

TEXAS HISTORICAL COMMISSION STRATEGIC PLAN | 2017-21



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

thc.state.tx.us

AGENCY STRATEGIC PLAN | FISCAL YEARS 2017-21

BY THE TEXAS HISTORICAL COMMISSION

MEMBER NAME	DATES OF TERM	HOMETOWN
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Mr. John W. Crain, Vice-Chair	2007-19	Dallas
Mr. Robert K. Shepard, Secretary	2012-17	Weatherford
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Mr. Thomas M. Hatfield	2014-17	Austin
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Mr. Gilbert E. "Pete" Peterson, III	2007-19	Alpine
Mrs. Judy Carolyn Richardson	2011-17	Caldwell
Mrs. Daisy Sloan White	2011-17	Houston

June 2016

Signed: 
Executive Director

Approved: 
Commission Chair

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I. | STRATEGIC PLAN

I AM humble beginnings *and* spectacular finishes. *I am the resting place of countless*

HEROES *and the birthplace of innumerable* **DREAMS.**

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

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

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

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

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

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

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

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

I am the **Texas Historical Commission.**

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

TEXAS.!

TEXAS HISTORICAL COMMISSION
real places telling real stories

Why is Texas so exceptional?

Some argue it's the people—a melting pot of cultures that ultimately learned to co-exist, respect, and succeed together. Others believe it's the landscape—vast tracts of forest, mountains, coastline, plains, and desert. Many are convinced it's Texas' unique culture of opportunity, innovation, and entrepreneurship.

The truth is, it's not one of these things, but all of them. And all together they comprise the story of the Lone Star State.

The goal of the Texas Historical Commission is nothing less than preserving this story for the generations that will follow us. We do this because we know the history of our state has contributed as much as anything to create a place of unparalleled diversity, success, and livability.

Texas' popularity is driving an astonishing growth in our population. Across the nation and the world people are migrating here—and it's not the first time this has happened. Our state's story is characterized by expansion and growth.

From the beginning of our recorded history, the lands that one day would be called Texas attracted settlers, colonizers, and pioneers all seeking their fortune. In the 20th century, international events and forces of industrialization changed the face of the state and attracted residents and workers united in a desire for a better life. One day, future historians will talk about the new age of energy and information that drew a fresh generation to make their mark on Texas in the 21st century.

One of our state's greatest challenges in this time of incredible growth is that we not lose sight of our past. As vital as any technology, as pertinent as any personal liberty, the preservation of the incredible and unique story of Texas will ensure our state's continued prosperity and success.

Since 1953—when it was established as the Texas State Historical Survey Committee—the agency now known as the Texas Historical Commission has served as the Lone Star State's leader in the preservation of Texas history. The THC administers more than two dozen programs that protect the precious places Texans value—Texas' State Historic Sites, National Register properties, irreplaceable archeological sites, and historic county courthouses. Across the entire state our historical markers tell our most well-known and unknown histories.

We are one of the most respected state preservation offices in the nation and a powerful engine of economic development for Texas communities. Even as our state attracts permanent residents, it attracts temporary visitors—and their tourist dollars. They love our historic places as much as Texans do. Heritage travelers in Texas spent close to \$7.3 billion in 2013 and supported more than 54,000 jobs.

Preservation construction, development, and historic rehabilitation programs make an impact too. THC-administered federal historic tax credit programs have supported more than 35,000 jobs and added \$2.4 billion to the state's GDP since 1976. Implemented in 2015, the Texas state historic franchise tax credit program already has generated a remarkable increase in tax credit utilization—200 projects with projected construction costs of more than \$1.7 billion in the 16 months since the state program began.

The past two years have been among our most successful. We've completed the restorations of four historic county courthouses, including the impressive Bexar County Courthouse. Our State Historic Sites completed four major visitor center projects, and the THC is in the final stages of adding Mission Dolores State Historic Site in San Augustine to our portfolio. We've produced and distributed popular statewide and Tejano heritage travel guides, and continued to support TexasTimeTravel.com, a one-stop website for heritage travelers to connect with Texas' heritage tourism destinations great and small.

This Strategic Plan for 2017–2021 is our blueprint for how we plan to build on these successes. Most importantly, it is our road map for ensuring that our state's future generations do not forget the past suffering, heroism, and success of the brave Texans who contributed to the international success and stature our state now enjoys. We owe this to them, and to the generations of Texans yet to be born.



Mark Wolfe
Executive Director

B. | AGENCY MISSION AND OVERVIEW OF FUNCTIONS

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

PHILOSOPHY

The 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.



Historic businesses like Louie Mueller's Barbecue in Taylor draw visitors from all over the country.

VALUES

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

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

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. 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.

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

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. One additional site is planned to be added to the state's portfolio in summer 2016.

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.

The Texas Main Street Program has supported more than 35,000 downtown jobs and established nearly 9,000 new businesses in historic downtowns.

B. | AGENCY MISSION AND OVERVIEW OF FUNCTIONS

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 \$3.3 billion in reinvestment in Texas downtowns and urban neighborhood commercial districts, supported more than 35,000 downtown jobs, and established nearly 9,000 new businesses in historic downtowns.
- Reinvestment in Main Street districts in Texas for FY 2015 totaled more than \$226 million, including \$103 million in private reinvestment dollars. More than 1,800 jobs were supported and the number of businesses created, expanded, or relocated totaled over 370.
- 2015 travel spending in Texas topped \$69 billion, supporting an estimated 653,000 jobs within the travel industry and generating \$6.2 billion in state and local taxes. Approximately 10.5 percent of these travelers were heritage tourists and nearly 13 percent of the direct travel spending in the state comes from these heritage tourists.
- The Texas Historic Courthouse Preservation Program has granted more than \$251 million to 91 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.



A local crowd gathers on the lawn to enjoy a High Noon concert at the Potter County Courthouse in Amarillo, one of the THC's Main Street cities.

- The Texas Historic Rehabilitation Tax Credit program was implemented January 1, 2015. The state tax credit, enacted in 2013, complements the Federal Historic Rehabilitation Tax Credit administered by the THC at the state level since 1976. Since implementation of the new state credit, THC staff has facilitated approximately 200 state and federal historic tax credit projects with estimated combined construction costs of more than \$1.7 billion.
- Prior to the state tax credit program, all Texas projects combined under the federal historic tax credit projects totaled \$1.27 billion in private-sector reinvestment through the 40 years of the program.
- In FY 2015, more than 300,000 people visited the THC's state historic sites. Visitation has increased over the past five years, up 11% from FY 2011.

The Texas Historic Courthouse Preservation Program has generated over 9,600 jobs, over \$269 million in income, and over \$367 million in gross state product.

Agency programs focus on training and educating people and organizations to carry out successful local preservation endeavors. The 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 1.2 million hours on activities in their local Texas Main Street cities.
- In the past 17 years, the heritage regions of the Texas Heritage Trails Program have raised more than \$2.1 million in regional cash contributions, \$3.7 million in in-kind contributions to fund their operations, and more than 83,000 hours have been contributed by volunteers.
- County Historical Commissions reported more than 3,300 appointees donating an excess of 478,000 hours for the 2015 year of service and 383,000 hours for 2014.
- Archeological stewards logged 22,895 volunteer hours in FY 2015.
- Staff trained over 11,649 individuals in archeological preservation in FY 2015, accounted for over 885 volunteer-directed archeology projects, and distributed more than 62,587 materials about archeology.

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

- Completed nearly 12,000 cultural resource reviews in FY 2015.
- Conducted 99 percent of federal and state archeology reviews in less than 30 days in FY 2015.

- Facilitated 34 nominations in FY 2014 to the National Register of Historic Places resulting in 208 properties being listed; facilitated 28 nominations in FY 2015 resulting in 108 properties being listed in the National Register of Historic Places.
- Designated eight State Antiquities Landmarks in FY 2015 and nine in FY 2014.
- Designated 67 Historic Texas Cemeteries from January 2014 to April 2016.
- Worked with 73 Certified Local Governments.
- In FY 2015, the THC agency website (www.thc.state.tx.us) received more than 375,000 visitors. Each visitor spent an average of three minutes on the website. The heritage tourism websites—TexasTimeTravel.com and the sites representing the 10 Heritage Trail regions—attracted more than 405,000 unique visitors. More than 20,000 users follow the THC’s social networks.



The agency manages essential grant programs for historic preservation, supporting local building rehabilitation and restoration projects, archeological collections, small history museums, heritage tourism development, historic and cultural resource surveys, and educational and interpretative projects, among many other worthwhile endeavors. The success of these 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 \$13.7 million through the Texas Capital Fund, resulting in approximately \$27 million invested in local projects for Main Street cities.
- Communities and nonprofits have received more than \$652,000 in partnership grants over the past 17 years through the Texas Heritage Trails Program.



THC Diversity Interns Haiyan Abdirahman and Victor Hurtado, summer 2016.

- The THC reintroduced the Texas Preservation Trust Fund in FY 2015 after suspension in 2010. The THC awarded \$530,000 in matching grants to 23 communities, nonprofit organizations, and individuals working to preserve endangered historic structures and archeological sites. This is up from \$336,950 awarded in FY 2009.
- Ten percent of the agency's annual federal appropriation is allocated for preservation grants to Certified Local Governments (CLG). In FY 2016, over \$118,000 was granted to eight CLGs and another nearly \$29,000 was granted in the form of travel stipends for 27 local public officials and board members to attend a national training opportunity. In FY 2015, just over \$81,000 was awarded to six CLGs for grant projects and another \$56,000 was used to help develop an online inventory tool that will help CLGs survey and manage their historic resources.

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

- In FY 2014, the Friends launched an annual fund program which has raised approximately \$100,000 in unrestricted funds each fiscal year since its creation. In addition, during the last two years (FY 2014 and FY 2015), the Friends raised approximately \$1.1 million in restricted gifts.

TEXAS HISTORIC REHABILITATION TAX CREDITS

Recent developments in state and federal tax credits have driven significant increases in historic preservation projects across the state. Enacted in 2013, the Texas state franchise tax credit became effective January 1, 2015. To date, THC staff members have worked with private sector developers on approximately 200 projects with combined projected construction costs of more than \$1.7 billion.

By contrast, in FY 2013 agency staff facilitated 15 federal rehabilitation tax credit projects resulting in \$259 million in private investment. The federal tax credit was enacted in 1976 with significant modifications in 1981.

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

Texas law, amended by the Legislature in 2015 to clarify that buildings owned by a nonprofit entity are eligible for the state franchise tax credit, allows transfers of credits from an owner with no tax liability to an entity with a franchise tax liability. Credits are processed by the Texas Comptroller and the U.S. Internal Revenue Service, respectively, following project completion and certification of eligibility. More than 75 percent of tax credit applications to the THC seek certification for both state and federal credits.

Gifts to the Friends of the Texas Historical Commission help fund programs like the Diversity Internship Program, building interest in and awareness of historic preservation, specifically among students from underrepresented cultural, ethnic, and socioeconomic groups.

AGENCY OPERATIONAL GOAL:
PROTECT AND PRESERVE
HISTORIC RESOURCES

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

ACTION ITEMS

- **Courthouse Preservation:** Identify and implement strategies to extend and optimize funding to provide significant financial and technical assistance to counties through the Texas Historic Courthouse Preservation Program (THCPP). *Target completion date: August 2019.*
- **Historic Site Development:** Complete a study of the key themes of Texas history to determine whether the THC's sites are representative of these themes and identify what additional types of sites may be appropriate to acquire to tell the complete story of Texas. *Target completion date: August 2017.*
- **Historic Site Maintenance:** Prioritize capital improvements and deferred maintenance needs at the THC's state historic sites and Capitol complex buildings and seek public and private funding to complete the needed capital improvements and repairs to current sites, as well as any future sites acquired, in order to provide the best stewardship of state historic assets by addressing safety, code, and public amenity upgrades. *Target completion date: August 2019.*
- **Texas Preservation Trust Fund:** Develop and implement improvements to the application process, cash match requirements, and other strategies to extend and optimize funding to continue to provide financial assistance to local communities in their pursuit of historic and archeological preservation efforts and economic development. *Target completion date: August 2017.*

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

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



Fort Lancaster State Historic Site, which re-opened an improved visitors center in 2016.

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

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

ACTION ITEMS

- **Heritage Trails Program:** Expand regional heritage tourism efforts by establishing a stable funding source for the Heritage Trails Program. *Target completion date: August 2018.*
- **State Historic Tax Credit Program:** Conduct a review of the new state historic tax credit program and develop recommendations to further optimize its effectiveness and impact on the Texas economy. *Target completion date: August 2017.*
- **Bicentennial Planning:** Work with the state legislature to create a Bicentennial Commission and draft a work plan that will outline a schedule and scope of work. *Target completion date: August 2018.*
- **Strengthen Local Partnerships at Historic Sites:** Increase private and nonprofit financial and volunteer support at state historic sites by strengthening, establishing, and reestablishing Friends groups. This will include building business partnerships to expand the state historic sites' viability and relevance in servicing their local heritage tourism market and meeting community planning objectives. *Target completion date: August 2019.*
- **Diverse Audiences:** Creatively engage underrepresented groups in preservation and work to interpret and re-interpret sites to tell compelling, dynamic, and fascinating stories to educate, inspire, and spark interest. *Target completion date: August 2019.*



Celebrants at a festival in Corpus Christi, Texas Tropical Trail Region.

- **Texas Archeology Month Program:** Increase local participation in this statewide observance by updating existing guidance tools and through outreach to potential event sponsors. *Target completion date: August 2019.*
- **Education and Tourism Promotion:** Expand historic sites' visitation, promotion, and heritage tourism efforts through the implementation of a digital, web-based, and social media strategy. *Target completion date: August 2019.*

The Texas Historical Commission encourages economic development, tourism, and heritage education by providing leadership, technical expertise, and assistance.

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

The programs administered within this goal are designed to increase economic development activities in the local communities served by each program. All the programs within this goal focus on revitalizing historic areas, stimulating tourism, and encouraging economic development through the use of preservation strategies. Regarding the objectives of transparency and accountability, all these programs incorporate citizen involvement at the local level primarily through boards and commissions. This local involvement brings accountability but also some ability of the communities to direct the program efforts and priorities. Efficiency and effectiveness is increased by the agency’s role of coordinating the local and regional efforts into statewide successes.

In addition, the programs efficiently use minimal resources to leverage significant local investment and support; for example, the model of regional tourism promotion established by the Heritage Trails program is extraordinarily efficient for the industry as it uses 10 independent boards with staff to bring together hundreds of volunteers through partnerships to help millions of travelers find state and local historic sites. These efforts not only improve the quality of life for residents at the local level, but also result in increased state revenues and efficient use of taxpayer resources. Again, the demand for these programs is greater than the agency can currently meet, demonstrating that not only are we achieving our performance measures, but also, more importantly, that Texans understand and value this work.

AGENCY OPERATIONAL GOAL: IDENTIFY AND EVALUATE HISTORIC RESOURCES

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

ACTION ITEMS

- **Survey and Inventory:** Meet the increased demand for electronic survey tools and online access to historic resource data by digitizing existing information and by developing new electronic tools for survey/inventory while enhancing the Texas Historic Sites Atlas with new searching, mapping, and downloading components. Online access and technology enhancement progress will be assessed annually and plans optimized or adjusted as necessary. *Target completion date: August 2019.*
- **Texas Archeological Stewardship Network:** Enhance the abilities of local archeological volunteers to identify, evaluate, and interpret the state’s archeological resources by conducting training and developing guidance materials. *Target completion date: August 2019.*



The Texas Historical Commission is steadily developing apps for heritage tourism travel, featuring themes like *African Americans in Texas* and *Hispanic Texas*.

C. | AGENCY GOALS AND ACTION PLAN

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

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



A new visitors center at Caddo Mounds State Historic Site (opened in 2014) helps staff offer compelling educational programming to students.

AGENCY OPERATIONAL GOAL: MAXIMIZING QUALITY AND EFFECTIVENESS OF SERVICES

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

ACTION ITEMS

- **Empowering the Workforce:** Utilize the results of the Survey of Employee Engagement to further empower the THC workforce and foster an environment of employee productivity and quality customer service. *Target completion date: August 2018.*
- **Competitive Salaries:** Analyze agency salaries for THC's more specialized professional disciplines to ensure that they are competitive with comparable public and private sector organizations to attract and retain the best talent. *Target completion date: August 2018.*
- **Information Technology Productivity Tools and Systems:** Upgrade and enhance the THC's technology infrastructure, hardware, software, and systems to maximize the efficiency and productivity of agency staff, including the implementation of cloud-based services and CAPPs, the state's centralized administrative, purchasing, and personnel system. *Target completion date: August 2019.*
- **Grant Administration Process Improvement:** Identify and implement ongoing improvements and best practices in the agency's grants administration programs and processes. *Target completion date: August 2018.*

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

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



Historical marker dedication events give communities an opportunity to celebrate their shared stories.

D. | REDUNDANCIES AND IMPEDIMENTS

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

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II. | SUPPLEMENTAL SCHEDULES

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A. Budget Structure

Agency Goal A

Historic Preservation

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

OBJECTIVE A.1

PROTECT AND PRESERVE HISTORIC RESOURCES

Encourage the 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. Number of Section 106 and Antiquities Code reviews
3. Number of individuals provided training and assistance in historic and archeological preservation
4. Percent of courthouses fully restored or rehabilitated
5. Private dollars reinvested through the Federal Tax Incentives program
6. Private dollars reinvested in buildings by the Texas Historic Tax Credit program
7. Number of archeological publications distributed

STRATEGY A.1.1

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

Output Measure

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

STRATEGY A.1.2

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

Output Measure

1. Number of volunteer archeological site protection efforts directed

Efficiency Measure

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

STRATEGY A.1.3	Courthouse Preservation – Provide financial and technical assistance through the Texas Historic Courthouse Preservation Program (THCPP) for critical courthouse preservation projects
Output Measure	1. Number of courthouse preservation grants awarded
STRATEGY A.1.4	Historic Sites – Operation and maintenance of historic sites
Output Measure	1. Number served by state historic sites and interpretive programs
STRATEGY A.1.5	Texas Preservation Trust Fund – Provide financial assistance through the Preservation Trust Fund for critical preservation projects
Output Measure	1. Number of Preservation Trust Fund grants awarded
OBJECTIVE A.2	ECONOMIC DEVELOPMENT, TOURISM, AND EDUCATION Encourage economic development, tourism, and heritage education through historic places in partnership with local public, private, and nonprofit entities.
Relationship to Statewide Plan	Goal 4: Leverage Economic Development Tools Goal 5: Learn and Experience History through Place
Outcome Measures	1. Dollar reinvestment in physical improvements from public and private sources in Texas Main Street Central Business Districts 2. Number of Heritage Tourism guides distributed
STRATEGY A.2.1	Development Assistance – 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
Output Measures	1. Number of technical assists provided 2. Number of properties and sites assisted
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
Outcome Measures	1. Number of historic properties, sites, and other assets identified and recorded
STRATEGY A.3.1	Programs for Historic Resource Identification, Evaluation & 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

Agency Goal B

Indirect Administration

OBJECTIVE B.1

INDIRECT ADMINISTRATION

STRATEGY B.1.1

Central Administration

B. List of Measure Definitions

OBJECTIVE OUTCOME DEFINITIONS REPORT
85th Regular Session, Base Recon, Version 1
Automated Budget and Evaluation System of Texas (ABEST)

Date: 6/7/2016

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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 808 084-R-S70-1 01-01 OC 01

Definition

Number of properties designated annually.

Data Limitations

There are no data limitations for this measure.

Data Source

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

Methodology

The methods used in the calculation of this data are as follows: (a) the number of properties listed on the National Register of Historic Places are compiled from National Park Service nomination forms and reference numbers, (b) the number of new historical markers are compiled from the marker database, (c) the number of Historic Texas Cemeteries is taken from the cemeteries database, (d) the number of properties designated as State 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.

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.

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Agency: **Historical Commission**

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

Calculation Method: N
Key Measure: Y
New Measure: Y
Target Attainment: H
Priority: M
Percentage Measure: N
Cross Reference:

Definition

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

Data Limitations

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

Data Source

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

Methodology

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

Purpose

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

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

Calculation Method: N

Key Measure: Y

New Measure: N

Target Attainment: H

Priority: H

Percentage Measure: N

Cross Reference: Agy 808 084-R-S70-1 01-01 OC 04

Definition

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

Data Limitations

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

Data Source

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

Methodology

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

Purpose

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

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

Calculation Method: N

Key Measure: N

New Measure: N

Target Attainment: H

Priority: H

Percentage Measure: Y

Cross Reference: Agy 808 084-R-S70-1 01-01 OC 05

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.

Data Limitations

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

Data Source

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

Methodology

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

Purpose

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

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

Calculation Method: N

Key Measure: N

New Measure: N

Target Attainment: H

Priority: M

Percentage Measure: N

Cross Reference: Agy 808 084-R-S70-1 01-01 OC 02

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 & 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 & forwards them to NPS with recommendations. State recommendations are generally followed but by law all certification decisions are made by NPS on behalf of the Secretary of the Interior. The NPS decisions may differ from recommendations of the THC. NPS notifies applicants of the decisions and provides copies of all decisions to the IRS and the THC.

Data Limitations

Private investment is driven by a number of complex factors. The general Texas economy has significant influence on submission of historic preservation tax incentive projects to the THC for review. The number of rehabilitation projects utilizing the historic tax credits is typically lower during downturns in the economy and in particular the real estate market. The willingness of property owners/developers to make such investments and their ability to secure project funding can be a limitation in utilizing the 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.

Data Source

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

Methodology

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

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

Calculation Method: N

Key Measure: N

New Measure: Y

Target Attainment: H

Priority: M

Percentage Measure: N

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

Definition

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

Data Limitations

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

Data Source

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

Methodology

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

Purpose

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

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

Calculation Method: N
Key Measure: N
New Measure: Y
Target Attainment: H
Priority: M
Percentage Measure: N
Cross Reference:

Definition

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

Data Limitations

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

Data Source

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

Methodology

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

Purpose

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

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

Calculation Method: N

Key Measure: N

New Measure: N

Target Attainment: H

Priority: H

Percentage Measure: N

Cross Reference: Agy 808 084-R-S70-1 01-02 OC 02

Definition

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

Data Limitations

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

Data Source

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

Methodology

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

Purpose

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

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

Calculation Method: N

Key Measure: N

New Measure: N

Target Attainment: H

Priority: M

Percentage Measure: N

Cross Reference: Agy 808 084-R-S70-1 01-02 OC 01

Definition

This measure tracks assistance provided to individuals or travel information centers, which includes Cultural Guides, Heritage Trail Guides, and special Historical Topic Guides. The measure will track both hard copies distributed, as well as PDF copies downloaded from THC's website.

Data Limitations

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

Data Source

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

Methodology

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

Purpose

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

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

Calculation Method: N

Key Measure: N

New Measure: N

Target Attainment: H

Priority: H

Percentage Measure: N

Cross Reference: Agy 808 084-R-S70-1 01-03 OC 01

Definition

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

Data Limitations

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

Data Source

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

Methodology

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

Purpose

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

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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. 1	Property Rehabilitation/Preservation Technical Assistance
Measure Type	OP
Measure No. 1	# of Historic Properties Provided Assistance, Monitoring & Reviews

Calculation Method: C

Key Measure: Y

New Measure: N

Target Attainment: H

Priority: H

Percentage Measure: N

Cross Reference: Agy 808 084-R-S70-1 01-01-01 OP 01

Definition

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

Data Limitations

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

Data Source

Source of data is from departmental quarterly work log reports.

Methodology

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

Purpose

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

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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 & Other Programs
Measure Type	EF
Measure No. 1	Percent of Construction Projects Reviewed in Less Than 30 Days

Calculation Method: N

Key Measure: Y

New Measure: N

Target Attainment: H

Priority: H

Percentage Measure: Y

Cross Reference: Agy 808 084-R-S70-1 01-01-02 EF 01

Definition

Percent of construction projects reviewed in less than 30 days.

Data Limitations

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

Data Source

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

Methodology

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

Purpose

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

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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. 2	Archeological Protection through Reviews, Outreach & Other Programs
Measure Type	OP
Measure No. 1	Number of Volunteer Archeological Site Protection Efforts Directed

Calculation Method: C

Key Measure: N

New Measure: N

Target Attainment: H

Priority: M

Percentage Measure: N

Cross Reference: Agy 808 084-R-S70-1 01-01-02 OP 02

Definition

Number of volunteer archeological site protection efforts directed.

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.

Data Source

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

Methodology

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

Purpose

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

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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 808 084-R-S70-1 01-01-03 OP 01

Definition

This measure indicates the number of grants awarded.

Data Limitations

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

Data Source

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

Methodology

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

Purpose

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

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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 808 084-R-S70-1 01-01-04 OP 02

Definition

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

Data Limitations

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

Data Source

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

Methodology

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

Purpose

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

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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 808 084-R-S70-1 01-01-05 OP 01

Definition

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

Data Limitations

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

Data Source

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

Methodology

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

Purpose

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

STRATEGY-RELATED MEASURE DEFINITIONS REPORT
85th Regular Session, Base Recon, Version 1
Automated Budget and Evaluation System of Texas (ABEST)

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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 01-01-03 OP 01

Definition

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

Data Limitations

None.

Data Source

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

Methodology

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

Purpose

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

STRATEGY-RELATED MEASURE DEFINITIONS REPORT
85th Regular Session, Base Recon, Version 1
Automated Budget and Evaluation System of Texas (ABEST)

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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 808 084-R-S70-1 01-02-01 OP 02

Definition

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

Data Limitations

None.

Data Source

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

Methodology

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

Purpose

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

STRATEGY-RELATED MEASURE DEFINITIONS REPORT
85th Regular Session, Base Recon, Version 1
Automated Budget and Evaluation System of Texas (ABEST)

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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 & 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 808 084-R-S70-1 01-03-01 OP 01

Definition

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

Data Limitations

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

Data Source

History Programs Division staff members evaluate above-ground properties, historic cemeteries, and historical topics through the following processes: (a) properties reviewed for 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.

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.

Purpose

Preserve the state's historic landmarks.

C. Historically Underutilized Business Plan

Historically Underutilized Business (HUB) Policy

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

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

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

THC Goals

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

- 0.0% for heavy construction other than building contracts
- 15.8% for all building construction, including general contractors and operative builders' contracts
- 10.3% for all special trade construction contracts
- 57.6% for all professional services contracts
- 17.0% for all other services, contracts
- 11.6% for commodities contracts.

HUB Program

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

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

D. Agency Workforce Plan

Current Workforce Profile

As of FY 2015, the Texas Historical Commission has 190.2 authorized full-time employees according to the General Appropriations Act. The current workforce is comprised of 40 percent males and 60 percent females. More than half of the THC staff is over the age of 40. More than 20.2 percent of the workforce is eligible to retire within the next five years.

Length of Service	20–29 Years of Age	30–39 Years of Age	40–49 Years of Age	50–59 Years of Age	60–69 Years of Age	More than 70 Years of Age	Total (Headcount)
Less than 5	18	14.25	21.75	14.25	6.5	1	75.75
5 to 9.99 years	3.5	15.25	10.25	12.75	3	2	46.75
10 to 14.99 years	0	10	12.75	7.25	3.75	1	34.75
15 to 19.99 years	0	1	6.50	7.75	1	0	16.25
20 to 24.99 years	0	0	5	7.25	.75	0	13.00
25 years plus	0	0	1	9	6	1	17.00
Total (Headcount)	21.50	40.50	57.25	58.25	21	5	203.50

The largest age group percentage of employees in the agency is 50–59. This group comprises 29 percent of staff:

Age Group	Headcount	Percentage of FTEs
Under 30 years	21.50	10.5%
30–39 years	40.50	20%
40–49 years	57.25	28%
50–59 years	58.25	29%
60–69 years	21	10%
70 and over	5	2.5%
Total	203.50	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, 2015)			
	Total Positions	Number Minority	Percent Minority
Officials/Administrators	10	1	10%
Administrative Support	36	9	40%
Service/Maintenance	34	10	29%
Professionals	118	9	8%
Para-Professional	24	11	46%
Protective Services	0	0	0
Skilled Craft	0	0	0
Technicians	0	0	0
Total (Headcount)		40	18%

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 archeological, 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 do many other organizations. It is taking longer periods of time to identify, recruit, and hire qualified candidates for some of our professional positions due to our relatively lower compensation structure.

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 compile reports
- Administer state historic sites
- Speak in public
- Perform Section 106 site reviews for historical significance
- Coordinate local entities with regard to preservation
- Provide guidance to heritage tourism trail regions
- Develop brochures, newsletters, and electronic media
- Maintain the Atlas database of historic sites
- Develop Legislative Appropriation Requests, financial reports, and operating budget documents
- Follow state purchasing guidelines

Agency staff must have knowledge of:

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

Future Workforce Profile

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

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

The THC continues to encounter challenges in recruiting professional staff in certain program areas. The agency will continue to explore strategies that will enable the hiring of skilled staff as quickly as possible for programs that are critical to the goals of the agency. At present the THC has a highly skilled workforce, but it is anticipated that the 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 experience and longevity with the agency, employees may share multiple responsibilities to fill identifiable skill gaps that arise. In summary:

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

Succession Planning

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

Goals to Address Workforce Competency

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

2015 Survey of Employee Engagement

Since 1994, the Texas Historical Commission (THC) has participated in the biennial Survey of Employee Engagement (SEE), 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 to early December of 2015, the staff of the THC completed the SEE and the results were released to the agency in January 2016. The survey consisted of 48 questions posed to employees that measure 12 different areas or categories called Constructs plus a Climate Category. These Constructs are used to assess overall how the agency functions. Each Construct category is rated on a 5 point scale of 1–5, from Strongly Disagree to Strongly Agree. There is an overall agency score, and each Construct receives a score. A score above 350 is the desirable target. A score below 300 indicates a cause for concern.

FY 2015 Survey Analysis

Overall, the 2015 THC results were very favorable:

- The total overall agency score was 386, an improvement from 2013's score of 378. For comparison purposes, synthesis scores for state agencies typically range from 325 to 375.
- The employee response rate of 84.6 percent was up 3% from 2013, and is considered very high compared to other agencies.
- Out of 12 constructs, nine constructs scored over 375, which indicate areas of substantial strength.
- Categories deserving special mention are:
 - Strategic with a Score of 413.
 - Job Satisfaction with a score of 401.
 - Employee Engagement with a score of 404.
 - Supervision and Workplace, each with a score of 400.
- Lowest scoring categories include:
 - Pay with a score of 267, a 15% improvement from 2013's score of 232.
 - Information Systems with a score of 358.
 - Internal Communications with a score of 373.

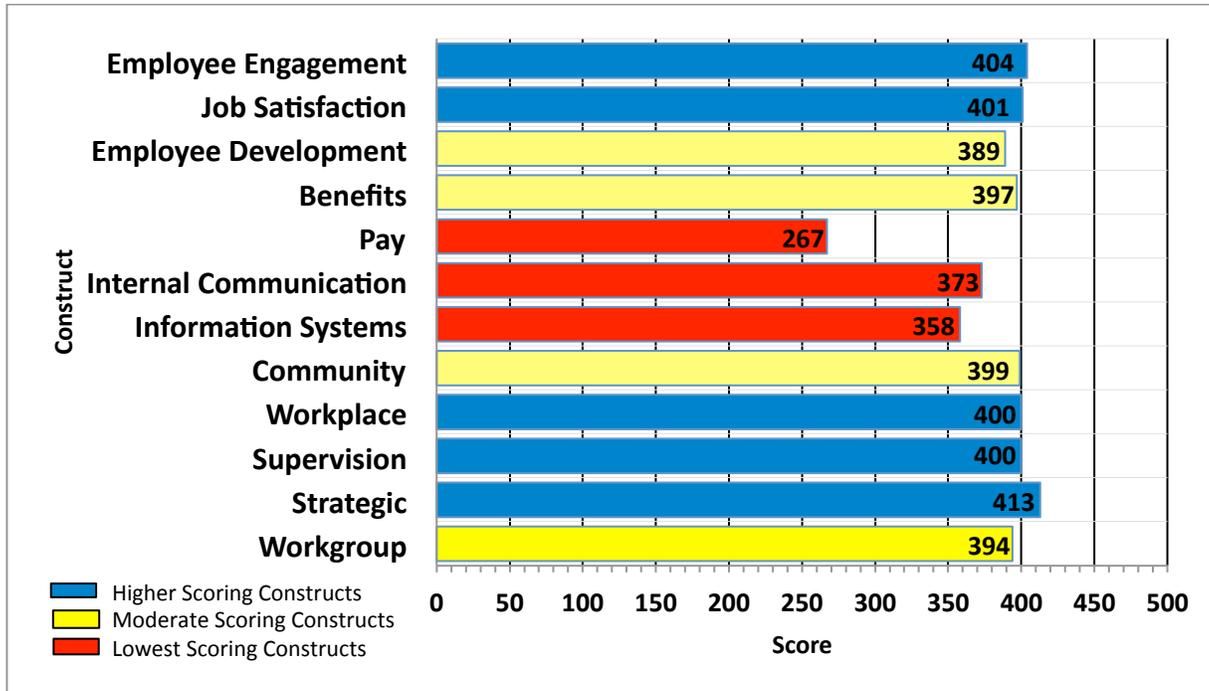
General Respondent Information		
	FY 2015	FY 2013
Total Respondents	165	142
Response Rate	85%	82%
Males	61	85
Females	94	45
African-Americans	Less than 5	Less than 5
Hispanic-American	16	19
Anglo	124	109
Other	Less than 5	Less than 5
16–29 years of age	15	8
30–39 years of age	33	31
40–49 years of age	41	34
50–59 years of age	37	44
60+	22	14
Bachelor's Degree	44	36
Graduate Degree	75	63
Supervisors	42	43
Non-supervisors	109	92

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

Survey Constructs

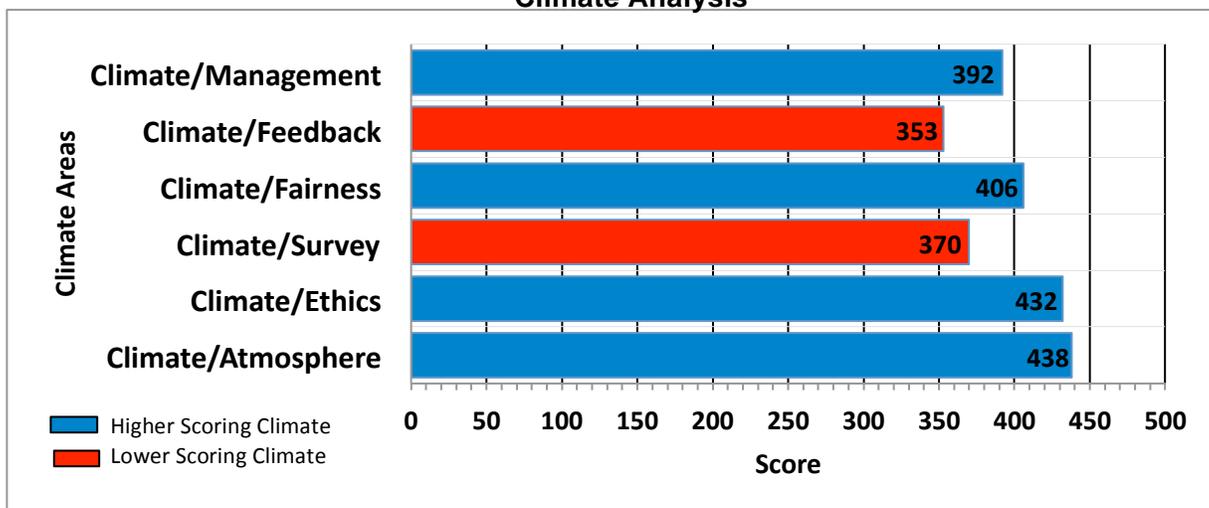
The SEE has 12 constructs, which capture the concepts most utilized by leadership and those which drive organizational performance and engagement. These constructs are: Employee Engagement, Job Satisfaction, Employee Development, Benefits, Pay, Internal Communication, Information Systems, Community, Workplace, Supervision, Strategic, and Workgroup. These constructs are designed to broadly profile organizational strengths and weaknesses.¹

Construct Analysis



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

Climate Analysis



¹ Survey of Employee Engagement, Executive Summary, Report ID: 808, 2015

Action Plan for Excellence

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

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

E. Report on Customer Service

REPORT ON CUSTOMER SERVICE SURVEY

SPRING 2016

BY

THE TEXAS HISTORICAL COMMISSION



TEXAS HISTORICAL COMMISSION

real places telling real stories

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I. Overview

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

The THC is composed of 11 citizen members appointed by the governor to staggered six-year terms. As of September 1, 2015, the agency had 217 authorized full-time employees who work in various fields including archeology, architecture, history, economic development, heritage tourism, public and historic site administration.

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

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

The Texas Historical Commission's Customer Service Goals

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

In April 2016, the THC contracted with the Institute for Organizational Excellence at the University of Texas at Austin to administer an electronic survey of the customers of the agency. One goal of this survey was to assess customer satisfaction with the THC in compliance with the Customer Service Standards Act of 1999, Senate Bill 1563. Another goal was to provide agency leadership with primary research information on how well the THC responds to the expressed needs of those who call upon the agency for assistance. This will allow the agency leadership and staff to make any changes necessary to be more responsive to the customers of the agency and better stewards of the state's resources.

Inventory of External Customers Surveyed

The total number surveyed was 2,280 and included these priority populations:

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

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

Information-Gathering Methodology

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

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

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

Survey Instrument Type, Rate of Response and Respondent Demographics

A survey invitation was sent out on April 29, 2016 to 2,280 subscribers on the Texas Historical Commission email listservs. The invitation provided information about the survey and assured the respondent that their comments would be confidential and anonymous. The survey was closed on May 15, 2016.

The survey served as a general customer service diagnostic that assessed customer perceptions in broad topical areas. While many inferences can be made from the survey data, low scoring areas may require additional assessment to determine underlying causes. Conversely, further examination of high scoring dimensions may produce examples of an organization’s “best practices” that can be shared among other parts of the agency. Also, the general nature of the survey enables the agency to use the instrument in different settings; therefore, the survey results allow for comparison of dimensions across the organization. In addition, instruments such as these (voluntary questionnaires of customers) are succinct so each respondent can complete the survey in only a few minutes. Typically, long questionnaires discourage participation due to the specificity of items and considerable length of time to complete the survey. Experience indicates that response rates for concise surveys achieve an acceptable returned percentage of greater than 10%. This survey resulted in a response rate of 18%, compared to a 14% response rate in 2014.

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

	Spring 2016	Spring 2014	Spring 2012	Spring 2010	Spring 2008
Total Distributed	2280	2500	2000	2000	1192
Total Completed	407	355	441	355	252
Response Rate	18%	14%	22%	17%	21%

The table below provides the respondent demographics for the 2016 survey.

Respondent Demographics	Response Number	Response Percent
I am a:		
Female	239	59.45%
Male	163	40.55%
(skipped this question)	5	
My race/ethnicity is:		
African-American/Black	5	1.25%
Hispanic/Latino/a	20	5.00%
Anglo-American/White	363	90.75%
Asian-American/Native American	2	.50%
Multiracial/Other	10	2.50%
(skipped this question)	7	
My age (in years) is:		
Under 18	0	0.00%
18-30	3	.74%
31-45	29	7.20%
46-59	80	19.85%
60 or older	291	72.21%
(skipped this question)	4	
Select the customer type that best describes you:		
Archeological Stewards	33	8.42%
County Historical Commissions	173	44.13%
Certified Local Governments	52	13.27%
Heritage Tourism	38	9.69%
Texas Main Street Managers	19	4.85%
Other	77	19.64%
(skipped this question)	15	

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

II. Analysis

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

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

Item Score Summary

The items were scored on a five-point scale with 5 being “Strongly Agree” and 1 being “Strongly Disagree.” The agency had a positive overall satisfaction rating of 86.67%, compared to 84.3% in 2014. Of the remaining respondents, 7.95% were neutral, and 3.85% of the population surveyed responded disagree or strongly disagree. (1.54% replied not applicable/do not know). In summary, if the “Not Applicable” responses are excluded, the percentage of respondents stating that overall they were satisfied with their experience with the agency increases to 88.02%.

On a scale of 1 to 5, the agency achieved a score of 4 or over in all areas surveyed. The highest score of 4.44 related to staff members being knowledgeable and helpful. Even the lowest scoring area relating to ease and use of the website was 4.00, a very positive score level. The scores are as follows in descending order:

Item	Avg.
1. If I interacted with staff, the staff members were knowledgeable and helpful.	4.44
2. If I received printed information, it was clear and understandable.	4.33
3. If I visited the facility, it was clean, orderly and accessible.	4.32
4. I received the information I needed to obtain services.	4.25
5. Overall, I am satisfied with my experience.	4.23
6. My telephone call, letter, or email inquiry was responded to in a reasonable amount of time.	4.18
7. The website contained clear and accurate information on events, services, and contact information.	4.07
8. If I complained, I believe it would be addressed in a reasonable manner.	4.05
9. The website was easy to use and well organized.	4.00

III. Customer Service Performance Measures

Outcome Measures

Percentage of Surveyed Customer Respondents Expressing Overall Satisfaction with Services Received:
86.67%

Output Measures

Number of Customers Surveyed: 2,280

Efficiency Measures

Cost Per Customer Surveyed: \$0.04

Explanatory Measures

Number of Customers Identified: 2,280

Number of Customer Groups Inventoried: 6

IV. Survey Items

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

The survey consists of 9 Items. These items are scored as follows:

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

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

Number of Respondents

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

Current Score

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

Frequency Distribution

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

Over Time Comparison Data

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

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

Number of Respondents: 394

Current Score: 4.44

Response	Frequency	Percentage
Strongly Agree	197	50.00%
Agree	136	34.52%
Neutral	18	4.57%
Disagree	7	1.78%
Strongly Disagree	2	.51%
Not Applicable/Don't Know	34	8.63%

Over Time Comparison

Current: 4.44

Spring 2014: 4.44

Spring 2012: 4.50

Spring 2010: 4.39

Spring 2008: 4.46

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

Number of Respondents: 372

Current Score: 4.32

Response	Frequency	Percentage
Strongly Agree	79	21.24%
Agree	79	21.24%
Neutral	17	4.57%
Disagree	1	.27%
Strongly Disagree	1	.27%
Not Applicable/ Don't Know	195	52.42%

Over Time Comparison

Current: 4.32

Spring 2014: 4.34

Spring 2012: 4.43

Spring 2010: 4.00

Spring 2008: 4.29

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

Number of Respondents: 391

Current Score: 4.00

Response	Frequency	Percentage
Strongly Agree	103	26.34%
Agree	196	50.13%
Neutral	45	11.51%
Disagree	20	5.12%
Strongly Disagree	6	1.53%
Not Applicable/Don't Know	21	5.37%

Over Time Comparison

Current: 4.00

Spring 2014: 4.01

Spring 2012: 4.04

Spring 2010: 3.94

Spring 2008: 3.99

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

Number of Respondents: 387

Current Score: 4.07

Response	Frequency	Percentage
Strongly Agree	111	28.68%
Agree	193	49.87%
Neutral	43	11.11%
Disagree	16	4.13%
Strongly Disagree	4	1.03%
Not Applicable/Don't Know	20	5.17%

Over Time Comparison

Current: 4.07

Spring 2014: 4.08

Spring 2012: 4.09

Spring 2010: 3.93

Spring 2008: 4.03

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

Number of Respondents: 390

Current Score: 4.05

Response	Frequency	Percentage
Strongly Agree	92	23.59%
Agree	152	38.97%
Neutral	32	8.21%
Disagree	12	3.08%
Strongly Disagree	7	1.79%
Not Applicable/Don't Know	95	24.36%

Over Time Comparison

Current: 4.05

Spring 2014: 4.04

Spring 2012: 3.91

Spring 2010: 3.67

Spring 2008: 4.06

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

Number of Respondents: 393

Current Score: 4.18

Response	Frequency	Percentage
Strongly Agree	133	33.84%
Agree	140	35.62%
Neutral	29	7.38%
Disagree	14	3.56%
Strongly Disagree	6	1.53%
Not Applicable/Don't Know	71	18.07%

Over Time Comparison

Current: 4.18

Spring 2014: 4.15

Spring 2012: 4.39

Spring 2010: 4.13

Spring 2008: 4.20

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

Number of Respondents: 390

Current Score: 4.33

Response	Frequency	Percentage
Strongly Agree	153	39.23%
Agree	183	46.92%
Neutral	20	5.13%
Disagree	5	1.28%
Strongly Disagree	1	.26%
Not Applicable/ Don't Know	28	7.18%

Over Time Comparison

Current: 4.33

Spring 2014: 4.29

Spring 2012: 4.34

Spring 2010: 4.13

Spring 2008: 4.40

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

Number of Respondents: 386

Current Score: 4.25

Response	Frequency	Percentage
Strongly Agree	140	36.27%
Agree	164	42.49%
Neutral	32	8.29%
Disagree	3	.78%
Strongly Disagree	5	1.30%
Not Applicable/Don't Know	42	10.88%

Over Time Comparison

Current: 4.25

Spring 2014: 4.19

Spring 2012: 4.34

Spring 2010: 4.18

Spring 2008: 3.99

9. Overall, I am satisfied with my experience.

Number of Respondents: 390

Current Score: 4.23

Response	Frequency	Percentage
Strongly Agree	157	40.26%
Agree	181	46.41%
Neutral	31	7.95%
Disagree	9	2.31%
Strongly Disagree	6	1.54%
Not Applicable/ Don't Know	6	1.54%

Over Time Comparison

Current: 4.23

Spring 2014: 4.22

Spring 2012: 4.38

Spring 2010: 4.17

Spring 2008: 4.32

F. Assessment of Advisory Committees

F.1 Antiquities Advisory Board

Section A: Information Submitted Through Advisory Committee Supporting Schedule in Legislative Appropriations Request

Committee Name: Antiquities Advisory Board

Number of Members: 10

Committee Status: Ongoing

Date Created: 9/1/1995

Date to Be Abolished: 2/1/2025

Budget Strategy (Strategies): 1-1-2

Strategy Title: Archeological Heritage Protection

State/Federal Authority: State Statute, TX Gov't Code, Sec. 442.005(r)

Advisory Committee Costs

Committee Members' Direct Expenses			
	Expended 2015	Estimated 2016	Budgeted 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
<i>Total, Committee Expenditures</i>	\$0	\$0	\$0

Committee Members' Indirect Expenses			
	Expended 2015	Estimated 2016	Budgeted 2017
Travel	\$0	\$0	\$0
Personnel	\$9,692	\$9,692	\$9,692
Number of FTEs	0.1	0.1	0.1
Other Operating Costs	\$50	\$50	\$50
<i>Total, Committee Expenditures</i>	\$9,742	\$9,742	\$9,742

Method of Financing			
	Expended 2015	Estimated 2016	Budgeted 2017
Method of Finance			
1 - General Revenue Fund	\$9,742	\$9,742	\$9,742
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
Expenses / MOFs Difference:	\$0	\$0	\$0

Meetings Per Fiscal Year					
	4	4	4	4	4

Committee Description: As permitted by Texas Government Code, §442.005(r), the Antiquities Advisory Board generally meets four times a year, and makes recommendations to the commission on issues related to the Antiquities Code of Texas, Texas Natural Resources Code, Title 9, Chapter 191. The board is composed of the following 10 membership positions: three members of the commission appointed by the chair, a representative of the Texas Archeological Society (TAS) who is nominated in consultation between TAS and the commission, a representative of the Council of Texas Archeologists (CTA) who is nominated in consultation between CTA and the commission, a state agency archeologist who is nominated in consultation between state agencies that employ archeologists and the commission, two historians nominated by the commission from the discipline of Texas history, and two historic architects nominated by the commission, in consultation with the Texas Society of Architects, from the discipline of historic architecture.

Section B: Additional Committee Information

1. When and where does this committee typically meet and is there any requirement as to the frequency of committee meetings? The Antiquities Advisory Board meets quarterly as part of the THC Quarterly Commission meeting. They meet on the first day prior to the committee meetings.

2. What kinds of deliverables or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those. The Antiquities Advisory Board discusses and votes in an advisory role on issues associated with the application of the Antiquities Code of Texas.

3. What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred? They voted on recommended state antiquities landmark designations and proposed rule amendments. The THC commission approved all of those recommendations.

4a. Does your agency believe that the actions and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency? Yes.

4b. Is committee scope and work conducted redundant with other functions of other state agencies or advisory committees? No.

5a. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2015? 300 hours.

5b. Please supply a general overview of the tasks entailed in agency staff assistance provided to the committee. Staff prepare agenda items, set up the meeting, communicate with members prior to each meeting, attend the meetings, process meeting paperwork, and prepare minutes.

6. Have there been instances where the committee was unable to meet because a quorum was not present? No. See attendance records below.

7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.)? The meetings are fully open to the public and posted with the THC agenda in the Texas Register.

7b. Do members of the public attend at least 50 percent of all committee meetings? Yes.

7c. Are there instances where no members of the public attended meetings? No.

8. Please list any external stakeholders you recommend we contact regarding this committee. External stakeholders include County Historical Commissions, the Texas Archeological Society, and the Council of Texas Archeologists.

9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals? Yes.

9b. Please describe the rationale for this opinion. They provide professional expertise in the fields of history, architecture, and archeology which in most cases are not represented on the Texas Historical Commission by Commissioners.

10. Given that state agencies are allowed the ability to create advisory committees at will, either on an ad-hoc basis or through amending agency rule in Texas Administrative Code:

10a. Is there any functional benefit for having this committee codified in statute? Yes.

10b. Does the scope and language found in statute for this committee prevent your agency from responding to evolving needs related to this policy area? No.

10c. If "Yes" for Question 10b, please describe the rationale for this opinion. N/A.

11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)? Retain.

11b. Please describe the rationale for this opinion. The Antiquities Advisory Board ensures that professionals of varying backgrounds from all across the state have the opportunity to review and advise the Commission on matters related to their areas of expertise. This helps to allow the Governor flexibility in his appointments to the Commission itself.

12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission? Yes.

12b. If "Yes" for Question 12a, please describe the rationale for this opinion. Decisions on nominations for properties to be listed as State Antiquities Landmarks would then be made based solely on the opinions of agency staff in Austin. They do have subject matter expertise, but having the AAB in place allows the staff a mechanism for involving academics, representatives of nonprofits, and for-profit business leaders in the preservation field, from all across Texas, in the designation process. The recommendations these professionals develop are thoughtful and help guide Commission policy.

13. Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission. It would be useful if the THC could pay for the travel expenses of the AAB members.

AAB Attendance Records

Member	January 2016	October 2015	August 2015
Clay Schultz	Attended	Attended	Attended
Dan Utley	Attended	Attended	Attended
Douglas Boyd	Attended	Attended	Attended
James "Rick" Lewis	Attended	Attended	Attended
John Crain	Attended	Attended	Attended
Maria Pfeiffer	Attended	Absent	Attended
Melissa "Missi" Green	Attended	Attended	Absent
Norman Alston	Attended	Attended	Attended
Thomas Hatfield	Absent	Attended	Attended
Tom Perini	Attended	Attended	Attended

F.2 State Board of Review

Section A: Information Submitted Through Advisory Committee Supporting Schedule in Legislative Appropriations Request

Committee Name: State Board of Review

Number of Members: 11

Committee Status: Ongoing

Date Created: 9/1/1969

Date to Be Abolished: 2/1/2025

Budget Strategy (Strategies): 1-3-1

Strategy Title: Evaluate and Interpret Resources

State/Federal Authority: Federal Authority, Public Law, 36CFR Pt. 61.4; Title 13, Ch. 15.3

Advisory Committee Costs

Committee Members' Direct Expenses			
	Expended 2015	Estimated 2016	Budgeted 2017
Travel	\$12,581	\$13,600	\$13,600
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
<i>Total, Committee Expenditures</i>	\$12,581	\$13,600	\$13,600

Committee Members' Indirect Expenses			
	Expended 2015	Estimated 2016	Budgeted 2017
Travel	\$5,032	\$5,000	\$5,000
Personnel	\$8,690	\$8,690	\$8,690
Number of FTEs	0.1	0.1	0.1
Other Operating Costs	\$200	\$200	\$200
<i>Total, Committee Expenditures</i>	\$13,922	\$13,890	\$13,890

Method of Financing			
	Expended 2015	Estimated 2016	Budgeted 2017
Method of Finance			
1 – General Revenue Fund	\$425	\$9,742	\$9,742
555 – Federal Funds	\$ 25,696	\$ 27,108	\$ 27,108
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
Expenses / MOFs Difference:	\$382	\$382	\$382

Meetings Per Fiscal Year			
	3	3	3

Committee Description: The State Board of Review is an advisory committee with 11 members appointed by the Texas Historical Commission based on the recommendation of the State Historic Preservation Officer (SHPO). The board reviews nominations to the National Register of Historic Places, and members must meet professional standards established by the National Park Service in the areas of history, prehistoric and historical archeology, architectural history, and architecture. Citizen members with demonstrated knowledge and experience in historic preservation may also be members of the board. The board meets at least three times per year and makes recommendations to the SHPO for listing properties in the National Register of Historic Places.

The Texas Historical Commission receives funding specifically for this activity.

Section B: Additional Committee Information

1. When and where does this committee typically meet and is there any requirement as to the frequency of committee meetings? Meetings are held three times a year in various locations in Texas. The frequency is required under the National Historic Preservation Act (36 CFR 60) and the Texas Administrative Code (Title 13, Part 2, Chapter 15; Rule 15.3).

2. What kinds of deliverables or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those. The committee reviews and provides written comments regarding National Register nominations in Texas.

3. What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred? Members of the State Board of Review serve as advisors to the State Historic Preservation Officer (Executive Director of the Texas Historical Commission) and make recommendations on the merits of National Register nominations in Texas. Texas Historical Commission staff takes all of the board's comments into consideration when finalizing the nominations.

4a. Does your agency believe that the actions and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency? Yes.

4b. Is committee scope and work conducted redundant with other functions of other state agencies or advisory committees? No.

5a. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2015? 288 hours.

5b. Please supply a general overview of the tasks entailed in agency staff assistance provided to the committee. Staff coordinate the meetings, coordinate travel logistics, and provide copies of draft nominations.

6. Have there been instances where the committee was unable to meet because a quorum was not present? No. See attendance records below.

7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.)? Each meeting is held in conformance with the Texas Open Meetings Act and posted with the Secretary of State's Office. Information about the meeting including agendas and draft nominations under consideration are posted on the Texas Historical Commission website at <http://www.thc.state.tx.us/sbrmeeting> per the Federal Regulations. Property owners and chief elected officials are notified of each nomination under consideration.

7b. Do members of the public attend at least 50 percent of all committee meetings? Yes.

7c. Are there instances where no members of the public attended meetings? No.

8. Please list any external stakeholders you recommend we contact regarding this committee.

N/A.

9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals? Yes.

9b. Please describe the rationale for this opinion. The National Register of Historic Places program in Texas is in full compliance with Federal and State Regulations. The Texas Historical Commission reports to the National Park Service annually regarding the number of meetings held and number of nominations approved. Due in part to the contributions of the State Board of Review the quality of nominations is high and are routinely approved by the National Park Service.

10. Given that state agencies are allowed the ability to create advisory committees at will, either on an ad-hoc basis or through amending agency rule in Texas Administrative Code:

10a. Is there any functional benefit for having this committee codified in statute? Yes.

10b. Does the scope and language found in statute for this committee prevent your agency from responding to evolving needs related to this policy area? No.

10c. If "Yes" for Question 10b, please describe the rationale for this opinion. N/A.

11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)? Retain.

11b. Please describe the rationale for this opinion. This is a federally mandated program under the National Historic Preservation Act.

12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission? Yes.

12b. If "Yes" for Question 12a, please describe the rationale for this opinion. The Texas Historical Commission would not be in compliance with the National Historic Preservation Act, hampering the ability of property owners to designate historic properties in Texas and qualify for state and federal tax incentives for rehabilitation of historic buildings.

13. Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission. There are no suggested modifications at this time. The Texas Historical Commission strives to manage this board in the most cost effective way.

SBR Attendance Records

Member	January 2016	September 2015	May 2015
David Carmichael	Attended	Attended	Attended
Ana Martinez Catsam	Attended	Absent	Absent
Virginia Gause	Attended	Attended	Attended
Brett Houk	Attended	Attended	Absent
Kathryn O'Rourke	Attended	Attended	Attended
Wes Reeves	Attended	Attended	Attended
Karen Riles	Attended	Absent	Absent
Hannah Vaughan	Attended	Absent	Absent
Mark Wellen	Attended	Absent	Absent
John Wright	Attended	Attended	Attended
Sam Collins	Absent	Attended	Attended
Derek Catsam	Absent	Absent	Absent
Maceo Dailey	Absent	Absent	Attended
Viviana Frank	Absent	Attended	Absent
Kate Holliday	Absent	Attended	Attended

F.3 Texas Preservation Trust Fund Advisory Board

Section A: Information Submitted Through Advisory Committee Supporting Schedule in Legislative Appropriations Request

Committee Name: Texas Preservation Trust Fund Advisory Board

Number of Members: 11

Committee Status: Ongoing

Date Created: 9/1/1989

Date to Be Abolished: 2/1/2025

Budget Strategy (Strategies): 1-1-5, 1-1-1

Strategy Title: Preservation Trust Fund, Architectural Assistance

State/Federal Authority: State Statute, TX Gov't Code, Sec. 442.015(d)

Advisory Committee Costs

Committee Members' Direct Expenses			
	Expended 2015	Estimated 2016	Budgeted 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
<i>Total, Committee Expenditures</i>	\$0	\$0	\$0

Committee Members' Indirect Expenses			
	Expended 2015	Estimated 2016	Budgeted 2017
Travel	\$0	\$0	\$0
Personnel	\$1,269	\$0	\$1,269
Number of FTEs	0.1	0.1	0.1
Other Operating Costs	\$0	\$0	\$0
<i>Total, Committee Expenditures</i>	\$1,269	\$0	\$1,269

Method of Financing			
	Expended 2015	Estimated 2016	Budgeted 2017
Method of Finance			
1 – General Revenue Fund	\$1,269	\$0	\$1,269
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
Expenses / MOFs Difference:	\$0	\$0	\$0

Meetings Per Fiscal Year			
	1	0	1

Committee Description: The Texas Preservation Trust Fund (TPTF) Advisory Board is a statutory board as created by the Texas Government Code, Chapter 442, Sec. 442.015. The board is comprised of 11 dedicated Texans with special professional expertise and interest in historic preservation. The Commission, after considering the recommendations of the Governor, Lieutenant Governor, and Speaker of the House of Representatives, appoints a TPTF Advisory Board composed of the following representatives:

- (1) One representative of a bank or savings and loan association
- (2) One attorney with a recognized background in historic preservation
- (3) Two architects with substantial experience in historic preservation
- (4) Two archeologists with substantial experience in Texas archeology
- (5) One real estate professional with experience in historic preservation
- (6) Two persons with demonstrated commitment to historic preservation
- (7) Two directors of nonprofit historic preservation organizations

Members of the advisory board serve two-year terms expiring on February 1 of each odd-numbered year. The board typically meets once a year during a respective grant cycle to review grant applications.

Section B: Additional Committee Information

1. When and where does this committee typically meet and is there any requirement as to the frequency of committee meetings? Per TAC, Title 13, Part 2 THC, Chapter 17 State Architectural Programs, Rule 17.1, the advisory board shall meet annually in the fall of each year or at other times as determined by the Commission or executive director. The advisory board typically meets in the THC's Gethsemane Church Library and Archives building.

2. What kinds of deliverables or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those. The main duty of the advisory board is to make recommendations to the Commission through the THC's Executive Committee on all trust fund allocations with the exception of emergency grants. A TPTF Advisory Board grant projects funding recommendation is presented to the Commission for approval at a quarterly meeting as designated per the TPTF grant cycle calendar.

3. What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred? At the TPTF Advisory Board meeting in April 2015, the board asked staff to consider lowering the percentage of administrative fees/indirect cost that can be requested in the project budget. Previous TPTF grant program guidelines stated that an organization's administrative fees/indirect costs could be a maximum of 25% of the total cost and projects showing high percentage of such costs would be considered less competitive than applicants having little or no administrative fees. For the fiscal year 2016 grant cycle, THC staff lowered the administrative fees/indirect costs to a maximum of 15% of the total project cost. If a project exceeded this percentage then a persuasive explanation would be required showing the unique circumstances. This percentage is stated in the grant program guidelines and not in the program rules.

4a. Does your agency believe that the actions and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency? Yes.

4b. Is committee scope and work conducted redundant with other functions of other state agencies or advisory committees? No.

5a. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2015? 40 hours.

5b. Please supply a general overview of the tasks entailed in agency staff assistance provided to the committee. THC staff prepares for an annual meeting of the board. Tasks involved are sending the grant projects to the board to review prior to the meeting, coordinating the meeting, preparing the meeting materials, attending the meeting, and any meeting follow-up as required.

6. Have there been instances where the committee was unable to meet because a quorum was not present? No. See attendance records below.

7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.)? Meeting notices are posted in the Texas Register and announced on the TPTF grant cycle calendar.

7b. Do members of the public attend at least 50 percent of all committee meetings? No.

7c. Are there instances where no members of the public attended meetings? Yes.

8. Please list any external stakeholders you recommend we contact regarding this committee.
N/A.

9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals? Yes.

9b. Please describe the rationale for this opinion. The TPTF Advisory Board has played a long-term role in preserving Texas' architecture and archeological heritage. The board has consistently met its assigned duties of making recommendations on TPTF allocations, advising the Commission on matters relating to more efficient utilization of the fund, and providing advice and guidance in their respective areas of expertise.

10. Given that state agencies are allowed the ability to create advisory committees at will, either on an ad-hoc basis or through amending agency rule in Texas Administrative Code:

10a. Is there any functional benefit for having this committee codified in statute? Yes.

10b. Does the scope and language found in statute for this committee prevent your agency from responding to evolving needs related to this policy area? No.

10c. If "Yes" for Question 10b, please describe the rationale for this opinion. N/A.

11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)? Retain.

11b. Please describe the rationale for this opinion. The TPTF Advisory Board is comprised of dedicated Texans with special professional expertise and interest in historic preservation. Board members include two architects, two archeologists, two persons with a demonstrated commitment to historic preservation, two directors of nonprofit historic preservation organization, one attorney with recognized background in historic preservation, and one representative of a bank or savings and loan association. Through the years the board has been very active with many members reappointed for subsequent terms.

12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission? Yes.

12b. If "Yes" for Question 12a, please describe the rationale for this opinion. This committee provides expertise and geographical representation that is of great value to the commission. Although it meets only annually, it helps the Austin staff to keep in touch with issues playing out at the local level across Texas, and to incorporate a variety of social, cultural, and professional perspectives into the decision-making process.

13. Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission. There are no suggested modifications at this time.

TPTF Advisory Board Attendance Records

Member	FY 2015	FY 2011	FY 2009
Doug Boyd	Attended	Attended	Attended
Michael Strutt (new 2015)	Attended		
James Rhotenberry	Attended	Absent	Attended
John Volz	Attended	Absent	Attended
Shan Rankin	Absent	Attended	Absent
Jerre Tracy	Attended	Attended	Attended
Elizabeth Louden (new 2015)	Attended		
B.F. Hicks	Absent	Attended	Attended
Bob Smith	Absent	Attended	Absent
Suzy Juncker	Attended	Absent	Attended
Jill Souter	Absent	Attended	Absent
Eileen Johnson (2011)		Attended	

Note: The TPTF grant awards were delayed from FY 2009 to FY 2010 due to the economic downturn. The TPTF grant program was suspended by the Texas Legislature for FY 2012 and FY 2013.



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