1969 The legislature passes the Antiquities Code of Texas to protect all cultural resources, historic and prehistoric, within the public domain of the state, and the Texas Antiquities Committee is established as the sister agency to the Survey Committee to administer this code.
- The Office of the State Archeologist is transferred to the Survey Committee to establish a statewide archeological program.
- The legislature grants the endangered 1856 Carrington-Covert House, 1883 Gethsemane Lutheran Church, and 1940 Luther Hall to the Survey Committee, and all three buildings are renovated to house agency offices.
- 1971 The legislature grants the Bonham home of Sam Rayburn to the Survey Committee to preserve and manage as a public museum.
- 1973 The legislature revises the agency’s enabling statute to give it additional protective powers, expand its leadership role and educational responsibilities, and officially changes its name to the Texas Historical Commission (THC).
- 1980 An amendment to the National Historic Preservation Act creates the Certified Local Government Program, administered by the THC for the State of Texas.
- 1981 The THC creates the Texas Main Street Program, affiliated with the National Trust for Historic Preservation, to assist communities with downtown revitalization.

- 1984 The Texas Archeological Stewardship Network, the nation's first volunteer avocational program, is established.
- 1986 The THC is instrumental in the state's celebration of Texas' Sesquicentennial.
- 1989 The legislature grants oversight authority for the Governor's Mansion to the THC.
- The legislature creates the Texas Preservation Trust Fund to enable the THC to accept donations and grants for the preservation of significant historic properties and sites.
- The THC initiates the Los Caminos del Rio Heritage Project, a bi-national heritage tourism and conservation program.
- 1994–95 The legislature awards \$2.5 million in Intermodal Surface Transportation Enhancement Act (ISTEA) funding to the THC for special agency projects such as the Texas Historic Sites Atlas, marker survey and repair, and Texas courthouse projects.
- 1995 THC archeologists discover the La Salle shipwreck off the Texas coast and a special appropriation of \$1.7 million is awarded to the agency to support costs of the shipwreck recovery. Private sector donations for the project will total an additional \$2.3 million.
- 1996 The discovery of eight iron cannon buried in a bank of Garcitas Creek in Victoria County confirms the location of La Salle's colony, Fort St. Louis.
- 1997 The 75th Legislature provides funding for the THC to implement a cemetery preservation program.
- 1998 The Texas Forts Trail Region is launched in San Angelo, the first of 10 regions in the new Texas Heritage Trails Program, a regional tourism initiative of the THC.
- 1999 The 76th Texas Legislature provides \$50 million to the THC for restoration of historic county courthouses.
- 2001 The Historic Texas Lands Plaque Program is initiated to recognize landowners who preserve archeological sites on their property.
- Shackelford County rededicates its courthouse as the first completed restoration in the Texas Historic Courthouse Preservation Program.
- 2002 The THC receives \$4.3 million from the Transportation Equity Act for the 21st Century (TEA–21) through the Texas Department of Transportation to continue the Texas Heritage Trails Program.
- 2004 First Lady Laura Bush announces the launch of the Preserve America Program and the city of Castroville was one of the first communities to be designated.
- A human skeleton from the *Belle*, La Salle's 17th-century ship, is buried in the Texas State Cemetery.
- 2005 President George W. Bush awards the Texas Heritage Trails Program the Preserve America Presidential Award.
- The 79th Legislature earmarks \$80 million of federal Transportation Enhancement Program funding for county courthouse preservation.
- The National Museum of the Pacific War is transferred to the THC from Texas Parks and Wildlife Department and an agreement to manage the site is developed with the Admiral Nimitz Foundation.

- 2007 The Texas Legislature transfers 18 state historic sites from Texas Parks and Wildlife Department to the THC and approves a \$34 million bond program to invest in improvements to the historic sites.
- 2008 The THC mobilizes services to Galveston and other Gulf communities impacted by Hurricane Ike.
- President George W. Bush awards the Texas Historic Courthouse Preservation Program the Preserve America Presidential Award.
- 2009 F. Lawrence Oaks, THC executive director since 1999, retires and is succeeded by Mark Wolfe.
- The Texas Legislature creates a State Historic Highways Program and a Bankhead Highway Program for the THC and Texas Department of Transportation to develop in partnership.
- Restoration and improvement projects begin at state historic sites managed by the THC.
- The Texas Legislature creates the Texas Holocaust and Genocide Commission and assigns it administratively to the THC.
- 2010 The THC receives a \$1 million appropriation of federal stimulus money to enable the restoration of the Presidio San Saba in Menard.
- The agency works with the State Preservation Board to reach a resolution on plans for the restoration and addition to the Governor's Mansion after extensive fire damage to the mansion.
- The THC launches the *Texas Hill Country Region* travel brochure, the final brochure in a series of 10 heritage trail regions, and revises *African Americans in Texas: A Lasting Legacy* as part of the THC's heritage tourism and education efforts.
- The Texas Archeological Stewardship Network (TASN) is named as an official Preserve America Steward. This prestigious designation recognizes programs that have demonstrated a successful use of volunteer time and commitment in order to help care for the country's cultural and natural heritage.
- 2011 The 82nd Texas Legislature reduces the budget of the THC by 50 percent, resulting in the loss of 47 staff positions.
- The Texas Preservation Trust Fund grants, small museum support grants, and heritage tourism partnership grants are suspended as a result of budget reductions.
- The THC publishes *Preservation Connection: Texas' Statewide Preservation Plan*, an interactive web-based plan that includes the vision, goals, and outcomes for historic preservation in Texas.
- The THC launches [www.texastimetravel.com](http://www.texastimetravel.com) as the traveler portal to the Texas Heritage Trails Program and the state's heritage sites.
- The THC's Cemetery Preservation Service, RIP (Record, Investigate, Protect) Guardian Program, is named as an official Preserve America Steward. This prestigious designation recognizes programs that have demonstrated a successful use of volunteer time and commitment in order to help care for the country's cultural and national heritage.

2012 The THC suspends the Annual Historic Preservation Conference.

The agency completes 44 capital projects at state historic sites, including restoration and maintenance of historic buildings, new or improved visitor centers and maintenance facilities, and interpretive exhibits.

The Tejano Monument on the Capitol Grounds is completed and unveiled.

2013 The THC reintroduces the Texas Treasure Business Award first established by the legislature in 2005. Over 120 of the state's independent businesses receive the award in this year to recognize more than 50 years of serving Texas citizens.

Texas Department of Transportation awards THC \$1 million of transportation enhancement funds towards the continuation of the Texas Heritage Trails and the Texas Historic Highways programs.

The THC launches its latest website, the fourth for the agency. It includes integration of social media and opportunities for user feedback and online donations to the Friends of the Texas Historical Commission.

The 83<sup>rd</sup> Texas Legislature adopts a new credit against the franchise tax for qualified historic rehabilitation projects and assigns oversight for technical review to the THC.

Texas Legislature adopts phased reduction in the number of THC Commissioners from 19 to 9 members.

2014 The THC and TxDOT execute a contract using federal transportation enhancement funds to develop a context for and survey historic resources along the Meridian Highway in Texas, to develop a plan for signage for the Historic Highways program, and to continue several elements of the agency's Heritage Tourism Program.

## **B. Organizational Aspects**

### **Workforce**

The THC is authorized for 190.2 full time employees, which includes 2 FTEs assigned to the Texas Holocaust and Genocide Commission. The agency follows fair hiring practices and seeks to recruit employees from underrepresented populations at all levels. Although progress has been made, particularly in offering opportunities for women, the agency continues its efforts to increase hiring of African-Americans, Hispanics, and people with disabilities. We have developed a plan for addressing internal diversity at the agency, in addition to adding strategies and measures to our strategic plan in order to measure progress made in reaching state EEO benchmarks.

Because federal regulations for historic preservation require that staff be qualified in the disciplines of archeology, architecture, history, architectural history, and planning in order to receive matching federal monies, a large percentage of the staff serve in these specialized disciplines.

### **Organizational Structure and Process**

The THC is currently governed by 13 members from around the state appointed by the governor to staggered, six-year terms. S.B. 283, enacted in 2013, specifies that the number of Commissioners will decrease to 11 effective February 1, 2015, and to 9 effective February 1, 2017. Commissioners meet quarterly to consider agency business and to direct and manage policy. An executive director is selected by the commission to oversee the administration of agency activities and programs. The Texas Government Code, Chapter 442, stipulates that the executive director also serves as the State Historic Preservation Officer to administer the National Historic Preservation Act of 1966, as amended. The executive director is the chief executive officer of the THC, assisted by three deputy directors, one who serves as Division Director over State Historic Sites, one who oversees preservation programs, and one who oversees administrative and support operations.

The divisions of the agency coincide with our main functions and include: Administration, Archeology, Architecture, Community Heritage Development, Historic Sites, History Programs, Public Information and Education, and Staff Services. Each division plans its work activities on an annual basis in concert with the strategic plan and is involved in creating a budget and operational plan to accomplish its goals. The division directors are evaluated annually on their ability to accomplish the goals set forth and on how they have furthered the mission of the THC.

All key management policies are maintained within the agency's personnel manual. The agency strives to develop and reinforce management best practices that are open, progressive, and that lead to agency efficiencies, employee growth and continuous improvement in agency performance.

### **Geographical Location of Agency**

The agency is headquartered in a cluster of five state-owned historic buildings located in the Capitol Complex in Austin (four are maintained by the agency; one is provided by the Texas Facilities Commission). Leased space on Tuscany Way in Austin houses the Historic Sites Division Curatorial Repository. In addition to its headquarters in Austin, the agency owns and administers the following state historic sites (SHS):

Acton SHS – Granbury	Levi Jordan SHS – Brazoria/West Columbia
Caddo Mounds SHS – Alto	Magoffin Home SHS – El Paso
Casa Navarro SHS – San Antonio	National Museum of the Pacific War
Confederate Reunion Grounds SHS – Mexia	SHS – Fredericksburg
Eisenhower Birthplace SHS – Denison	Sabine Pass Battleground SHS – Port Arthur
Fannin Battleground SHS – Fannin	Sam Bell Maxey House SHS – Paris
Fort Griffin SHS – Albany	Sam Rayburn House Museum – Bonham
Fort Lancaster SHS – Sheffield	San Felipe SHS – San Felipe
Fort McKavett SHS – Menard	Starr Family Home SHS – Marshall
Fulton Mansion SHS – Fulton	Varner-Hogg Plantation SHS –
Landmark Inn SHS – Castroville	West Columbia

Extensive in-state travel is a necessity for the majority of staff at the agency. In order to make accurate assessments and recommendations on historic sites and preservation projects, it is necessary to evaluate them on location. Due to our close partnership with the federal government, staff must also occasionally travel out of state to meet with and attend training at various locations, such as the National Park Service headquarters in Washington, D.C. Because the THC is a member of a network of State Historic Preservation Offices and is a national leader in the field, staff members must attend meetings, trainings, and conferences out of state.

## **Human Resources**

The agency's greatest strength is its staff. The THC has a highly educated workforce due to stringent federal and state requirements that staff be qualified in the disciplines of archeology, history, architectural history, architecture, and planning. Agency staff represents these academic disciplines as well as a diversity of work experience, a rich understanding of the prehistory and history of Texas, and knowledge of economic development, tourism planning, architectural design, construction, urban planning, archeological collections, conservation, museum curatorship, heritage education, and public administration. People work at the THC because of their passion and dedication to Texas' historic and cultural resources.

The agency lost a total of 47 positions during the 82nd Legislature Session. Although 17 positions were restored during the 83rd Legislative Session, the agency's staffing and human resources capacity remains significantly below FY 2010–2011 levels. The THC is challenged and continues to explore strategies to meet an ever-increasing demand for services, especially as the agency prepares for the full implementation of the state rehabilitation tax credit program, and due to the increased development and construction activity throughout the state as a result of a strong statewide economy and increasing population.

The agency turnover rate reached 23 percent during FY 2011, due in large part to a mandatory reduction in force. The agency reported a turnover rate of 10.5 percent in FY 2012 and 14.8 percent in FY 2013. The THC consistently faces challenges in offering competitive compensation for some of its professional positions, especially in architectural, archaeological, historic preservation and other technical disciplines.

The THC staff participated in the Survey of Employee Engagement (SEE) in November 2013. The agency set a goal to score at least 300 in all SEE categories, which it accomplished with the exception of the "Pay" category (232). The THC will continue to explore solutions to address agency pay concerns through the prudent implementation of performance-based compensation actions and the utilization of salary equity adjustments, subject to availability of budgeted funds. SEE categories deserving special mention are: "Climate/Atmosphere" with a score of 409, "Climate/Ethics" with a score of 402, and "Climate/Management" with a score of 400.

The agency will continue to solicit employee feedback, suggestions, and recommendations for improvement in the categories of "Pay," "Climate/Feedback" and "Information Systems," which had lower relative scores of 232, 356, and 363 respectively. Overall, THC's survey results were favorable with an aggregate score for the agency of 378 and a participation rate of 82 percent.

## **Assets and Capital Improvements**

The agency maintains five historic buildings in Austin's Capitol Complex. These buildings include: the Carrington-Covert House (1856), the Christianson-Leberman Studio (1871), the Gethsemane Lutheran Church (1880), the Sunday School Building/Luther Hall (c. 1940), and the Elrose Apartment Building (1948).

Modest capital improvement appropriations from 1993 to 1999 enabled the agency to renovate these buildings to create more office space, as well as modify buildings to comply with the Americans with Disabilities Act. No capital improvement appropriation for buildings was made to the THC in the past two legislative sessions. It is essential for the state agency for historic preservation to act as a role model for the public in the sensitive use and stewardship of historic buildings. Sufficient, well-planned rehabilitation and maintenance funding is necessary to ensure the agency responsibly and efficiently occupy these historic buildings. The agency's offices demonstrate the successful adaptive reuse of significant historic buildings, and most buildings are located in the Capitol Complex, which provides easy access for the public.

Additionally, the agency owns and operates twenty state historic sites. See Geographic Location of Agency for a complete list of properties. The agency has completed or is in the process of completing preservation, restoration or rehabilitation projects at many of these sites through a \$34 million bond program established by the 80th Legislature. In addition, infrastructure and visitor improvements are being undertaken. The capital needs of each site have been examined thoroughly and construction started in 2009. A total of 53 bond-funded capital projects were completed in Fiscal Years 2009 - 2013. Work continues in FY 2014 with 13 projects in construction and 9 projects in design.

The agency owns 56 vehicles, most of which are located at state historic sites. THC also owns six archeological sites as a result of property owner donations. Through ownership, THC is able to preserve these important sites; however, lack of appropriate staff prevents the agency from optimally monitoring and maintaining these properties.

The THC faces unique challenges in the area of information resources. On-going improvements due to evolving technologies are needed to reliably provide an effective network infrastructure for both our Austin based staff and our historic sites across the state. Improvements in internal systems and our computer network will provide needed tools and efficiencies to better support our financial management and human resources function.

The agency has embraced technology to streamline operations and improve service as funds have allowed. As the public demands quicker, more efficient service and access to information, the agency must continue to invest in technology and staff training to keep pace.

### **Historically Underutilized Businesses**

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 (HUBs) 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 HUBs. The THC's HUB Coordinator is 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, Texas Comptroller of Public Accounts, and the Legislative Budget Board.

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:

- 11.2% for heavy construction other than building contracts;
- 21.1% for all building construction, including general contractors and operative builders contracts;
- 32.7% for all special trade construction contracts;
- 23.6% for professional services contracts;
- 24.6% for all other services contracts; and
- 21% for commodities contracts.

## C. Fiscal Aspects

### Size of Budget

The total budget for FY 2014–15 for the THC is \$43,039,284 of which \$4.2 million is bond proceeds for the Texas Historic Courthouse Preservation Program. This budget includes: \$298,675 each year in General Revenue funding for the Texas Holocaust and Genocide Commission; \$250,000 each year in General Revenue funding for the Hispanic Heritage Center in San Antonio; \$1 million in General Revenue for the San Felipe State Historic Site Visitor Center project; General Revenue funding for the operation of the National Museum of the Pacific War (\$200,000 each year), and \$1.5 million for their renovation and repair projects.

### Method of Finance

The THC is funded from a variety of sources, including state and federal revenue, fees, sales tax, and several interagency contracts to promote tourism and encourage travel to historic sites. The method of finance is detailed below:

<b>Method of Financing</b>	<b>FY 2014</b>	<b>FY 2015</b>
General Revenue Fund	\$11,088,147	\$8,473,087
Sporting Goods Sales Tax	\$5,002,515	\$5,002,514
Fees from Historic Sites	\$1,202,441	\$1,202,441
Texas Preservation Trust Fund Account No. 664	\$265,000	\$265,000
Federal Funds	\$1,015,351	\$1,015,351
<b>Other Funds</b>		
Appropriated Receipts	\$447,494	\$447,494
Interagency Contracts	\$1,892,315	\$1,499,429
Bond Proceeds – General Obligation	\$4,216,705	—
License Plate Trust Fund Account No. 0802	\$2,000	\$2,000
<b>TOTAL</b>	<b>\$25,131,968</b>	<b>\$17,907,316</b>

### Federal Funds

The federal Historic Preservation Fund (HPF) is utilized to carry out the mandates of the National Historic Preservation Act of 1966, as amended, and must be matched dollar for dollar with state funds. HPF funds are not allocated solely on the basis of match, nor are they based on a state's size or population. Demonstrated program performance is an important factor, and Texas consistently ranks among the nation's top five recipients of HPF funds. Federal funds are used by the agency to carry out federally mandated programs at the state level.

Receipt of HPF requires the THC to conduct specific activities, including:

- Survey and inventory historic resource.
- Identify and mitigate resources potentially affected by federally controlled projects (Section 106).
- Nominate significant historic resources to the National Register of Historic Places.
- Facilitate the federal Rehabilitation Tax Credit program.
- Administer the Certified Local Government Program.
- Prepare and implement a comprehensive statewide preservation plan.
- Provide public information, education, training, and technical assistance in historic preservation.
- Provide funds to the public for preservation activities.

Federal funds are a significant source of operating revenue for the agency. Funds are dependent on the federal appropriations process and can fluctuate from year to year.

## **Per Capita and Other States' Comparisons**

According to the most recent available data, Texas ranks 37th in the nation in state funding for historic preservation. The nationwide survey that produced this data was performed by the National Conference of State Historic Preservation Officers. While some states spend as much as \$1.90 per person annually for historic preservation, the national average is 30 cents per person. Texas generally spends less than one-third the national average on historic preservation, or the equivalent of nine cents per Texan.

## **Budgetary Limitations**

Due to previous budget reductions, THC is continuously challenged to deliver baseline services in a growing state. The effects of a 50 percent budget reduction in 2011 and the loss of 47 staff members severely hampered the agency's ability to provide essential public services and federally and state-mandated activities. Some progress was made in the agency's operating budget in the 2013 legislative session, and approximately one third of the positions lost were reinstated. However the agency is still operating below FY 2011 baseline operations levels with 30 fewer FTEs. The budget continues to be a complicating factor in our ability to operate effectively and provide needed public services, particularly as the state's population continues to expand and pressures on our historic resources increase.

One solution to the imposed budgetary cuts in 2011 was the authorization to use the money from the Texas Preservation Trust Fund to support essential staff positions. The Texas Preservation Trust Fund is a corpus dedicated to providing grants to the public to support historic preservation projects across the state. The legislature enabled the THC to use half of the corpus to support operations in FY 2012–2013 and approximately half of the corpus was used for that purpose. In 2013 this portion of the agency's operations was moved back into general revenue, enabling the restoration of the trust fund program, albeit in a reduced amount reflecting the funds already expended in support of the agency's operations.

In the two biennia leading up to the current biennium, THC received no funding for our non-state historic site related capital expenditures, including funding for capitol complex building repairs, maintenance and improvements, as well as for our technology infrastructure. Although some of these critical issues were addressed by the 83<sup>rd</sup> legislature, our capitol complex buildings require ongoing and well-planned rehabilitation and maintenance funding in order to mitigate the risk of much larger and costlier outlays in the future. In addition, the THC has focused on improving our technology infrastructure to support agency staff and to effectively provide direct services to the public. THC will continue to identify opportunities to update and improve our computer hardware and technology infrastructure to promote preservation and heritage tourism that results in significant value to the Texas economy.

Texas has more historic courthouses than any other state. Today, more than 235 courthouses still stand that are at least 50 years old; about 80 were built before the turn of the 20th century. Most of these structures have deteriorated significantly due to inadequate maintenance, insensitive modifications, or a combination of these problems. These historic courthouses are focal points for heritage tourism, one of the fastest-growing segments of the travel industry. The state has already invested more than \$251 million in grants to counties for the restoration of their courthouses; however, the estimated current need to restore courthouses that submitted approved master plans is approximately \$200 million in state funds. There are still dozens of nationally recognized historic courthouses across the state that could benefit from the Texas Historic Courthouse Preservation Program.

Congressional action in 2012 precludes the use of federal transportation enhancement grants through TXDOT as the funding source for the Texas Heritage Trails Program beyond the end of the current biennium. The costs of the program, including THC staff coordination, are reflected in the current THC budget.

The Texas Heritage Trails Program serves as the agency response to travel promotion and tourism development legislative directives enacted in 1998. THC is one of five MOU agencies charged with these responsibilities under law. Ten regions, supervised by autonomous boards, assist travelers planning and undertaking travel within their region and provide support to local communities developing and promoting state and local heritage sites, activities, and attractions. The costs of 10 regional executive directors—travel professionals not reflected in THC FTE—and minimal office expenses have been underwritten since 1998 by federal transportation enhancement grants awarded by TXDOT and flowing to the regions through THC. These grants have also supported the THC's Texas Time Travel heritage travel website as well as 10 Texas Heritage Trail Region regional websites, costs of printed travel guides distributed statewide, and minimal print and online advertisements.

## D. Customer Analysis

The THC is committed to serving every Texan, present and future, as well as visitors from around the nation and world who enjoy Texas' rich history and attractions. Our service population includes the entire state of Texas and includes the following constituent groups:

- A network of 254 county historical commissions comprised of more than 3,800 appointed members
- Local governments, including judges, county commissions, city landmark and planning commissions, and their staff
- Volunteer nonprofit preservation and heritage groups, such as local and statewide preservation organizations, and local, regional, and statewide archeological societies
- History museum staff, boards, and volunteers
- State and federal agencies and tribes
- Professionals in preservation fields, such as architects, architectural historians, archeologists, historians, genealogists, and land-use planners
- Visitors to the 20 state historic sites managed by the agency
- Tourism organizations, professionals, and domestic and international travelers
- Homeowners and landowners wanting to preserve and designate their property
- Developers and property owners who are restoring or rehabilitating historic buildings
- Main Street staff and board members, economic development specialists, and downtown revitalization professionals
- Educators, professors, students, researchers, and writers
- Libraries, archives, and collections staff
- Members of the general public who are interested in preserving their family or community history

### Historical Customer Characteristics

Since the late 19th century, Texans have expressed an interest in preserving the landmarks of the state's history. Persons typically associated with preservation activities have fit a particular profile: Anglo, educated, financially secure, over 50 years of age, and generally female. This profile remained largely unchanged until the late 1970s and early 1980s when several factors came into play:

- The increase in two-income or single-parent families meant a decrease in volunteers.
- The availability of federal tax credits for the rehabilitation of income-producing buildings created a new service population in the business community.
- The creation of new programs such as the Texas Main Street Program expanded grassroots participation in preservation.
- More rural constituents, many without large capital resources, began turning to preservation to bolster the economic development of their communities.
- International cooperation, as a result of Los Caminos del Rio Heritage Project and the Texas Archeological Stewardship Network, expanded activities in the borderlands.
- An increasingly diversified constituency, including active minority groups, began to emerge.

### Current Customer Characteristics

In April–May 2014, the THC administered an online survey of the customers of the agency. With a response rate of 14 percent, the survey indicated that the agency had a positive overall satisfaction rating of 84.3 percent, with 69.7 percent of respondents identifying their customer type as County Historical Commission. Others participating in the Customer Service Survey identified as representatives of Certified Local Governments (6.3 percent), Heritage Tourism (2.9 percent), Texas Main Street Managers (6 percent), Archeological Stewards (6.6 percent) and Other (8.6 percent).

All survey items were scored on a five-point scale with 5 being "Strongly Agree" and 1 being "Strongly Disagree." All items scored above 4.0, indicating very positive customer service feedback. Some of those higher scoring items included "knowledgeable and helpful staff" and the "website being easy to use and well-organized."

## **Interaction with Customers**

Because interaction with customers is an important priority for the agency, staff employs a number of tools to ensure that customer satisfaction is high and that public outreach efforts are maximized.

- We provide ongoing workshops, seminars, meetings, and site visits across the state to train, educate, and provide essential services to agency stakeholders.
- The summer meeting of the Texas Archeological Stewardship Network provides not only interaction with this special group of volunteers, but also an opportunity for staff to assess the needs of avocational archeologists and local archeological societies.
- Texas Archeology Month, held every October, encourages special events and educational materials to raise awareness of the state's archeological and ethnic heritage.
- Special events and educational programs are regularly held at state historic sites, and site managers continuously bolster the local community through school presentations and outreach activities.
- The agency holds annual events and celebrations unveiling the First Lady's Texas Treasures Awards.
- Annual grant writing workshops provide effective and inexpensive training on how to find funding for local preservation needs at a very practical level.
- Every year the THC works with communities to celebrate marker dedications and courthouse rededications across the state.
- Main Street manager training, Certified Local Government training, and Texas Heritage Trail executive director training provide much-needed specialized guidance for those who are leading agency programs in the field.
- The THC website provides instant accessibility to information about agency programs and projects. The website offers educational information and provides referrals to other sources of assistance. Through the website, staff can also respond to public inquiries.

## **Public Perception**

As part of the federally mandated Statewide Historic Preservation Plan, the agency undertook a public survey commencing in 2010 to gather thoughts and opinions on the benefits, strengths, weaknesses, opportunities, and threats of preserving historic and cultural resources in Texas. The survey response of 1,089 people represented two-thirds of the counties in Texas. Notably, 98 percent of people who took the survey believe there are direct benefits for their community that result from the work of historic preservation. The top identified community benefits of historic preservation include preserving important places and stories, retaining a sense of place and identity, and developing the economy (downtown revitalization, heritage tourism, job growth, etc.).

Respondents identified challenges or threats to local historic and cultural resources, the top three being lack of financial incentives and economic tools for historic preservation; growth and development pressure (including urban sprawl); and not enough understanding or appreciation of historic preservation by the general public. When asked what three activities Texas should improve to better preserve its historic and cultural resources, respondents chose:

1. Provide economic development incentives or programs that incorporate historic preservation.
2. Enact stronger state and local historic preservation laws.
3. Provide education and training for the general public.

The survey was an important tool during the development of the Statewide Historic Preservation Plan, which serves to inform this Strategic Plan. Themes including the importance of linking preservation with economic development tools and financial incentives, strengthening local and state preservation policies, and educating the public and decision makers about the benefits of preservation in the community, are integrated throughout both plans.

## Future Trends

Customer demand of agency services is influenced by numerous factors that are beyond the control of the agency including population growth, economic trends, and land development activity. Demographic projections show a state growing, diversifying, and aging substantially in the coming decades, and will remain among the fastest-growing states in the nation. In 2015, Texas is projected to have approximately 27.7 million residents. By the year 2019 the population is expected to exceed 30 million. Significant to this growth is the change in demographics. Hispanics are projected to be the majority by 2017. By 2040, it is projected that at least 60 percent of residents will be non-Anglo and the average resident will be over the age of 50.<sup>2</sup>

Although the number of minorities continues to rise in Texas, participation in preservation activities has not grown in proportion. The agency has initiated strategies to promote participation from underrepresented populations, such as its cultural diversity initiative, Diversity Internships, surveys of significant sites associated with minorities, and production of targeted publications. One such publication is the *African Americans in Texas: A Lasting Legacy* highlighting significant historic properties that tell the story of the black community in Texas. Another effort is the Undertold Markers Program, a fund that is used to produce markers that tell the story of underrepresented populations and stories in Texas. The agency continues to seek partnership with minority groups, new minority heritage organizations, and individuals to assess needs, resources, issues of importance, and collaborate on projects.

Demographic changes will be accompanied by trends in land development. As the population of Texas continues to increase, so will development in metropolitan regions as well as in unincorporated areas surrounding urban areas. In 2000, approximately 86 percent of the Texas population lived in metropolitan areas. By 2020, 87.7 percent of the population is projected to live in metropolitan areas. Areas containing previously undisturbed archeological and historic resources will be targeted for urban and suburban growth. The impact of development on resources is an important factor influencing the activities of this agency, especially in the regulatory review process. This process ensures that the needs of project sponsors and administrators of public lands are met by providing rapid, capable reviews by an experienced, professional staff. No other agency provides these services that enable land-altering projects to be in compliance with state and federal preservation laws. As Texas continues to grow and develop, the agency will be called upon from all parts of the state for increased services and assistance.

The agency also has a large rural constituency, which is impacted substantially by growth and migration to the metropolitan areas in the form of population and economic decline. Groups that undertake historic preservation at the local level depend on the THC for information, guidelines, technical advice, and information on sources of financial assistance and potential tax advantages. No other state agency meets the needs of preservation groups at the local level in the same manner as the THC. The restoration and preservation of historic resources in rural communities, which in turn spur economic development and tourism, would be much less accessible without THC's programs and services especially Texas Main Street and the Texas Historic Courthouse Preservation Program. These programs, along with several important tax incentive and grant fund programs, result in millions of dollars of private reinvestment, job creation, and tax revenue each year. As migration to major metropolitan areas continues in the future, and smaller cities and towns struggle to compete, both the need and demand for THC's services will increase.

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<sup>2</sup> *Texas Population Estimates and Projections Program*. Texas State Data Center.  
[txsdc.utsa.edu/Data/TPEPP/Index.aspx](http://txsdc.utsa.edu/Data/TPEPP/Index.aspx).

## **E. Technological Developments**

Technology aids the agency in many ways. Our computer network provides communication capabilities throughout the agency. The THC website and the Texas Historic Sites Atlas (the Atlas) enables the general public, state, federal, and local agencies access to important information through researching these sites. Through email, the THC efficiently disseminates information to various listserv customers without costly postage. We engage our stakeholders regularly through the use of listservs, online surveys, podcasts, blogs, streaming videos, power point training presentations, and social media sites such as Twitter and Facebook.

### **Impact of Anticipated Technological Advances**

Technology is advancing at a rapid rate in many arenas of historic preservation. Staff must continually stay up to date with current trends in building technologies and materials, advancements in surveying methodologies, as well as sophisticated equipment for detecting archeological sites such as magnetometers and ground-penetrating radar. Knowledge, training, and access to these technologies allow staff members to accomplish their jobs more effectively.

In addition to the technical side of the THC, agency operations must keep up with technological communication advances. The Internet, mobile technology, and social media have become sophisticated and powerful tools for communication, service delivery, and information management. The widespread use of GPS and mobile device mapping is an exciting advancement that can be utilized by the agency for locating and mapping historic and cultural resources.

### **Degree of Agency Automation**

The agency-wide computer network has increased the overall efficiency of the workforce and has provided a more reliable way to communicate. Each staff member in the agency is provided with a telephone and a desktop or laptop computer with email and Internet access and all necessary computer programs needed to carry out his/her duties with the agency. In addition, network file sharing aids staff in collaboration and improves efficiency.

The THC has made significant progress in recent years in server consolidation. Most of the agency's servers have been virtualized, significantly reducing the number of physical servers needed. The move to virtualization has also greatly improved the speed with which a new server can be deployed. The THC recently invested in a cloud-based database to manage the individual and organizational contacts of the agency. This database enables staff to track their contact and communication with stakeholders, resulting in agency wide efficiencies in service delivery and data management.

The THC website continues to be a source of information for preservationists around the state. The agency has recently redesigned its website, moving it to a hosted content management system. This change has significantly reduced agency staff time required for server and site maintenance, and has improved the efficiency of program staff in completing timely content updates. The THC has digitized all of its heritage tourism, historic sites, and Texas Heritage Trail Region brochures, and many of the agency program applications can be found on the THC website. This has reduced the time it takes for a person to receive the needed information and reduces printing costs and postage. The agency will continue to explore opportunities to expand the productive capacity of its Information Technology infrastructure to support agency staff and customers through the prudent deployment of cloud-based solutions and other technology services.

The THC is committed to promoting the state's historic assets to travelers, which is fundamental to the success of all our programs. The THC is the premier source for heritage travel information and the Internet is an important portal for promoting quality heritage destinations to Texans and non-Texans. Ten heritage region websites have been developed to promote cultural and heritage sites within those heritage regions. A unifying website [www.texastimettravel.com](http://www.texastimettravel.com) has been established to provide traveler information on the state's diverse heritage sites and communities that can be visited. All ten regional sites as well as the umbrella Texas Time Travel site have been optimized for mobile devices.

### **Anticipated Need for Automation**

We recognize technology as a powerful tool not only for our internal efficiency, but also as a way to effectively deliver services to the public. The THC now manages information on more than 300,000 historic and prehistoric places and sites across the state through an online database, called The Atlas. Much of the information is accessible to the public and is an important tool for review and compliance, preservation planning, and tourism development. The agency continues to make incremental improvements and refinements to this important resource, including refinements to incorporate the Bankhead Highway survey results.

A main function of the agency is federal and state mandated review and compliance. The THC manages a complex process comprised of reviewers from several program disciplines examining the potential effects of development projects on historic and cultural resources. The agency has made improvements to its database for project review and tracking, and is migrating this system to a web-based platform. This would potentially enable agencies and consultants to submit project information over the website and allow reviewers to post updates on the project's progress.

The Internet has become the main portal for obtaining information for a large percentage of the population. Because Texas is such a large state, and THC staff is concentrated in Austin, virtual services in the form of video, webinars, and web conferencing can be important tools for conducting business and providing services more efficiently and timely.

## F. Economic Variables

The Texas economy outpaced the national economy in recovery from the Great Recession, which officially lasted from December 2007 to June 2009, and the state continues to demonstrate strong performance in job growth, sales tax collection, housing sales, and oil and gas collections. Pre-recession Texas employment peaked in August 2008 at 10,638,100. This number was surpassed in November 2011 while the US job market did not recover all recession-hit jobs until May 2014. The Texas unemployment rate in April 2014 was 5.2 percent and has been at or below the national rate for 88 consecutive months. Sales tax collections have increased for 49 consecutive months boosted by strong business spending in the oil and gas and manufacturing sectors, and to a lesser extent by retail sales activity. The oil and gas sector in Texas is considered a booming industry, with oil and natural gas production tax calculations for the first eight months of FY 2014 measuring 27.8 percent higher than during the same period in 2013.<sup>3</sup>

The strong state economy also reflects a steadily increasing population, with the recession having little impact on population data. The U.S. Census confirmed 25,145,561 people living in Texas in 2010, a 20 percent increase from 2000. The Census estimated the state population as 26,448,193 in 2013. This steady population growth is expected to continue, due largely in part to migration, with numbers exceeding 30 million by 2019.<sup>4</sup> Eight of the fifteen fastest growing large U.S. cities are in Texas with Houston, San Antonio, Austin, Dallas and Fort Worth attracting the largest numbers of people in 2013.<sup>5</sup> As mentioned previously, the population continues to shift to urbanized regions. By 2020, 87.7 percent of the population is projected to live in metropolitan areas.

Many of the agency programs are directly tied to the economy and are impacted by changes in population, income, employment, and increased local tax revenue. Private property owners are more inclined to spend money on historic building rehabilitation when the economic conditions are good, interest rates are low, and personal income is greater. This activity is likely to translate into an increase in demand for the federal tax credit program administered by the agency. In addition, the recent adoption of the state tax credit is also expected to be an appealing incentive for private property owners working on qualified rehabilitation projects. A strong economy also means counties are more apt to apply for the Texas Historic Courthouse Preservation Program when tax revenues can provide the matching funds for this program. Any construction and land development activity also generates demand for the agency's regulatory review processes. Specifically, strong economic indicators influence the following activities and agency services:

- Project expenditures by federal agencies resulting in an increase in Section 106 reviews
- Rehabilitation of historic properties and participation in the State and Federal Rehabilitation Tax Credit Programs
- Participation in the agency's downtown revitalization program
- Visitation to the state historic sites
- Historic resource surveys
- Private and public sector grant needs
- Ability of local preservation groups to match grants
- Volunteerism
- Purchases of historical markers
- Donations to agency projects

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<sup>3</sup> "Comptrollers Economic Outlook," Texas Comptroller of Public Accounts, June 6, 2014.

<sup>4</sup> Texas State Data Center.

<sup>5</sup> "Texas Cities Lead Nation in Population Growth," U.S. Census Bureau, May 23, 2013.

[www.census.gov/newsroom/releases/archives/population/cb13-94.html](http://www.census.gov/newsroom/releases/archives/population/cb13-94.html)

## **Agency Response to Changing Economic Conditions**

As the state becomes more urbanized, the THC plays a critical role in towns where the population is declining. The agency can provide support through its Community Heritage Development Division. THC administers one of the nation's premier Main Street programs, guiding and assisting with economic development efforts primarily (although not exclusively) in rural communities. The agency's heritage tourism programs can also be used to activate these important places.

To provide additional support to towns where the Main Street program is already active and opportunities appear to be on the horizon, THC has added economic development, planning and architectural expertise. The agency continues to explore the opportunities that might be achieved by leveraging the Main Street program with the agency's award-winning Texas Historic Courthouse Preservation Program in a new Courthouse Square Initiative. Through this new project, THC staff will be assigned to select communities where courthouse restoration can be combined with other redevelopment efforts resulting in a greater return on the state's investment.

It is critical for THC to have the resources necessary to respond to the anticipated increase in historic property designations and tax credit applications as a result of the new state franchise tax credit approved by the legislature in 2013. No additional resources were appropriated to the THC for this new program, although THC is the primary agency reviewing the projects and certifying their qualification for the credit. One FTE obtained in the last session has been repurposed for this program and we anticipate the need for additional FTEs to effectively carry out this program. This need will be included if appropriate in our upcoming Legislative Appropriations Request. Additional positions necessary to meet public demand for other agency services will also be included in that request, including personnel to staff state historic sites where visitation continues to increase.

Additionally, this agency's ability to respond proactively to changing economic conditions is restricted by its dependence on federal funding for performance of many of its regulatory responsibilities. THC has no control over the number of federal projects, licenses or permits that will be initiated in Texas in the future requiring THC review. We also lack control over the funds appropriated to THC by Congress to address these activities. We can only continue to keep legislators and congressional delegations informed of the increasing workload and insure that they have the information they need to make informed decisions

## **Future Conditions and Impact of THC on State and Local Economies**

THC programs make vital contributions to the health of local and state economies. Heritage tourism continues to be one of the fastest growing segments of the tourism industry in Texas, generating more than \$6.7 billion in travel spending in 2013. Texas Main Street cities produced more than \$142 million in reinvestment in their downtowns in FY 2013. The Texas Historic Courthouse Preservation Program has generated more than \$367 million in gross state product and more than 9,600 jobs since its inception in 1999. In 2013, projects using the federal Rehabilitation Tax Credit, in which the agency facilitates, generated \$259 million in private reinvestment.

The 20 state historic sites the THC owns and operates, especially those in rural areas, are important economic engines in their host communities. The facilities attract non-resident visitors who spend money in the local community, thus creating income and jobs. During FY 2013, 345,000 people visited the THC's state historic sites, representing a 20 percent increase over the prior year despite various site closures for construction projects.

## G. Impact of Federal Statutes and Regulations

The THC serves as the State Historic Preservation Office (SHPO) as required by the National Historic Preservation Act of 1966 (NHPA), as amended. The NHPA directs all states to administer federal preservation laws and policies. These policies and programs serve as the foundation for all SHPOs and for a unified national historic preservation effort. By not performing these baseline functions, the THC would jeopardize its standing with the National Park Service (NPS) and Secretary of the Interior, along with its annual allocation from the federal government, which in FY 2013 equaled \$1,244,786. Despite enormous growth in responsibilities, the funding for State Historic Preservation Offices, when adjusted for inflation, has not changed since 1983.<sup>6</sup> Under the NHPA, the THC is required to:

- Survey and inventory historic resources
- Nominate significant historic resources to the National Register of Historic Places
- Identify and mitigate resources potentially affected by federally controlled projects (Section 106)
- Facilitate the federal Historic Preservation Tax Credit program
- Administer the Certified Local Government program
- Prepare and implement a comprehensive statewide preservation plan
- Provide public information, education, training, and technical assistance in historic preservation
- Provide funds to the public for preservation activities

The SHPO is mandated by the National Historic Preservation Act of 1966 to represent the interests of the state when consulting with federal agencies under Section 106 and to maintain a database of historic properties. The Advisory Council on Historic Preservation (ACHP), an independent federal agency in the executive branch, oversees the Section 106 review process. The executive director of the THC, in his role as State Historic Preservation Officer, maintains a close relationship with the NPS and U.S. Department of the Interior, along with the ACHP. The NPS manages federal preservation programs in partnership with SHPOs, including the National Register of Historic Places, the Historic Preservation Tax Credit program, and the Certified Local Government program.

The Native American Graves Protection and Repatriation Act of 1990, and regulations for its implementation, stipulates the acceptable treatment of human remains and associated sacred objects. Although the THC has no legal responsibilities under this act other than responsibility for its own collections, constituents have had, and will continue to have, need for information and assistance in complying with this law. In addition, tribal groups have become more active in locating and identifying “sacred places,” and such searches will involve this agency.

The Intermodal Transportation Efficiency Act, first passed in 1991, included a clause that allowed a percentage of each state’s appropriation to be spent on projects related to highway transportation. Numerous Texas communities have used these enhancement funds for preservation projects, including repair of historic bridges and designation of historic corridors. The act was reauthorized in 1998 and again in 2005, known as Safe, Accountable, Flexible and Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). The THC was awarded \$8.9 million in FY 2008 to continue its national award-winning Texas Heritage Trails Program, which includes promoting heritage tourism in all 254 counties in Texas. While that grant will continue to support the Heritage Trails program through the current state biennium, Congress in 2012 enacted the Moving Ahead for Progress in the 21<sup>st</sup> Century Act restricting uses of enhancement funds. Continuation of the THC’s statutory travel promotion program will be dependent on a proposed shift to state funding in the 2016–2017 biennium.

Transportation enhancement funds also support the THC Historic Highways program, a 2009 joint legislative directive to the agency and TXDOT. The program received an initial 2010 TXDOT grant of \$1.38 million and an additional 2013 grant of \$460,310, primarily for detailed survey work along the historic Bankhead and Meridian highways.

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<sup>6</sup> “Aligned for Success...Recommendations to Increase the Effectiveness of the Federal Historic Preservation Program.” Summer 2011. [www.preservationaction.org/Task\\_Force/AlignedForSuccess.pdf](http://www.preservationaction.org/Task_Force/AlignedForSuccess.pdf)

The Americans with Disabilities Act of 1990, which includes historic structures in its requirements for improved accessibility, continues to impact requests for technical assistance in several agency programs.

### **Impact of Future Federal Actions**

Federal funds are a significant source of operating revenue for the agency, and enable the THC to fulfill its mandated federal activities and requirements. Every federal budget process poses the risk of decreased funding for State and Tribal Historic Preservation Offices. THC will continue to pursue appropriate funding to carry out federally mandated programs and services.

As mentioned in the previous section, Congressional action in 2012 precludes future use of federal transportation enhancement funds for historic preservation or for THC travel promotion activities, such as the Heritage Trails program. While Congress is again debating federal transportation funding issues, it appears unlikely the 2012 eligibility guidelines will be expanded to include either of these areas.

Legislation is pending in the current Congress to amend various laws administered by or otherwise impacting THC staff activities. These include efforts to expand the applicability of Federal Historic Rehabilitation Tax Incentives (credits) and enactment of a similar income tax credit for homeowners. If not acted on in 2014, similar legislation will likely be considered in the congressional session beginning in January 2015. The agency continues to monitor these proposals as well as corresponding federal budget issues as they may impact our ability to respond to expanded administrative requirements. Under the existing federal rehabilitation tax credit program, THC reviews proposed work on Texas commercial buildings for conformance with national standards and makes eligibility recommendations on those projects to the Department of the Interior.

While legislation was filed in 2014 proposing to eliminate all tax credits in federal law, it appears likely that Congress will take up and consider those issues in 2015, including review of Federal Historic Rehabilitation Tax Incentives (tax credit). Since 1976, that credit has generated more than \$1.27 billion of renovation work on commercial buildings in Texas. Historic restoration construction of this type has been much greater in states with a corresponding state historic tax credit, such as that enacted by the Texas Legislature in 2013. Thirty-four states now have similar state tax credits.

## **H. Other Legal Issues**

### **Impact of Anticipated State Statutory Changes**

The agency is not aware of any potential state statutory changes that will impact the THC.

### **Impact of Local Government Requirements**

Other than specific local zoning cases, no local government requirements have an adverse impact on the THC.

# I. Self-Evaluation and Opportunities

## Agency Opportunities

The following areas have been identified as opportunities for the THC:

### **Promoting the Economic Benefits of Historic Preservation**

Historic preservation is an economic engine for Texas that creates jobs, fosters heritage tourism, instills community pride, stabilizes and increases property values, and contributes a sense of identity to our towns, cities, and rural areas. All the programs of the THC help drive economic value in the state, whether through advancing heritage tourism, rehabilitating properties, or facilitating downtown and neighborhood revitalization. Using historic preservation as a mechanism for sustainable and community-based economic development is a tremendous opportunity for the state's rural and urban communities alike, and emphasizing this as a tool and educating communities about its potential is perhaps the THC's biggest opportunity. It is essential that the THC play a stronger role in highlighting these economic benefits to communities, as well as positioning our services so the public can easily understand and access them.

The Texas Historic Courthouse Preservation Program (THCPP) illustrates the impact historic preservation can have on the local and state economy. To date, THC staff has assisted 90 county courthouses in their restoration and preservation. The THCPP has generated more than \$174 million in local direct and indirect expenditures from participating counties. More than \$251 million has been awarded to historic county courthouses for preservation work, which has generated more than 9,600 jobs, over \$269 million in income, and over \$367 million in gross state product. The estimated current need to restore courthouses that submitted approved master plans is approximately \$200 million in state funds. The THCPP requires an appropriate level of consistent and long-term funding to maximize the benefits of the state funds expended.

### **Public Education and Training**

In order for the impacts of historic preservation to continue in Texas, we must effectively mobilize, educate, and train the public about preservation's various tools and benefits. Our staff has proven their effectiveness in training and educating the public through a number of avenues including public school curriculum-based programs at historic sites, and growing participation in the Archeological Stewardship Network and county historical commissions (CHC).

The agency dedicated staff resources in FY 2013–2014 to focus on public education and training including the hiring of a Historic Resources Survey Coordinator to assist the public in identifying, surveying, and designating historic properties across the state and a Youth Education Specialist to develop preservation and history-based outreach and educational materials for young Texans. This program is also focused on developing partnerships with other history-focused organizations that have youth education and outreach programming.

The THC has an important partner in CHCs for advancing historic preservation efforts at the local level. Mandated in the Texas Local Government Code and part of the county government structure, CHCs are required to review and recommend marker applications to the THC. They can also carry out local surveys, document historic cemeteries, monitor designated properties, and educate their county residents and elected officials about preservation issues and methods. Several CHCs are models for activity and partnership with THC services, but CHCs often seek assistance from the THC on broadening their range of preservation activities and expertise. To help fulfill training needs, the THC has developed additional training materials for CHCs that are available on our website, and our agency magazine *The Medallion* has a dedicated "CHC Corner" in each issue designed to inform and inspire CHCs to address common issues and challenges. The agency continues to develop opportunities to train and support CHCs across the state including webinars and blog posts related to agency programs. The County Historical Commission Outreach Program was initiated in 2008 and currently has two staff positions dedicated to working with these important county partners.

The THC has organized and sponsored an Annual Historic Preservation Conference, an important training, education, and networking event for more than 400 preservationists who regularly attend. The conference was suspended in 2012 due to budget and staff reductions. Finding effective and low-cost vehicles for training our stakeholders is an opportunity for the THC. We are currently examining the possibilities of webinars and video conferencing to hold virtual meetings and trainings for the public.

### **Texas Historic Roads and Highways Program and the Bankhead and Meridian Highways Survey Projects**

In 2009, House Bill 2642 established the Texas Historic Roads and Highways Program, the goal of which is to identify, designate, interpret, and market historic roads and highways in Texas. In addition, the Texas Legislature designated the Texas portion of the Bankhead Highway as a Texas Historic Highway in 2009. The THC and the Texas Department of Transportation (TxDOT) entered into an agreement to administer projects relating to the Historic Roads and Highways program. The first phase of the Historic Highways program is focusing on the Bankhead Highway, a coast-to-coast roadway established in 1916. Using Federal Transportation Enhancement funds in excess of \$1,300,000, the THC and TxDOT contracted with a cultural resources firm to produce: a historic context for Texas highways statewide, upgrades to the THC online Historic Sites Atlas that will assist in documentation of historic resources in linear corridors, a cultural resources survey of much of the Bankhead Highway, a dedicated webpage on the THC's website, a travel brochure to be distributed at TxDOT Travel Information Centers and other outlets, and social media outreach to provide valuable heritage tourism information for the Bankhead and other historic highways.

When Phase 1 of the program is completed in 2014, the statewide historic context will outline the types of historic roadways found in Texas and will help guide future research and documentation efforts and potential historic designation of road-related properties. The survey of the Bankhead Highway includes field documentation of highway-related resources, historic research, and production of a survey report with recommendations. The THC and TxDOT are also partnering on Phase 2 of the Historic Highways program to survey historic resources along the Meridian Highway route in Texas and to develop a sign management plan to develop potential signage along historic highway routes in Texas. This work will begin in the summer of 2014 and is also using Federal Transportation Enhancement funds. The work will be completed on this phase in 2016.

Through heritage tourism initiatives we are undertaking projects to help communities along the Bankhead Highway develop the future tourism potential of the roadway. We are also including the highways in our tourism development and promotion work with [www.texasimetravel.com](http://www.texasimetravel.com).

### **Agency Characteristics Requiring Improvement**

The following areas have been identified for improvement:

#### **Survey and Inventory**

The THC is a primary resource for learning about historic places in Texas; however, we lack basic information about historic resources throughout the state to do our jobs effectively and efficiently. Our current inventory contains more than 300,000 sites in Texas. However, with 90 percent of archeological resources located on private land and one-third of the counties in Texas represented in our inventory, there are large gaps of information about existing resources. A survey is the first step in most of our programs, including federal and state-mandated reviews, as well as programs that are proven catalysts for economic development. Having a comprehensive inventory of historic resources that is continually maintained and updated and accessible to the public via the Internet would enable us, as well as federal, state, and local governments and organizations, to be proactive about using historic resources as tools for proven revitalization and economic development. The agency hired a survey coordinator in 2013 to manage survey efforts and data and has updated and added to survey information on our website as well as embarked on pilot survey projects in the Main Street communities of Mineola and Childress. While finding funding sources for historic resources survey efforts remains a challenge, substantial survey efforts along the historic Bankhead and Meridian Highway routes in Texas are currently in progress and were made possible with transportation enhancement funds through TxDOT.

### **Financial Grants for Historic Preservation**

Just as our constituents require knowledge and tools, they also require financial resources for successful historic preservation efforts. The THC has been an important source of funds for preservation projects, and in all cases we require a monetary or in-kind local match, making the investment in preservation go that much further. As a result of the 82nd Legislature, the agency suspended many of its grant programs, including the TPTF, due to budget reductions. The agency is slowly reinstating these grant programs. The Texas Preservation Trust Fund will begin again in FY 2015 with an initial pool of \$250,000. This is still considered minimal compared to the amounts awarded prior to 2011.

### **Fair Pay**

Fair pay for THC staff has been a documented source of concern for the agency since 1998, the first year the agency completed the Survey of Employee Engagement. The THC consistently faces challenges in offering competitive compensation for some of its professional positions, especially in architectural, archaeological, historic preservation and other technical disciplines. The agency must improve its salary structure to be more competitive with similar “state positions and the private sector or we risk losing talented professionals. Fair pay affects the overall morale of staff and influences many aspects of job satisfaction. THC will continue to explore strategies for improving the agency’s compensation structure through the prudent use of performance-based compensation actions and Salary Equity Adjustments, subject to the availability of budgeted funds.

### **Diversity**

We believe the agency must recognize the changing face of Texas and strive to meet the service demands of all people. The agency must ensure that programs reflect the needs and interests of all Texans, introduce more programs that address ethnic history, and continue to monitor and respond to changes in state demographic patterns. We must also strive to represent the state’s demographic makeup in our staff. The agency has made progress and will continue to concentrate our efforts in these areas. Current efforts include the THC Diversity Internship Program which awards students of diverse cultural backgrounds interested in careers in historic preservation with THC summer internships. The program enhances students’ knowledge in preservation through a mentored internship program in their desired field, including archeology, historical markers, historic sites and heritage tourism.

### **Key Obstacles**

The following areas have been identified as key obstacles:

#### **Budget**

As stated previously, the agency’s current budget does not meet the needs of baseline operations to meet service demands of a growing state. The agency lost a total of 47 positions during the 82<sup>nd</sup> Legislative Session. Although 17 positions were restored during the 83<sup>rd</sup> Legislative Session, the agency’s staffing and human resource capacity remains significantly below FY 2010–2011 levels. THC is challenged and continues to explore strategies to meet an ever-increasing demand for services, especially as the agency prepares for the full implementation of the state rehabilitation tax credit program, and due to the increased development and construction activity throughout the state as a result of a strong statewide economy and increasing state population. The budget continues to be a complicating factor in our ability to operate effectively and provide needed public services.

#### **Technology**

The THC must make effective use of technology to promote heritage destinations, increase the public’s access to preservation services, and raise our staff’s overall efficiency levels. Because of the large geographic size of our state in relation to the limited number of staff at the THC, as well as the physical storage limitations of our buildings, we must make advances in the virtual world of service delivery and electronic file storage in order to truly streamline our functions and simplify our services to the public, keeping them well informed and active in preservation efforts.

## **Working with our Partners to Achieve Success**

The agency collaborates directly with a myriad of local, state, and federal government, as well as private entities, to successfully preserve the state's historic and cultural resources. Our main partners include:

### **Federal Government**

A significant portion of the agency's funding comes from the Historic Preservation Fund (HPF) to administer national preservation laws and regulations. Therefore, the agency has developed a strong working relationship with the National Park Service, the Advisory Council on Historic Preservation, and other federal agencies. Well-known nationally for the quality of its programs, the THC consistently ranks among the country's top five recipients of the HPF.

### **State Government**

The agency maintains a strong network of partners among numerous state agencies. For example:

- Staff from TxDOT work closely with the agency to protect archeological resources, research significant properties, and prepare archeological reports.
- Agencies that manage public lands, such as Texas Parks and Wildlife Department (TPWD), the General Land Office, and TxDOT have signed memorandums of agreement with the THC to ensure that prehistoric and historic resources on their lands are protected.
- An interagency council composed of representatives from the Office of the Governor, Economic Development and Tourism, Texas Department of Agriculture, Governor's Office of Budget and Planning, and the Legislative Budget Board meet annually to assess applications for participation in the Texas Main Street Program.
- The Texas Department of Agriculture provides a set-aside amount of Texas Capital Fund grants exclusive to Texas Main Street Program participants.
- A memorandum of understanding between the THC, Office of the Governor, Economic Development and Tourism, TxDOT, the Texas Commission on the Arts, and TPWD has been developed to promote tourism across the state. It is the THC's aim to continue to develop strong relationships with as many state agencies as possible so that resources may be shared, overlaps are eliminated, and the level of service is improved for all Texans. Staff from all five of these tourism agencies meets quarterly to share strategies, best practices, and to support and leverage each other's efforts.
- The Texas Comptroller of Public Accounts is responsible for part of the implementation of the new state tax credit for the rehabilitation of historic buildings. The THC and Comptroller have been working together to successfully launch the program and for its future efficient administration.
- The agency also interacts regularly with the Bob Bullock History Museum, the Texas State Cemetery Committee and the Texas State Library and Archives Commission.

### **County Government and County Historical Commissions**

County governments have responded very favorably to the implementation of the Texas Historic Courthouse Preservation Program. Counties have matched THCPP grants with over \$174 million of their own money, and the agency works very closely with county judges, commissioners and staff. One of the agency's greatest opportunities is a network of county historical commissions (CHC), who work to preserve our heritage on a regular basis. CHCs exist as an arm of county government, and are an invaluable link in the state's preservation network, as they often can provide the expertise and guidance needed at the local level to produce positive results.

### **Local Government**

Local governments are a priority partner of the THC and special attention is given to CHCs, local landmark commissions, participating Main Street cities, and Certified Local Governments (CLG). The CLG Program ensures local communities are empowered and working to develop strong local preservation programs. There are 72 CLGs in Texas, and at least 10 percent of Texas' federal appropriation is channeled as matching grants to the local governments involved in this program.

### **Texas Main Street Cities**

Since 1981, there have been 171 Texas communities and neighborhood commercial districts that have participated with the THC through the Texas Main Street Program. There are currently 87 actively designated Texas Main Street cities. Officially designated communities receive technical expertise, site visits, design assistance, and other professional assistance while they are actively designated. The economic health of many of these communities has significantly improved as a result of the Texas Main Street Program, and many have become popular tourist attractions. By adopting good historic preservation methods and sound economic development techniques, the Texas Main Street Program has generated more than \$2.8 billion in reinvestment in Texas downtowns and urban neighborhood commercial districts.

### **Private Sector**

In the private sector, we seek partnerships with the development industry to promote the use of federal tax credits to rehabilitate income-producing properties. In FY 2013, the private investment generated by the Rehabilitation Tax Credit Program in Texas totaled more than \$259 million. The advantages of the program are twofold: the tax incentive prompts investors to participate in the program, thereby bolstering the economy, and properties of historical significance are preserved for generations to come. Our partnership with the state's private landowners is another relationship that the agency continues to develop. Because the vast majority of archeological sites in Texas are on private land, the agency seeks to protect important sites through State Antiquities Landmark designation and donation or the granting of conservation easements, either to the THC or other conservancy institutions. The agency will work to strengthen this partnership by sharing information concerning tax incentives for landowners who maintain and protect significant sites on their properties.

The agency and its Tourism MOU partners work closely with the Texas Travel Industry Association (TTIA) to identify and understand market trends and traveler behaviors as well as industry best practices that impact the heritage tourism sector. Senior staff of the agency serves as an ex-officio member of the TTIA Board of Directors.

The agency administers the Texas Treasure Business Award established by the legislature which has resulted in developing relationships with hundreds of independent, local businesses that have been serving their communities for more than fifty years, often in the same family or in the same historic building.

Finally, partnerships with local preservation groups further the goals of historic preservation. Through the Texas Archeology Month program, for example, local groups are given much-needed assistance and educational materials for their special preservation observances each October.

### **Private Nonprofit Groups**

The agency continues to strengthen ties to numerous private nonprofit groups, including the National Trust for Historic Preservation, Preservation Texas, Inc., the Texas Historical Foundation, the Texas State Historical Association, Texas Association of Museums, the Texas Archeological Society, the Council of Texas Archeologists, Texas Society of Architects, the Texas Downtown Association, and many local historical and archeological societies. Because the preservation community has many more needs than resources to meet them, it is imperative that nonprofit organizations pool their ideas, talents, and expertise. The THC provides technical and consultative services, but primarily it seeks to empower local groups with the information and resources they need to carry out their mandates at the local level.

### **Friends of the Texas Historical Commission**

The Friends of the Texas Historical Commission, (Friends) is a private tax-exempt nonprofit organization classified as a 501(c)(3) organization in the Internal Revenue Code. Governed by a Board of Trustees, its purpose is to encourage philanthropic support for agency initiatives that are not provided for in the state budget. The Friends partners with individuals, foundations, and corporations to provide additional resources from the private sector for the agency's programs and projects.

The Friends launched an annual fund program in FY 2014, raising approximately \$100,000 in unrestricted funds to support the Fulton Mansion restoration; the 1936 Centennial Marker Program; new education videos at Caddo Mounds State Historic Site and the Eisenhower Birthplace State Historic Site; the archeology stewards program; digitization of the Texas Main Street Program slides; the restoration of the Starr Family Home portraits; the economic impact study and the Diversity Internship Program. In addition, grants and restricted gifts totaling approximately \$500,000 were received for the Fulton Mansion restoration, the economic impact study, the 1936 Centennial Marker Program, the First Lady's Texas Main Street Tour and the Texas Courthouse Stewardship Workshop.

The Friends manages the Diversity Internship Program for the THC which awards students of diverse cultural backgrounds interested in careers in historic preservation with THC summer internships. The program enhances students' knowledge in preservation through a mentored internship program in their desired field, including archeology, historical markers, historic sites and heritage tourism.

Additionally, the Friends sponsors fundraising and grant writing workshops twice per year to provide training for volunteers and staff of nonprofits across the state. The workshops provide a source of earned income for the Friends to support THC programs. The Friends also manages and awards archeology grants via The Bob and Kathleen Gilmore Fund for Spanish and French Colonial Archeology, as well as a Friends endowment, which it continues to expand to provide long-term support for THC programs.

## V. GOALS

### Goals of the Statewide Historic Preservation Plan

The THC's strategic plan is guided by the goals of *Preservation Connection: Texas' Statewide Historic Preservation Plan*. This is a federally mandated 10-year plan that the agency developed in collaboration with thousands of preservation stakeholders across Texas. The plan can be accessed at [www.preservationconnection.com](http://www.preservationconnection.com). The agency actively works to achieve these goals through our programs, services and working in collaboration with our partners. The THC developed a four-year action plan in early 2014 to guide the Commission's contributions toward achieving the goals of the Statewide Historic Preservation Plan through 2018.

#### **Goal 1: Survey and Online Inventory**

Texans undertake a comprehensive survey of the state's diverse historic and cultural resources resulting in a publicly accessible online inventory.

#### **Goal 2: Emphasize Cultural Landscapes**

Communities are active in the identification, protection, and interpretation of cultural landscapes.

#### **Goal 3: Implement Policies and Incentives**

Cities, counties, the state, federal agencies, and tribes implement preservation policies and incentives to effectively protect historic and cultural assets.

#### **Goal 4: Leverage Economic Development Tools**

Communities leverage preservation-based and traditional economic development tools to revitalize historic areas.

#### **Goal 5: Learn and Experience History through Place**

Texas residents and guests of all ages learn and experience the state's diverse history through formal education, recreation, and everyday interactions with historic places.

#### **Goal 6: Connect Preservation to Related Fields**

We connect and integrate preservation into related fields and activities, building a broader, stronger, and more diverse community.

#### **Goal 7: Cultivate Political Commitment**

We cultivate political commitment for historic preservation at the state and local level.

#### **Goal 8: Build Capacity of Preservation Community**

The existing preservation community develops its organizational capacity to strengthen and expand preservation skills.

### Agency Strategic Plan Goals

#### **Goal A: Historic Preservation**

We will save the real places that tell the real stories of Texas' diverse heritage, and educate and train the public to use historic places for the economic health and quality of life of their communities.

#### **Goal B: Indirect Administration**

We will cultivate a culture of creativity at the agency that results in a motivated and diverse staff working to maximize the quality and effectiveness of services to the public.

# VI. OBJECTIVES, STRATEGIES AND PERFORMANCE 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 resources.

### OBJECTIVE A.1

#### PROTECT AND PRESERVE HISTORIC RESOURCES

Encourage the preservation and protection 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. Private dollars reinvested in existing commercial buildings through rehabilitation tax incentives
3. Number of Section 106/federal undertaking and Antiquities Code reviews
4. Number of individuals provided training and assistance in historic and archeological preservation
5. Percent of eligible courthouses fully restored or rehabilitated
6. Percent of eligible courthouses protected by preservation easements held by the THC
7. Percent of state historic sites maintenance and minor repairs completed

### 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 mandated state and/or federal architectural reviews

#### Efficiency Measure

1. Average cost per property assisted

### 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

<b>Output Measures</b>	<ol style="list-style-type: none"> <li>1. Number of construction projects reviewed for archeological impact</li> <li>2. Number of volunteer archeological site protection efforts directed</li> </ol>
<b>Efficiency Measure</b>	<ol style="list-style-type: none"> <li>1. Percentage of construction projects reviewed in less than 30 days</li> </ol>
<b>STRATEGY A.1.3</b>	<b>Courthouse Preservation</b> – Provide financial and technical assistance through the Texas Historic Courthouse Preservation Program (THCPP) for critical courthouse preservation projects
<b>Output Measures</b>	<ol style="list-style-type: none"> <li>1. Number of THCPP grants awarded</li> <li>2. Number of master plans approved</li> </ol>
<b>Efficiency Measure</b>	<ol style="list-style-type: none"> <li>1. Cost per courthouse grant awarded</li> </ol>
<b>STRATEGY A.1.4</b>	<b>Historic Sites</b> – Operation and maintenance of historic sites
<b>Output Measures</b>	<ol style="list-style-type: none"> <li>1. Number of state historic sites maintenance and minor repair projects completed</li> <li>2. Number served by state historic sites and interpretive programs</li> </ol>
<b>STRATEGY A.1.5</b>	<b>Texas Preservation Trust Fund</b> – Provide financial assistance through the Texas Preservation Trust Fund (TPTF) for critical preservation projects
<b>Output Measures</b>	<ol style="list-style-type: none"> <li>1. Number of TPTF grants awarded</li> <li>2. Average TPTF grant amount awarded</li> </ol>
<b>OBJECTIVE A.2</b>	<b>ECONOMIC DEVELOPMENT, TOURISIM, 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>	<p><b>Goal 4:</b> Leverage Economic Development Tools</p> <p><b>Goal 5:</b> Learn and Experience History Through Place</p>
<b>Output Measures</b>	<ol style="list-style-type: none"> <li>1. Dollar reinvestment in physical improvements from public and private sources in Texas Main Street Central Business Districts</li> <li>2. Number of materials distributed</li> </ol>
<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 regional heritage initiatives
<b>Output Measures</b>	<ol style="list-style-type: none"> <li>1. Number of properties and sites assisted</li> <li>2. Number of technical assists provided to public, private, and nonprofit entities</li> </ol>

**OBJECTIVE A.3**

**IDENTIFY AND EVALUATE HISTORIC RESOURCES**

**Identify, evaluate and interpret historic and archeological resources across the state and provide information accessible to stakeholders**

**Relationship to Statewide Plan**

**Goal 1:** Survey and Online Inventory

**Output Measure**

1. Number of historic and archeological properties identified and recorded

**STRATEGY A.3.1**

**Programs for Historic Resource Identification, Evaluation and Interpretation**

– Provide information, programs, and services to private, public, and nonprofit constituents for the identification, evaluation, preservation, and interpretation of historic resources

**Output Measure**

1. Number of sites, properties, and other historical resources evaluated

**Efficiency Measure**

1. Average cost per site, property, or historical resource evaluated

**Agency Goal B**

**Indirect Administration**

**We will cultivate a culture of creativity at the agency that results in a motivated and diverse staff working to maximize the quality and effectiveness of services to the public.**

**OBJECTIVE B.1**

**SURVEY OF EMPLOYEE ENGAGEMENT**

**To increase the agency composite score of identified target areas on the Survey of Employee Engagement (SEE) to 385**

**Output Measures**

1. Percentage of change in score for target areas of the SEE
2. Percentage of surveyed customers expressing overall satisfaction with services rendered
3. Percentage of total dollar value of purchasing and public works contracts and subcontracts awards to HUBs
4. Percentage of EEO population targets at agency
5. Percentage of recommendations implemented within 180 days of audit approval

**OBJECTIVE B.2**

**CUSTOMER SERVICE**

**To achieve 90 percent of customers surveyed who are satisfied overall with agency services**

**OBJECTIVE B.3**

**HISTORICALLY UNDERUTILIZED BUSINESSES**

**To include Historically Underutilized Businesses (HUB) in at least 20 percent of the total value of contracts and subcontracts awarded annually by the agency in purchasing and public works contracting**

# VII. TECHNOLOGY RESOURCES PLANNING

## Technology Initiative Assessment and Alignment

1. **Initiative Name:** Texas Historic Sites Atlas Improvements
  
2. **Initiative Description:** The Texas Historic Sites Atlas is a Web application that provides access to historic property and archeological site data. It is used by planners in state and federal agencies and their contractors, and is also accessible by the general public. It currently uses the Microsoft ASP platform, and much of the supporting code is in Perl. It is being rewritten in C++ and MVC on the Microsoft Dot Net platform. Spatial data is displayed using ESRI ArcGIS for Server, and this part of the application is also being updated. As part of this effort, we are also developing new, and improving existing, internal applications and procedures for the entry and management of this data.
  
3. **Associated Project(s):** None
  
4. **Agency Objective(s):** Objective 3: Lead the effort to identify and evaluate historic and prehistoric resources across the state and be the portal to a dynamic statewide inventory accessible to stakeholders.
  
5. **Statewide Technology Priority(ies):** This initiative aligns with Data Management, and Legacy Applications.
  
6. **Anticipated Benefit(s):** The THC is required by law to maintain a register of the state's historic resources, and the Atlas fulfills this function. The planned improvements will implement many new features that have been requested by both citizens and professional users of the Atlas, and should improve customer satisfaction. Security scans have revealed a number of vulnerabilities in the current Atlas application. The new platform is inherently more secure, and the vulnerabilities will be addressed during development.
  
8. **Capabilities or Barriers:** The THC has hired temporary programming staff and is currently working toward completion of this project. There are no significant barriers to successful completion at this time.

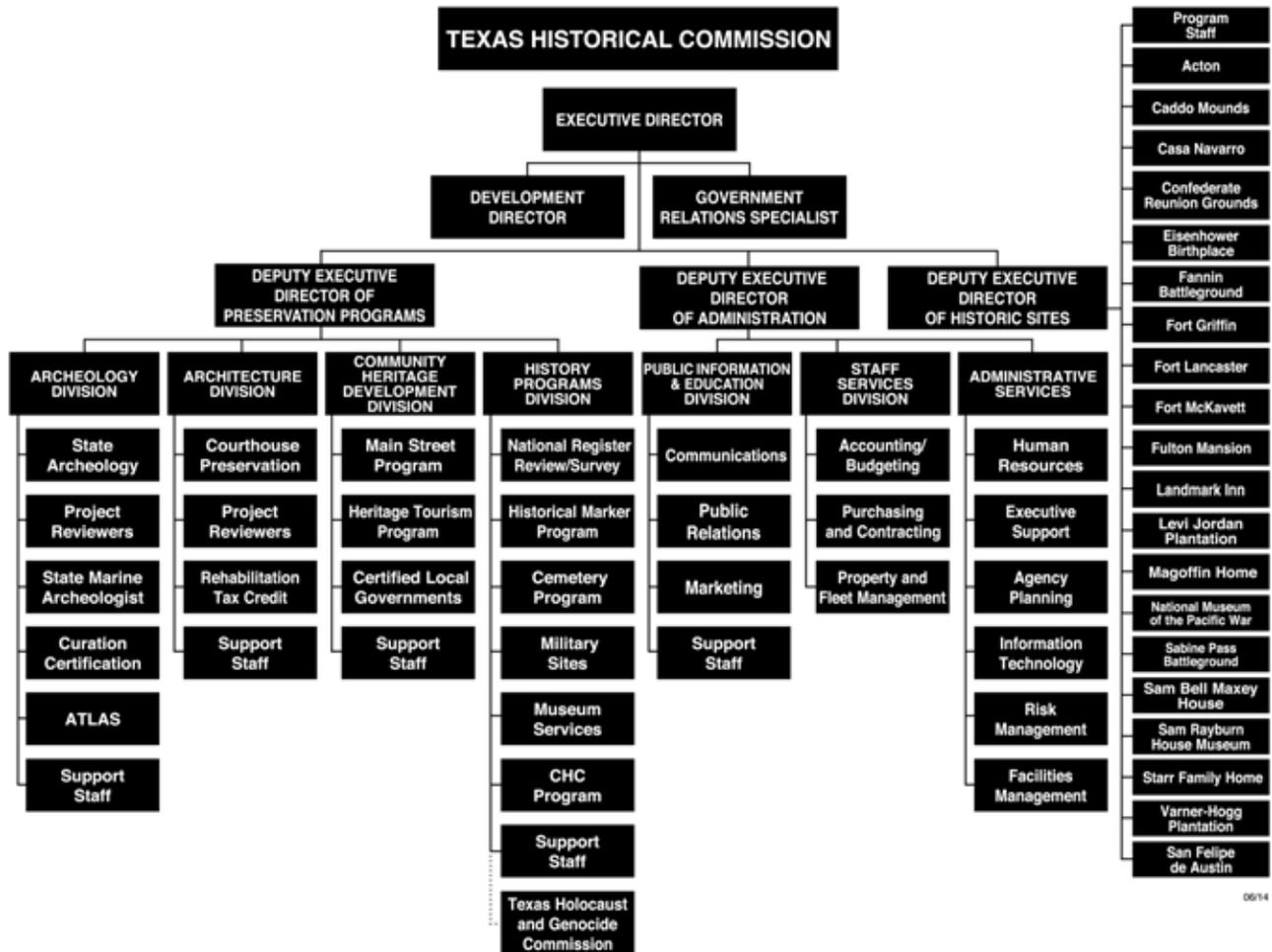
## VIII. APPENDICES

### Appendix A: Description of Agency's Planning Process

The agency completed an inclusive strategic process to create this plan. The process included:

- Strategic planning session with staff and commissioners to review and update the agency's goals, objectives, and strategies
- Integration with *Preservation Connection: Texas' Statewide Historic Preservation Plan*, a statewide comprehensive preservation plan that includes a vision for historic preservation in Texas, as well as goals, outcomes and action ideas for the preservation community across the state
- Analysis by agency managers of programs and initiatives, and recommendations on effectively aligning programs with the core mission and goals of the THC
- Survey of Employee Engagement conducted by the Institute for Organizational Excellence, University of Texas at Austin; and subsequent planning to develop recommendations for agency improvement
- Customer service survey

# Appendix B: Current Organizational Chart



06/14

## Appendix C: Five-Year Outcome Projections

OUTCOME	2015	2016	2017	2018	2019
Number of properties designated annually	2,250	2,250	2,250	2,250	2,250
Number of properties identified and recorded	2,530	2,515	2,515	2,515	2,515
Number of individuals provided training and assistance in historic and archeological preservation	38,950	39,000	39,050	39,050	39,050
Number of Section 106/federal undertaking and Antiquities Code reviews	15,550	15,550	15,550	15,550	15,550
Number of materials distributed	16,405,819	16,403,392	16,625,431	16,674,953	16,825,971
Percentage of eligible courthouses fully restored or rehabilitated	24.50%	24.70%	25.00%	25.69%	27.27%
Percentage of eligible historic courthouses that are protected by preservation easements held by the THC	37.34%	41.03%	40.08%	44.66%	44.66%
Percentage of state historic sites maintenance and minor repair projects completed	90%	90%	90%	90%	90%
Private money reinvested in commercial buildings by rehab tax incentives	\$75 Million	\$200 Million	\$225 Million	\$250 Million	\$250 Million
Dollar reinvestment in physical improvements from public and private sources in Texas Main Street Central Business Districts	\$84 Million	\$88 Million	\$93 Million	\$98 Million	\$103 Million
Composite score of target areas on the Survey of Employee Engagement	380	385	385	385	385
Percentage of surveyed customer respondents expressing overall satisfaction with services received	90%	90%	90%	90%	90%

## Appendix D: Performance Measure Definitions

### OBJECTIVE OUTCOME DEFINITIONS REPORT

84th Regular Session, Base Recon, Version 1  
Automated Budget and Evaluation System of Texas (ABEST)

Date: 6/3/2014  
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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 808 083-R-S70-1 01-01 OC 01

#### BL 2016 Definition

Number of properties designated annually.

#### BL 2016 Data Limitations

There are no data limitations for this measure.

#### BL 2016 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 Archeological Landmarks by the Texas Historical Commission; and (e) the number of archeological sites added to the Texas Historic Sites Atlas.

#### BL 2016 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 Archeological Landmarks is compiled manually from the minutes of the Texas Historical Commission'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.

#### BL 2016 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 Archeological 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.

**OBJECTIVE OUTCOME DEFINITIONS REPORT**  
84th Regular Session, Base Recon, Version 1  
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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	Private \$ Reinvested in Commercial Buildings by Rehab Tax Incentives

**Calculation Method: N**

**Key Measure: N**

**New Measure: N**

**Target Attainment: H**

**Priority: M**

**Percentage Measure: N**

**Cross Reference:** Agy 808 083-R-S70-1 01-01 OC 02

BL 2016 Definition

The 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.

BL 2016 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 historic preservation tax incentive program. The Historic Preservation Tax Incentives 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.

BL 2016 Data Source

As 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.

BL 2016 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 THC control.

BL 2016 Purpose

This measure indicates the dollars reinvested in commercial buildings/income-producing properties through the Federal Historic Preservation Tax Incentives 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 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	Number of Section 106/Antiquities Code Reviews

**Calculation Method: N**

**Key Measure: N**

**New Measure: N**

**Target Attainment: H**

**Priority: M**

**Percentage Measure: N**

**Cross Reference:** Agy 808 083-R-S70-1 01-01 OC 03

BL 2016 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.

BL 2016 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.

BL 2016 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.

BL 2016 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.

BL 2016 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. 4	# 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 808 083-R-S70-1 01-01 OC 04

BL 2016 Definition

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

BL 2016 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.

BL 2016 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.

BL 2016 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.

BL 2016 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. 5	Percent Courthouses Fully Restored/Rehabilitated

**Calculation Method: N**

**Key Measure: N**

**New Measure: N**

**Target Attainment: H**

**Priority: H**

**Percentage Measure: Y**

**Cross Reference:** Agy 808 083-R-S70-1 01-01 OC 05

BL 2016 Definition

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

BL 2016 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.

BL 2016 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.

BL 2016 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.

BL 2016 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. 6            % Eligible Courthouses Protected by Preservation Easements

**Calculation Method: N**

**Key Measure: N**

**New Measure: N**

**Target Attainment: H**

**Priority: H**

**Percentage Measure: Y**

**Cross Reference:** Agy 808 083-R-S70-1 01-01 OC 06

BL 2016 Definition

A preservation easement provides long-term protection for the historic courthouse against inappropriate or destructive work. As part of the Texas Historic Courthouse Preservation Grant Program process, counties have the option of placing preservation easements on their courthouses. Preservation easement is defined as the easement specifically created for the Texas Historic Courthouse Preservation Program. Prior deed covenants held under the Historic Preservation Fund (HPF, federal grant), Texas Historic Preservation Grant (THPG) and Texas Preservation Trust Fund (TPTF) will not count under this measure. The higher the percentage of eligible historic courthouses that are protected by preservation easements, the more long-term protection it will afford the historic county courthouses in Texas.

BL 2016 Data Limitations

Preservation easements will have different lengths of time depending on what counties agree to. Prior deed covenants held under the Historic Preservation Fund (HPF, federal grant), Texas Historic Preservation Grant (THPG) and Texas Preservation Trust Fund (TPTF) will not count under this measure.

BL 2016 Data Source

The preservation easements are approved and held by the THC. This data will be tracked on a spreadsheet/database at the THC.

BL 2016 Methodology

The number of eligible historic courthouses that are protected by preservation easements will be divided by the total number of courthouses eligible for the program. The result will be a percentage of the whole.

BL 2016 Purpose

This measure illustrates the overall percentage of eligible historic courthouses that are protected by preservation easements.

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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. 7	% of Historic Sites Maintenance and Minor Repair Projects Completed

**Calculation Method: N**

**Key Measure: N**

**New Measure: N**

**Target Attainment: H**

**Priority: H**

**Percentage Measure: Y**

**Cross Reference:** Agy 808 083-R-S70-1 01-01 OC 07

BL 2016 Definition

This measure will reflect the percent of minor maintenance and repair projects carried out during the fiscal year at the Historic Sites. A project is defined as minor maintenance/repair by the site manager in conjunction with agency staff in Austin. In most cases, minor repair/maintenance projects result in enhancement of the state historic site, protection of public safety and/or proper upkeep of site facilities. Examples include plumbing repairs, electrical repairs, painting, general facility maintenance such as minor roof repair, etc. A list of all such projects is compiled by staff in Austin from site forms submitted by site managers for the year and serves as the denominator (base). To obtain percent of projects completed, actual projects completed at the sites are compared to the list of all identified projects.

BL 2016 Data Limitations

The accuracy of this performance measure is dependent on site staff completing and submitting the Project Work Request form in a timely manner with the project completion date notated.

BL 2016 Data Source

Site managers will report to Agency staff the number of all maintenance/repair projects identified for the year and the number of these projects completed.

BL 2016 Methodology

Measure is calculated by dividing the number of completed minor repair/maintenance projects by the total number of all maintenance/repair projects identified. A project is counted as completed when a site manger submits the Project Work Request form with the completion date entered.

BL 2016 Purpose

These sites are a critical link to the heritage of this state. It is critical that ongoing maintenance and repair continues so that we do not lose this link to our past. This routine maintenance and repair will aid in the prevention of large-scale critical repairs.

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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            Number of Materials Distributed

**Calculation Method: N**

**Key Measure: N**

**New Measure: N**

**Target Attainment: H**

**Priority: M**

**Percentage Measure: N**

**Cross Reference:** Agy 808 083-R-S70-1 01-02 OC 01

BL 2016 Definition

This measure tracks assistance provided to individuals through print, electronic, web or other promotional materials across the agency, including the count of number of visits to the agency website and related sites.

BL 2016 Data Limitations

Reported numbers do not account for the complexity or length of distributed materials, or for the length of time visitors spend on the website. The volunteer data reflected in this output is reported on a semi-annual basis and appears only in the second and fourth quarter reports, although activities are relatively evenly spread throughout the year.

BL 2016 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 but not limited to heritage tourism brochures, The Medallion, technical briefs and reports, booklets and pamphlets for the general public, and booklets and pamphlets for archeologists or other members of the archeological community. Such materials may be distributed by staff or by volunteers under staff direction. Materials may be in print or electronic media form and also includes materials downloaded from the agency website and related sites. This measure also tracks the number of visits to the agency website, Heritage Trail websites, Historic Sites websites, agency blogs and other social media sites.

BL 2016 Methodology

Printed materials will be manually tabulated by staff, electronic media will be tabulated by staff from email counts, as well as from automatic counts of access (the non-THC users count is a proxy for number of materials accessed by the public) to the Texas Historic Sites Atlas database. Visits to agency websites and downloads from websites will be counted by web analytic software.

BL 2016 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. 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.

**OBJECTIVE OUTCOME DEFINITIONS REPORT**  
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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	\$ 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 808 083-R-S70-1 01-02 OC 02

BL 2016 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.

BL 2016 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.

BL 2016 Data Source

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

BL 2016 Methodology

The Texas Main Street managers report the dollar reinvestment amount 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.

BL 2016 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.

**OBJECTIVE OUTCOME DEFINITIONS REPORT**  
84th Regular Session, Base Recon, Version 1  
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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	Number of Properties Identified and Recorded

**Calculation Method: N**

**Key Measure: N**

**New Measure: N**

**Target Attainment: H**

**Priority: H**

**Percentage Measure: N**

**Cross Reference:** Agy 808 083-R-S70-1 01-03 OC 01

BL 2016 Definition

This measure will provide the agency and the public with information on the number of historic and archeological resources identified and recorded across the state.

BL 2016 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 will fluctuate accordingly.

BL 2016 Data Source

Staff identify, track, and record properties through the following processes: (a) number of archeological sites added to the Texas Historic Sites Atlas; (b) properties reviewed for National Register (NR) eligibility according to criteria by the National Park Service with the total number to include individual properties, and contributing and noncontributing properties within a historic district; (c) properties in the path of federally funded or permitted projects evaluated for NR eligibility; (d) properties submitted for federal income tax credits for rehabilitation reviewed for NR eligibility; (e) cemeteries evaluated to meet Historic Texas Cemetery criteria through agency rules; (f) properties evaluated for Recorded Texas Historic Landmark status; (g) sites associated with the Official Texas Historic Marker Program; (h) surveys conducted by Certified Local Governments, communities, and organizations that are submitted to the agency and statewide inventory; (i) agency-directed survey and recordation projects.

BL 2016 Methodology

The number of archeological sites added to the Texas Historic Sites Atlas are compiled electronically from the Texas Historic Sites Atlas computer database. Staff log number of properties reviewed for NR eligibility, CLG and community surveys; 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.

BL 2016 Purpose

This measure will provide the agency and the public with information on historic and archeological resources. Identification of historic and 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 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
Strategy No. 1	Property Rehabilitation/Preservation Technical Assistance
Measure Type	EF
Measure No. 1	Average Cost Per Property Assisted

**Calculation Method: N**

**Key Measure: N**

**New Measure: N**

**Target Attainment: L**

**Priority: H**

**Percentage Measure: N**

**Cross Reference:** Agy 808 083-R-S70-1 01-01-01 EF 01

### BL 2016 Definition

Measure indicates administrative cost per property assisted.

### BL 2016 Data Limitations

None.

### BL 2016 Data Source

Source of data is from departmental quarterly work log reports and financial statements.

### BL 2016 Methodology

This measure is calculated by taking the portion of strategy costs expended for assisting, monitoring or reviewing historic properties divided by the total number of historic properties assisted, monitored or reviewed.

### BL 2016 Purpose

This measure indicates the agency's cost in assisting properties.

**STRATEGY-RELATED MEASURE DEFINITIONS REPORT**  
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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
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 808 083-R-S70-1 01-01-01 OP 01

BL 2016 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 Archeological Landmark, Recorded Texas Historic Landmark, Historic County Courthouse, Section 106 of the National Historic Preservation Act).

BL 2016 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.

BL 2016 Data Source

Source of data is from departmental quarterly work log reports.

BL 2016 Methodology

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

BL 2016 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.

## STRATEGY-RELATED MEASURE DEFINITIONS REPORT

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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
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: N**

**New Measure: N**

**Target Attainment: H**

**Priority: H**

**Percentage Measure: Y**

**Cross Reference:** Agy 808 083-R-S70-1 01-01-02 EF 01

### BL 2016 Definition

Percent of construction projects reviewed in less than 30 days.

### BL 2016 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.

### BL 2016 Data Source

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

### BL 2016 Methodology

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

### BL 2016 Purpose

This measure will show what percent of projects are being reviewed within the thirty (30) day required period.

## STRATEGY-RELATED MEASURE DEFINITIONS REPORT

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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
Strategy No. 2	Archeological Protection through Reviews, Outreach and Other Programs
Measure Type	OP
Measure No. 1	Number of Construction Projects Reviewed

**Calculation Method: C**

**Key Measure: Y**

**New Measure: N**

**Target Attainment: H**

**Priority: H**

**Percentage Measure: N**

**Cross Reference:** Agy 808 083-R-S70-1 01-01-02 OP 01

### BL 2016 Definition

Number of construction projects reviewed.

### BL 2016 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.

### BL 2016 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.

### BL 2016 Methodology

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

### BL 2016 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 required under the 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
Strategy No. 2	Archeological Protection through Reviews, Outreach and Other Programs
Measure Type	OP
Measure No. 2	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 808 083-R-S70-1 01-01-02 OP 02

### BL 2016 Definition

Number of volunteer archeological site protection efforts directed.

### BL 2016 Data Limitations

Data submitted by the volunteers is unaudited and unverified by the 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.

### BL 2016 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.

### BL 2016 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.

### BL 2016 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 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
Strategy No. 3	Courthouse Preservation Assistance
Measure Type	EF
Measure No. 1	Cost Per Courthouse Grant Awarded

**Calculation Method: N**

**Key Measure: N**

**New Measure: N**

**Target Attainment: L**

**Priority: H**

**Percentage Measure: N**

**Cross Reference:** Agy 808 083-R-S70-1 01-01-03 EF 01

### BL 2016 Definition

Measure will indicate administrative cost per grant awarded.

### BL 2016 Data Limitations

None.

### BL 2016 Data Source

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

### BL 2016 Methodology

This measure will be calculated by taking the associated cost to administer the historic courthouse preservation program (not to exceed 1% of the administrative amount appropriated during the state fiscal biennium) divided by the total number of grants awarded.

### BL 2016 Purpose

This measure will indicate the agency's cost in administering the grant program.

## STRATEGY-RELATED MEASURE DEFINITIONS REPORT

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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
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 808 083-R-S70-1 01-01-03 OP 01

### BL 2016 Definition

This measure indicates the number of grants awarded.

### BL 2016 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.

### BL 2016 Data Source

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

### BL 2016 Methodology

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

### BL 2016 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 master plans, reviewing applications, and administering the program.

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Agency Code: **808**  
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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. 2	# of Master Plans Approved

**Calculation Method: C**

**Key Measure: N**

**New Measure: N**

**Target Attainment: H**

**Priority: H**

**Percentage Measure: N**

**Cross Reference:** Agy 808 083-R-S70-1 01-01-03 OP 02

### BL 2016 Definition

Master plan means a comprehensive planning document that includes the historical background of a courthouse, as well as a detailed analysis of its architectural integrity, current condition, and future needs for preservation. In order to be eligible for funding, a county must have completed a current master preservation plan, completed or updated in the 30-month period prior to the date (as determined by the THC) of application, and received approval of the plan from the commission.

### BL 2016 Data Limitations

The THC does not have full control over how many counties submit master plans for the program. Master plans may be submitted once or twice each year, so there may be quarters during the year where no master plans have been submitted for review.

### BL 2016 Data Source

As each master plan is approved, it will be tracked on a spreadsheet/database at the THC.

### BL 2016 Methodology

This is a summation of master plans approved. These will be reported quarterly and totaled at the end of each year.

### BL 2016 Purpose

This measure will indicate the amount of interest in and the demand for the program and indicate the potential applications that may be received for the grant cycle. It will also indicate the workload involved in reviewing master plans and potential applications.

## STRATEGY-RELATED MEASURE DEFINITIONS REPORT

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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
Strategy No. 4	Operation and Maintenance of Historic Sites
Measure Type	OP
Measure No. 1	# of Historic Sites Maintenance and Minor Repair Projects Completed

**Calculation Method: C**

**Key Measure: N**

**New Measure: N**

**Target Attainment: H**

**Priority: H**

**Percentage Measure: N**

**Cross Reference:** Agy 808 083-R-S70-1 01-01-04 OP 01

### BL 2016 Definition

This measure will reflect the number of minor maintenance and repair projects carried out during the fiscal year at the Historic Sites. A project is defined as minor maintenance/repair by the site manager in conjunction with agency staff in Austin. In most cases, minor repair/maintenance projects result in enhancement of the state historic site, protection of public safety and/or proper upkeep of site facilities. Examples include plumbing repairs, electrical repairs, painting, general facility maintenance such as minor roof repair, etc.

### BL 2016 Data Limitations

The accuracy of this performance measure is dependent on site staff completing and submitting the Project Work Request form in a timely manner with the project completion date notated. Performance may also be affected by the scope of the various projects undertaken.

### BL 2016 Data Source

Site managers will report to Agency staff the number of maintenance/repair projects completed.

### BL 2016 Methodology

Measure is calculated by manually counting the number of Project Work Forms submitted with completed dates from the sites.

### BL 2016 Purpose

These sites are a critical link to the heritage of this state. It is critical that ongoing maintenance and repair continues so that we do not lose this link to our past. This routine maintenance and repair will aid in the prevention of large-scale critical repairs.

## STRATEGY-RELATED MEASURE DEFINITIONS REPORT

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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
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 808 083-R-S70-1 01-01-04 OP 02

### BL 2016 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.

### BL 2016 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.

### BL 2016 Data Source

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

### BL 2016 Methodology

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

### BL 2016 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 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
Strategy No. 5	Provide Financial Assistance through the Preservation Trust Fund
Measure Type	OP
Measure No. 1	Number 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 808 083-R-S70-1 01-01-05 OP 01

### BL 2016 Definition

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

### BL 2016 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.

### BL 2016 Data Source

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

### BL 2016 Methodology

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

### BL 2016 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 Code: **808**  
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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 Preservation Trust Fund
Measure Type	OP
Measure No. 2	Average Preservation Trust Fund Grant Amount Awarded

**Calculation Method: N**

**Key Measure: N**

**New Measure: N**

**Target Attainment: H**

**Priority: L**

**Percentage Measure: N**

**Cross Reference:** Agy 808 083-R-S70-1 01-01-05 OP 02

### BL 2016 Definition

This is the average PTF grant amount awarded.

### BL 2016 Data Limitations

None.

### BL 2016 Data Source

Grant amounts awarded are tracked on the grant program database.

### BL 2016 Methodology

This measure is calculated by dividing the total dollar amount of grants awarded in the given time period by the total number of grants awarded in the same time period.

### BL 2016 Purpose

This measure indicates the average grant amount awarded to grant projects.

## STRATEGY-RELATED MEASURE DEFINITIONS REPORT

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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
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 808 083-R-S70-1 01-02-01 OP 01

### BL 2016 Definition

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

### BL 2016 Data Limitations

None.

### BL 2016 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; training, workshops and presentations; verbal and written communications and electronic mail in response to an inquiry; architectural drawings and pro formas.

### BL 2016 Methodology

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

### BL 2016 Purpose

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

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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
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 808 083-R-S70-1 01-02-01 OP 02

### BL 2016 Definition

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

### BL 2016 Data Limitations

None.

### BL 2016 Data Source

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

### BL 2016 Methodology

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

### BL 2016 Purpose

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

## STRATEGY-RELATED MEASURE DEFINITIONS REPORT

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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
Strategy No. 1	Program for Historic Resource Identification, Evaluation and Interpretation
Measure Type	EF
Measure No. 1	Cost Per Historic Resource Evaluated

**Calculation Method: N**

**Key Measure: N**

**New Measure: N**

**Target Attainment: L**

**Priority: L**

**Percentage Measure: N**

**Cross Reference:** Agy 808 083-R-S70-1 01-03-01 EF 01

### BL 2016 Definition

This measure indicates the cost to the agency for each historic resource evaluation it undertakes.

### BL 2016 Data Limitations

Data does not reflect the quality of the evaluation; some evaluations are much more costly in terms of staff time and expenses than others.

### BL 2016 Data Source

Financial data is provided by the agency's chief fiscal officer; number of resources evaluated is provided in the related output measure.

### BL 2016 Methodology

The cost is computed by dividing the portion of the History Programs Division strategy cost expended for evaluations by number of evaluations completed. The percentage of strategy budget expended for evaluations is determined on an annual basis.

### BL 2016 Purpose

Shows the cost efficiency with which historic resources are evaluated.

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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
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 808 083-R-S70-1 01-03-01 OP 01

### BL 2016 Definition

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

### BL 2016 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. It does not allow for informal evaluations or evaluations as part of other programs that may arise after definitions are established.

### BL 2016 Data Source

History Programs Division staff members evaluate above-ground properties, historic cemeteries, and historical topics through the following processes: (a) properties reviewed for National Register (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 National Register eligibility; (c) properties submitted for federal income tax credits for rehabilitation reviewed for National Register 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.

### BL 2016 Methodology

Staff provides the office manager with a copy of the State Board of Review agenda and cover sheet from National Register 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.

### BL 2016 Purpose

Preserve the state's historic landmarks.

## Appendix E: Workforce Plan

### Current Workforce Profile

The Texas Historical Commission has 190.2 authorized full time employees according to the General Appropriations Act. As of FY 2013, the agency had 165 full time employees including 15 part-time staff members. The current workforce is comprised of 39 percent males and 61 percent females. More than half of the THC staff is over the age of 40. More than 12 percent of the workforce can 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	8	7	11	15	2	1	44
5 to 10 years	3	26	15	15	8	3	70
11 to 15 years	0	5	11	9	3	0	28
16 to 20 years	0	1	6	8	0	0	15
21 to 25 years	0	0	3	10	0	0	13
26 years plus	0	0	0	7	2	1	10
<b>Total (Headcount)</b>	11	39	46	64	15	5	180

The largest age group percentage of employees in the agency is 50–59. This group comprises 35 percent of staff:

Age Group	Headcount	Percentage of FTEs
Under 30 years	11	6%
30–39 years	39	22%
40–49 years	46	26%
50–59 years	64	35%
60–69 years	15	8%
70 and over	5	3%
<b>Total</b>	180	100%

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 completed a 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, 2013)			
	Total Positions	Number Minority	Percent Minority
Officials/Administrators	5	1	20%
Administrative Support	27	9	33%
Service/Maintenance	27	9	33%
Professionals	88	6	7%
Para-Professional	33	12	36%
Protective Services	0	0	0
Skilled Craft	0	0	0
Technicians	0	0	0
<b>Total (Headcount)</b>	180	37	21%

## **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, THC faces the continuing challenge of offering competitive compensation to recruit and retain qualified employees in our archaeological, architecture, historic preservation and other specialized positions. Although employee turnover for the THC compares favorably with many state agencies, THC faces the same challenge with an aging workforce as does 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.

## **Aging Workforce and Succession Planning**

The THC has made it a priority to develop staff members to take over leadership roles in order 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
- Develop 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 along with maintenance
- Section 106 review process 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 in particular, 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 the most current 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 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, service 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 this agency. THC 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. Agency 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**

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 THC 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 agency responsibilities and external reporting requirements may alter the agency's needs over time. Since many of the staff members have a great deal of longevity with the agency, employees may share multiple responsibilities to fill identifiable skill gaps due to past reductions in agency staff. In summary:

- Current employees have critical skills that must be developed further.
- 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 skill sets must continue to develop internally.

### **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 who 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 awards and recognition at agency-wide meetings.
- Recruitment plans will include posting jobs in the newspaper, on the agency's website and the governor's job bank, contacting outlets that reach underrepresented EEO populations, participating in job fairs, and offering internships.
- 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.

## Appendix F: 2014 Survey of Employee Engagement

Since 1994, the Texas Historical Commission (THC) has participated in the biennial Survey of Employee Engagement (formerly known as the Survey of Organizational Excellence) conducted by the School of Social Work at The University of Texas at Austin. 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 of 2013 the staff of the THC completed the SEE and the results were released to the agency in January 2014. The executive director and deputy executive director met with each division director in February 2014 to discuss their divisional scores and develop recommendations for addressing the survey results. In collaboration with agency management, action plans were developed.

Each construct receives a score; below 325 indicates a significant source of concern, above 350 indicates employees' perception is more positive than negative, and above 375 indicates areas of substantial strength.

### FY 2014 Survey Analysis

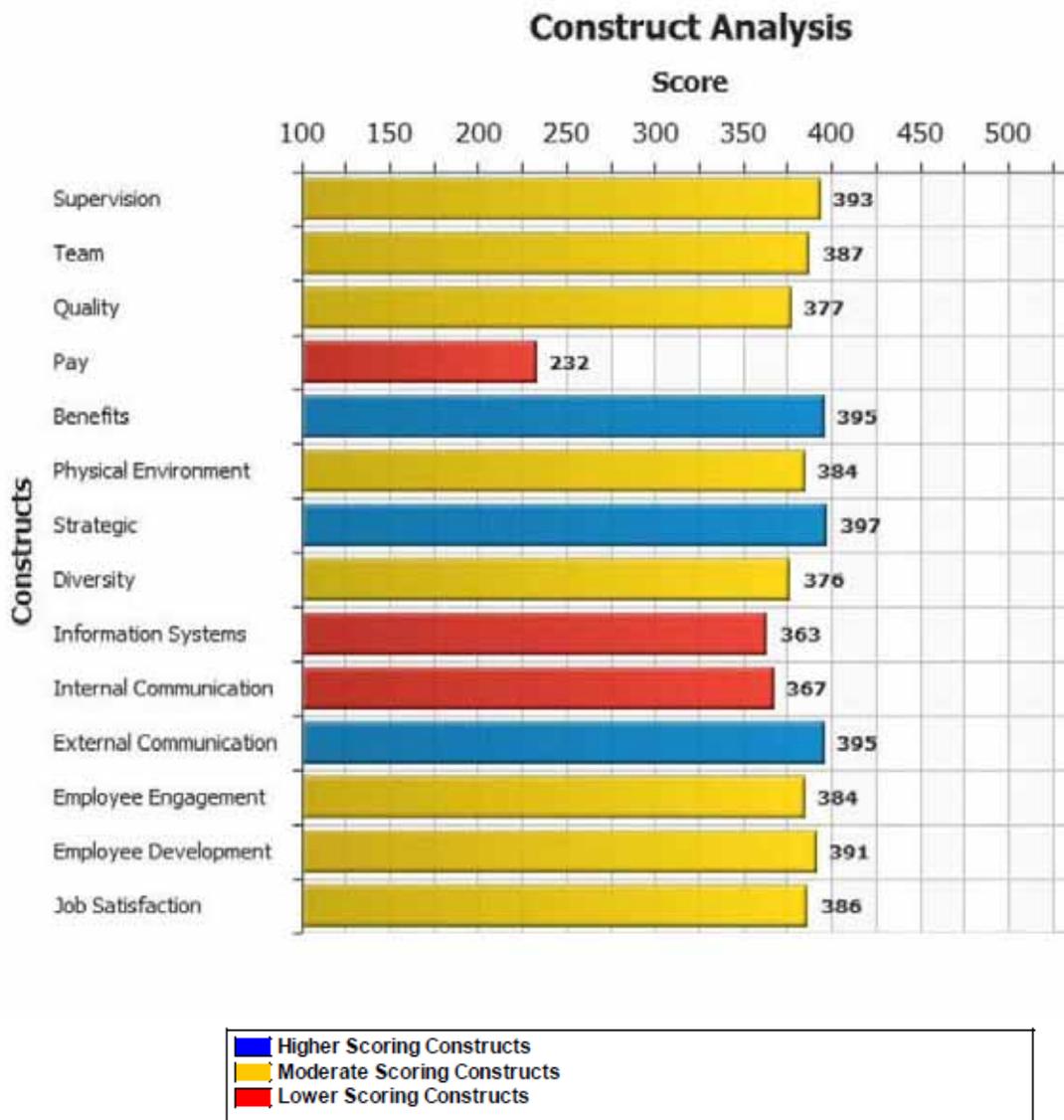
Overall, the 2014 results were very favorable:

- The total synthesis score is 378. For comparison purposes, synthesis scores typically range from 325 to 375.
- The response rate of 82% percent is considered very high as compared to other agencies, although this year's rate is eight points lower than the response rate of 90 percent in 2012.
- Out of 19 constructs, 15 constructs scored over 375, which indicate areas of substantial strength.
- Categories deserving special mention are:
  - Climate/Atmosphere with a score of 409
  - Climate/Ethics with a score of 402
  - Climate/Management with a score of 400
- Lowest scoring categories include:
  - Pay with a score of 232
  - Climate/Feedback with a score of 356
  - Information Systems with a score of 363

	General Respondent Information			
	FY 2014	FY 2012	FY 2010	FY 2007
<b>Total Respondents</b>	142	163	190	100
<b>Response Rate</b>	82%	90%	88%	91%
<b>Males</b>	85	61	69	33
<b>Females</b>	45	93	114	61
<b>African-Americans</b>	Less than 5	Less than 5	5	Less than 5
<b>Hispanic-American</b>	19	16	18	9
<b>Anglo</b>	109	134	153	75
<b>Other</b>	Less than 5	Less than 5	5	12
<b>16–29 years of age</b>	8	12	25	12
<b>30–39 years of age</b>	31	35	46	26
<b>40–49 years of age</b>	34	38	47	29
<b>50–59 years of age</b>	44	50	52	22
<b>60+</b>	14	18	15	11
<b>Bachelor's Degree</b>	36	46	56	33
<b>Graduate Degree</b>	63	63	81	38
<b>Supervisors</b>	43	53	63	26
<b>Non-supervisors</b>	92	103	126	71

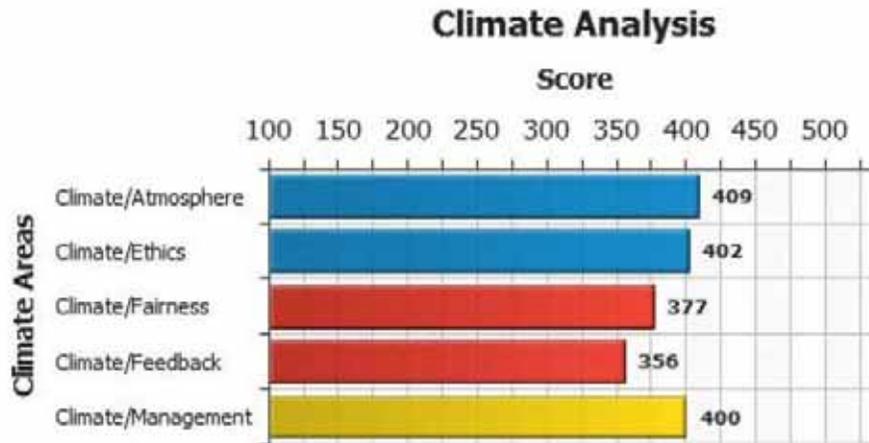
## Survey Constructs

The SEE has 14 constructs which capture the concepts most utilized by leadership and those which drive organizational performance and engagement. These constructs are: Supervision, Team, Quality, Pay, Benefits, Physical Environment, Strategic, Diversity, Information Systems, Internal Communication, External Communication, Employee Engagement, Employee Development, and Job Satisfaction. These constructs are designed to broadly profile organizational strengths and weaknesses.<sup>7</sup>



<sup>7</sup> Survey of Employee Engagement, Executive Summary, Report ID: 808, 2013

The SEE also measures Climate Areas, which to a large extent determines the efficiency and effectiveness of an organization. 4 of the 5 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.



### Action Plan for Excellence

In response to its results, agency leaders met with each division director and developed an action plan for organizational excellence at the THC. The Action Plan was presented to the Commission in April 2014. Objectives and impacts of this action plan are multifold:

1. To continue to cultivate an excellent working environment at the commission.
2. To continue to improve staff morale, creativity, and productivity.
3. To continue to involve staff in the betterment of the agency.
4. To improve the lowest scoring categories of "Pay," "Climate/Feedback" and "Information Systems," which had scores of 232, and 356, and 363 respectively.

### Measures of success include:

1. Increasing Pay, Climate/Feedback, and Information Systems scores by at least 10 percent for the Survey of Employee Engagement of 2016.
2. Qualitative staff feedback on improvements.



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