STRATEGIC PLAN 2021-25

TEXAS
HISTORICAL
COMMISSION
REAL PLACES TELLING REAL STORIES

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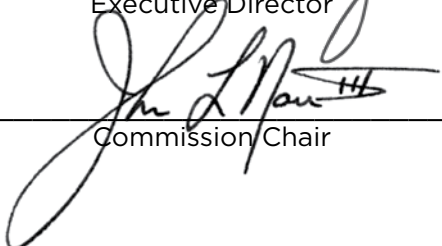
# AGENCY STRATEGIC PLAN │ FISCAL YEARS 2021–25

## BY THE TEXAS HISTORICAL COMMISSION

| MEMBER NAME | DATES OF TERM | HOMETOWN |
|---|---|---|
| John L. Nau, III, Chair | 2015–21 | Houston |
| John W. Crain, Vice-Chair | 2007–19 | Dallas |
| Earl Broussard, Jr. | 2005–23 | Austin |
| James E. Bruseth | 2018–19 | Austin |
| Monica Burdette | 2016–21 | Rockport |
| Garrett K. Donnelly | 2018–23 | Midland |
| Renee Rupa Dutia | 2018–19 | Dallas |
| Lilia M. Garcia | 2018–21 | Raymondville |
| David A. Gravelle | 2018–21 | Dallas |
| Mr. Wallace B. Jefferson | 2015–19 | Austin |
| Laurie E. Limbacher | 2018–23 | Austin |
| Catherine McKnight | 2017–23 | Dallas |
| Tom Perini | 2011–21 | Buffalo Gap |
| Gilbert E. "Pete" Peterson, III | 2007–19 | Alpine |
| Daisy Sloan White | 2011–23 | College Station |

June 2020

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**

When we began work on this Strategic Plan, the world was a very different place. The Texas economy was soaring, and we looked forward to an approaching summer of vacation travel, trips to the beach, and summer movie blockbusters. Suddenly, we found ourselves facing an uncertain future, confined to our homes, wearing masks in public places, and worrying about our most vulnerable populations.

Our agency is not composed of front-line responders, providing emergency health and safety support to our fellow Texans. But we do have an important role. It's our job to make certain that, when the masks come off, the doors are unlocked, and people can once again travel this great state, they will be coming back to places they recognize.

Few expected the crisis that confronts us, which has disrupted almost every facet of our lives. We worry about what will change as the crisis passes. One thing that won't change is the THC's strong network of supporters, sites, and community groups, all partnered to preserve important historic resources across the entire state. No virus, hurricane, or tornado can shatter that network or our partners' dedication to this cause.

The THC is no stranger to natural disaster and crisis. In 2017, Fulton Mansion State Historic Site in Rockport experienced Hurricane Harvey's landfall. The site suffered severe damage, but staff were able to offer programming and other services as soon as the community reopened by using the Mansion's unscathed visitors center. One of the region's top travel destinations, the site reopened in December 2019 after a meticulous THC restoration, with the support of Texas legislators and private donations from across the state.

On April 13, 2019, the Caddo Mounds State Historic Site was struck by an EF-3 tornado, part of a storm system that caused severe damage to Cherokee County and the region. The Caddo Mounds museum was destroyed, and dozens of site visitors were severely injured, some severely, with one life lost. In early 2020, the site opened a temporary visitors center and continued programming and other educational efforts in anticipation of the construction of a new visitors center, which is currently in design.

Like many Texas employers, at the time of this writing our offices are vacant or closed to visitors. But this quiet is not reflective of the energy and work of THC staff. We had already moved most of our staff from desktop computers to laptops. With the Governor's disaster declaration for all Texas counties, THC personnel quickly pivoted to work from home, altered staffing and, in some cases, new job duties. Face-to-face meetings became virtual meetings. And with the Governor's order changing public meeting requirements, the Commission was able to continue its business while still providing the public with an opportunity to be heard.

As state historic sites were closed in the interest of public health, we found new and creative ways to deliver Texas history to people's doorsteps. We developed lesson plans for homeschooling, produced informative videos for social media and, together with other partners—including the General Land Office, the Alamo Trust, Presidio La Bahía, and the San Jacinto Museum of History— we held a special, and very successful, San Jacinto Day livestream event.

The agency has continued essential and routine work duties, while also expanding our audiences and offering new educational and interpretative programs. When this crisis ends, technologies and practices that were embraced out of necessity will benefit our day-to-day efforts to build communities, educate students, and provide more efficient services to our constituents.

What will visitors discover when they return to our reopened state historic sites? They will learn we have integrated into our statewide network the sites transferred to us by the Legislature in 2019, including San Jacinto Battleground and Monument, Washington-on-the-Brazos, and the Port Isabel Lighthouse. On June 1, the Commission welcomed its latest property, the Charles and Mary Ann Goodnight Ranch State Historic Site, a gift to the people of Texas from the Armstrong County Museum.

Visitors to some of our sites will find all-new interpretive displays, educational programming, and talented staff ready to provide a safe and enriching experience for visitors, both in the beautiful historic buildings we preserve and in the natural and built environments that host our sites. They will enjoy better amenities, including gift shops that utilize retail best practices to improve revenue and name recognition of the sites.

As the nation heals from the crisis, there will be new opportunities for the state. The THC will continue to be a strong partner in the state's economic development strategies. Texas' travel economy was and will continue to be a fast-growing market sector. When travel-starved visitors begin returning to some of the most popular tourism destinations in North America—as well as countless lesser-known historic treasures across the state—Texas will see new heights of visitation and visitor spending.

The state's attractions will include beautifully restored county courthouses in San Saba, Karnes City, and Tahoka, all beneficiaries of the THC's Texas Historic Courthouse Preservation Program grants over the last two years. There will be hundreds of new historical markers to guide their way, along with the familiar blue signs of the Texas Heritage Trail Regions, a program under our stewardship that is embarking on new initiatives and efficiencies. Across the state, Texas Main Street cities will offer views into both the urban and rural past for appreciative visitors.

This Strategic Plan for 2021–25 is our navigational guide toward this future. It is an action plan, based on our organizational mission and values, to preserve the history and lessons of our great state for future generations. We will continue this mission with passion, creativity, and resourcefulness, regardless of what awaits. That's what Texans have always done.

Right now, few would claim to know what the future holds—but in Texas, it's always safe to assume that history is waiting to be made.

We value your leadership and the support you have given our agency, and we are ready for whatever task you set before us.

Mark Wolfe
Executive Director

# B. | AGENCY MISSION AND OVERVIEW OF FUNCTIONS

## MISSION

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

## PHILOSOPHY

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

- Empowering our local, state, and national partners to effectively preserve the resources that keep Texas history alive;

- Teaching Texas communities to use historic assets to help create economic opportunities and foster a sense of place;

- Serving the residents of Texas and our diverse clients with the highest standards of professionalism, responsiveness, consistency, accountability, and ethics; and,

- Cultivating a culture of creative, engaged, and passionate employees.



Buffalo Soldier reenactors engage in a firing exhibit for a school group at Fort Concho National Historic Landmark in San Angelo.

## 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 accomplish, and in the decisions we make. We share the following key values with all preservation partners in Texas, as articulated in *Preservation Connection: Texas' Statewide Historic Preservation Plan:*

- **Quality of Life:** Historic places enhance the general well-being of individuals and communities.

- **Authenticity:** We focus on telling the real stories of the state's history through the people, places, structures, objects, and traditions that convey them authentically.

- **Cultural Diversity:** We preserve the places and stories of Texas' rich cultural heritage and communities.

- **Partnerships:** We work together across cultures, interests, and disciplines to achieve mutually beneficial goals.

- **Communication:** We keep people informed and develop strong lines of communication internally and externally with partners and stakeholders.

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

## OVERVIEW OF AGENCY SCOPE AND FUNCTIONS

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



In 2019, the Texas Legislature transferred Port Isabel Lighthouse and seven other state historic sites from the Texas Parks and Wildlife Department to the THC.

## STATUTORY BASIS

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

- Texas Government Code, Chapter 442 directs the THC to provide leadership and coordinate services in the field of historic preservation.

- Texas Local Government Code, Chapter 318 establishes County Historical Commissions and sets forth their responsibilities for carrying out preservation efforts within counties.

- Texas Natural Resource Code, Chapter 191 (Antiquities Code of Texas) directs the THC to act as custodian of all cultural resources, historic and prehistoric, within the public domain of the state, and requires an antiquities permit for projects undertaken on state or locally controlled land.

- Texas Health and Safety Code, Chapter 711 provides general provisions relating to cemeteries, including protection from vandalism, theft, and desecration, as well as processes for discovery and notice of existence.

Federal laws that govern the agency include:

- The National Historic Preservation Act of 1966, as amended, directs the state to administer federal preservation laws and policies.

- The Tax Reform Act of 1986, as amended, directs states to coordinate federally established tax incentives for the rehabilitation of historic properties.

- The Americans with Disabilities Act of 1990 directs the state to determine whether building modifications to improve accessibility will threaten or destroy the historic integrity of the building.

- The Native American Graves Protection and Repatriation Act of 1990 requires federal land-managing agencies to consult with Native American tribes when burials are found on their land.

## AGENCY MAIN FUNCTIONS

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

- **Architectural Heritage Protection and Assistance:** Protect Texas' diverse architectural heritage through state and federally mandated project reviews, technical guidance, and financial assistance through state and federal grants and tax rehabilitation credits for the preservation of historic 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 Administration:** Provide interpretive experiences to a wide audience of Texans and visitors at 32 state historic sites and museums. The addition of eight historic sites from the Texas Parks and Wildlife Department, the Star of the Republic Museum, and the Charles and Mary Ann Goodnight Ranch further expands our broad interpretive focus to the network, telling the diverse stories in Texas history. The French Legation and Mission Dolores are planned to re-open in summer 2020 after extensive renovations. The Historic Sites Division also provides active stewardship oversight to structures, landscapes, and collection items.

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



Architectural treasures such as Mission Concepción in San Antonio, a World Heritage Site and National Historic Landmark, attract heritage tourists from around the world.

- **Texas Heritage Trail Region Assistance:** Provide financial and technical assistance to develop and promote historic and cultural resources as heritage tourism destinations through the heritage trail region nonprofit entities across the state.

- **Resource Evaluation and Interpretation:** Provide information, programs, and services to private, public, and nonprofit constituents for the identification, evaluation, preservation, and interpretation of historic resources.

- **Indirect Administration:** Serve the entire agency and the preservation public through effective leadership, planning, and management; public information and education; and staff services.

## ECONOMIC IMPACT AND EFFECTIVENESS OF AGENCY PROGRAMS AND SERVICES

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

- Since its inception, the Texas Main Street Program has generated more than $4.4 billion in reinvestment in Texas downtowns and urban neighborhood commercial districts, supported more than 41,000 downtown jobs, and established more than 10,300 new businesses in historic downtowns.

- Reinvestment in Main Street districts in Texas for FY 2019 totaled more than $270 million, including $132 million in private reinvestment dollars. More than 1,270 jobs were supported, and the number of businesses created, expanded, or relocated totaled over 470.

- FY 2018 travel spending in Texas topped $80 billion, supporting an estimated 1.2 million jobs within the travel industry and generating $7.5 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 (THCPP) has granted more than $290 million to 99 counties for courthouse planning and restoration work since 1999, generating more than $230 million in local matches from participating counties, over 11,356 jobs, about $650 million in income, and almost $800 million in gross state product.

**The Texas Main Street Program** has supported more than 41,000 downtown jobs and established more than 10,300 new businesses in historic downtowns.



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

- The Texas Historic Preservation Tax Credit Program, which complements the Federal Rehabilitation Tax Credit, went into effect on January 1, 2015. Between then and February 29, 2020, plans for 355 projects have been reviewed by the THC, with qualified rehabilitation expenses of over $2.8 billion. Of those projects, 221 have been completed and certified, with qualified rehabilitation expenses of nearly $1.6 billion.

- Prior to the state tax credit program, all Texas projects combined under the federal historic tax credit projects totaled $1.27 billion in private-sector reinvestment through the 40 years of the program. Now, many projects utilize both the state and federal tax credits together. Of the 221 projects certified for the state credit, 85 have also been certified for the federal credit, with qualified costs of $1.3 billion.

- In FY 2019, more than 290,000 people visited the THC's state historic sites. Earned revenue from the visiting public has increased, providing much-needed financial support to the sites. Each site supports heritage tourism efforts and planning goals within local economies.

**The Texas Historic Courthouse Preservation Program** has generated over 11,356 jobs, about $650 million in income, and almost $800 million in gross state product.

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

- Volunteers have contributed more than 1.6 million hours on activities in their local Texas Main Street cities.

- In the past 21 years, the heritage regions of the Texas Heritage Trails Program (THTP) have raised more than $4 million in regional cash contributions, $5.4 million in in-kind contributions to fund their operations, and more than 126,000 hours have been contributed by volunteers.

- During 2018–19, County Historical Commissions in Texas reported an annual average of 3,300 appointees, donating 450,000 hours of service for 2018 and 433,000 hours for 2019.

- Archeological stewards logged 25,395 and 21,858 volunteer hours in FY 2018 and FY 2019, respectively.

- Staff and archeological stewards trained over 9,912 individuals in archeological preservation in FY 2018, accounted for over 1,009 volunteer-directed archeology projects, and distributed more than 34,370 materials about archeology. In FY 2019, 11,860 people were trained, there were 862 volunteer-directed projects, and 41,502 materials were distributed.



Preservation Scholars Allan Johnson of Prairie View A&M University, Noel Larcher of the University of Texas at Austin, Jason Rivas of Texas State University, and Sydney Landers of the University of Texas at Austin.

**Gifts to the Friends of the Texas Historical Commission** help fund stewardship programs such as the Texas Courthouse Stewardship Program; educational programs like the Real Places conference and Preservation Scholars Internship Program; and capital projects such as the outdoor exhibit at San Felipe de Austin State Historic Site.

- Seventeen Friends of State Historic Sites groups and partner organizations provide financial and volunteer support to more than half of the agency's sites and museums, assisting those properties through advocacy and stewardship efforts statewide.

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

- Completed approximately 13,000 cultural resource reviews in both FY 2018 and FY 2019.

- Conducted 99 percent of federal and state archeology reviews in less than 30 days in FY 2018–19.

- Facilitated 57 nominations in FY 2018 to the National Register of Historic Places, resulting in 684 properties being listed; facilitated 41 nominations in FY 2019 to the National Register of Historic Places, resulting in 592 properties being listed.

- Designated four State Antiquities Landmarks (SALs) in FY 2018 and 27 in FY 2019.

- Designated 153 Historic Texas Cemeteries from January 2018 through March 2020.

- Worked with 76 Certified Local Governments (CLGs).

- In FY 2019, the agency website, thc.texas.gov, received more than 1,030,000 visitors. The heritage tourism websites— TexasTimeTravel.com and the sites representing the 10 Texas Heritage Trail Regions— attracted more than 636,000 unique visitors in FY 2019. As of March 2019, more than 250,000 people follow the THC's social networks.

- Since 2019, ten state historic sites and museums have been added to the network of properties, growing the number to 32 and providing a broader representation of Texas history and opportunities to serve the public.

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

• Since being established in 1993, the Texas Department of Agriculture has provided over $19.7 million through the Texas Capital Fund, resulting in approximately $35 million invested in local projects for Main Street cities.

• For FY 2018, the THC awarded more than $311,700 in matching grants through the Texas Preservation Trust Fund (TPTF) to 16 communities, nonprofit organizations, and individuals working to preserve endangered historic structures and archeological sites. In August 2017, Hurricane Harvey made landfall near Rockport. Pounding waves on top of Harvey's storm surge inundated parts of the Texas Coastal Bend, resulting in severe damage in some areas. The THC responded with emergency grant funding to historic properties and archeological resources in the state-declared disaster area. The THC awarded $180,000 to six projects, and that emergency grant round took the place of the regular FY 2019 grant cycle. For FY 2020, the THC awarded over $351,600 in matching grants to 14 projects. Three of those were funded with a special earmark of grant funds of more than $105,700 for projects in Galveston County. In February 2020, the THC accepted 41 initial grant applications totaling over $1.1 million in funding requests. Grant awards for the FY 2021 grant cycle will be considered in October 2020. Since the reintroduction of the TPTF in FY 2014–15, the THC has awarded more than $1.9 million in grant funds.

• Ten percent of the agency's annual federal appropriation is allocated for preservation grants to CLGs. In FY 2020, over $156,000 was granted to eight CLGs. In FY 2019, just over $148,000 was awarded to 18 CLGs for grant projects.

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

• The Friends continues to primarily focus on raising restricted programmatic and capital funds for priorities identified by the THC. During FY 2018–19, the Friends raised approximately $2.62 million in total gifts, of which almost $2.5 million was restricted toward THC programs and projects. Current capital campaign efforts include site improvements at Eisenhower Birthplace State Historic Site and visitors centers at French Legation and Caddo Mounds State Historic Sites.



A preservation project at Freyburg Hall in Fayette County was partially funded by a grant from the THC's Texas Preservation Trust Fund.

## TEXAS HISTORIC REHABILITATION TAX CREDITS

The relative ease of use of the Texas Historic Preservation Tax Credit (THPTC), enacted in 2013, has driven significant increases in historic preservation projects across the state. Between January 1, 2015, when the program began accepting applications, and February 29, 2020, the THC has received initial applications for 542 projects. This initial application, Part A, determines or verifies that a building is historic and, therefore, eligible to participate in the program. Part B applications, which present proposed plans, have been received for 427 projects. These projects represent potential private investment of over $3.1 billion in historic resources. There have been 221 completed projects that have been certified, resulting in investments of nearly $1.6 billion.

Use of the Federal Rehabilitation Tax Credit, enacted in 1976, has increased as a result of the state credit. In FY 2013, agency staff reviewed plans for 15 federal tax credit projects, resulting in $259 million in private investment. In contrast, between January 1, 2015 and February 29, 2020, plans for 191 federal tax credit projects were reviewed, with estimated rehabilitation expenses of nearly $1.2 billion. The remarkable increase in tax credit utilization can be attributed largely to the appeal of using both credits with a potential return for investors of 45 percent of eligible rehabilitation spending. Federal law allows a credit against income taxes owed of up to 20 percent of eligible construction costs while the state credit is a potential 25 percent of state franchise taxes owed, also on eligible—but not duplicative—rehabilitation expenses. Typically, about two-thirds of all projects use both programs, while the other third are only eligible for the state credit.



Closed off and on since 1985, the 1955 Fredonia Hotel in Nacogdoches was rehabilitated utilizing the Texas Historic Preservation Tax Credit and Federal Historic Tax Credit. The hotel reopened in 2017.

Since it was enacted, two major legislative changes have opened the program to nonprofit property owners and to public universities (for a limited period). The THPTC can be applied to non-income-producing properties because Texas law allows transfers of credits from an owner with no tax liability to an entity with a franchise tax liability. This makes it exceedingly easy for a variety of project applicants to take advantage of the state tax credit.

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

**AGENCY OPERATIONAL GOAL:**

## PROTECT AND PRESERVE HISTORIC RESOURCES

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

## ACTION ITEMS

**❗ Historic Sites Construction and Maintenance Needs:** Identify and prioritize capital construction projects and deferred maintenance needs at the THC's state historic sites across the state and Capitol complex buildings in Austin to align with operational and Commission capital development priorities. *Target completion date: December 2020*

• **Historic Sites Collection Management:** Develop environmental and repository storage needs of the agency's collection of artifacts with its operational partners detailing the needs for any future facilities or upgrades to provide the optimal environment and operational efficiencies for the collection's long-term care and stewardship. *Target completion date: August 2022*



Rededicated on March 5, 2020, the 1911 San Saba County Courthouse is the most recent restoration as part of the THC's Texas Historic Courthouse Preservation Program.

• **Historic Sites Acquisition and Development:** Identify what additional types of sites may align with the established themes and subthemes of Texas history as new THC state historic sites or as affiliated state historic sites to tell a more complete story of Texas and establish partnership agreements with other organizations. Create an affiliates program to guide site acquisitions. *Target completion date: December 2024*

• **Covenants and Easements Program:** Complete a program evaluation for covenants and easements held by the THC in order to develop recommendations and a course of action to best manage, monitor, and track the status of these commitments. *Target Completion Date: October 2021*

• **County-Wide Cemetery Preservation Program:** Conduct an outreach effort that emphasizes a county-wide planning approach meant to prioritize the most vulnerable cemeteries and engage a broad spectrum of stewards by providing online trainings and resources, and through other coordinated activities. *Target completion date: August 2022*

• **Texas Bicentennial Commemoration:** Expand educational efforts and encourage preservation and promotion of Texas Revolution assets through a coordinated bicentennial celebration by conducting an agency-wide survey of assets and celebratory opportunities in preparation for formal statewide planning. *Target completion date: August 2025*

• **Oral History Program:** Expand educational efforts and encourage preservation and promotion of Texas history through online access to the agency's oral history collection by developing and implementing the policies, procedures, and digital assets (to the extent possible) that facilitate accessibility. *Target completion date: August 2025*

❗ **Denotes Key Action Items**

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

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



THC sites support heritage education through annual events such as the Father of Texas Celebration at San Felipe de Austin State Historic Site.

## 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

**!** **Incentivize historic preservation efforts across Texas** including rural communities, through tax credits, grant funding, downtown revitalization, heritage tourism, and other economic development initiatives. *Target completion date: August 2025*

**!** **Texas Heritage Trails Program (THTP):** Implement the results of the strategic planning for the agency's heritage tourism efforts, including the THTP, and increase collaboration with the state historic sites. *Target completion date: August 2021*

**!** **THTP:** Expand statewide heritage tourism efforts through heritage travel promotions and product development to supplement and support the THTP. *Target completion date: August 2025*

**!** **THTP:** Update and redesign TexasTimeTravel.com and the associated 10 heritage trail websites to improve the user experience and increase the exposure of the historic sites and communities across the state. *Target completion date: August 2022*

**•** **Texas Historic Preservation Tax Credit Program:** Consider options to strengthen existing legislative language to better clarify who can and cannot apply for the tax credit program. *Target completion date: December 2020*

Legendary NASA flight director Gene Kranz was a keynote speaker at the 2019 Real Places conference.

**! Youth Education:** Provide a THC-branded document for education-related and community-based audiences that includes best practices, narrative real-world examples, and resources and appendices as a guideline for those target audiences to build diverse, authentic, and place-based history learning opportunities and experiences for school-aged students and educators within their own communities. Create a series of accompanying workshops and webinars facilitated by THC education staff to guide targeted audiences through that document to envision and plan learning opportunities in their own communities.

Develop original K-12 TEKS-aligned curriculum and revise existing agency curriculum to form a substantive collection of downloadable teacher resources. Expand place-based educational experiences and learning resources for select THC historic sites. Develop proposals for enriched interactive resources and learning experiences available through the Learning portal on the THC website. *Target completion date: June 2022*

- **Historic Sites Education and Tourism Promotion:** Expand historic sites' visitation, promotion, and heritage tourism efforts through: the implementation of a digital, web-based social media strategy; the creation of a strategic marketing plan with brand image development for state historic sites; and the expansion and improvement of on-site educational programs, events, presentations, and exhibits. *Target completion date: August 2022*

- **Historic Sites Partnerships:** Increase private and nonprofit financial and volunteer support at state historic sites by strengthening, establishing, and re-establishing Friends groups. This will include strengthening the partnerships in place at San Jacinto Battleground, Washington-on-the Brazos, Star of the Republic Museum, Port Isabel Lighthouse, and Charles and Mary Ann Goodnight Ranch. This will also include building community partnerships with local businesses, heritage tourism stakeholders, and nonprofits to expand the state historic sites' viability and relevance in servicing their local heritage tourism market and meeting community-planning objectives. *Target completion date: August 2022*

- **Diverse Audiences:** Creatively engage underrepresented groups in preservation and work to interpret and re-interpret sites to tell compelling, dynamic, and fascinating stories that educate, inspire, and spark interest. *Target completion date: August 2022*

- **Texas Archeology Month Program:** Increase local participation in this statewide observance by updating existing guidance tools and through outreach to potential event sponsors. Participation will also be enhanced with the agency's involvement in the Texas Public Archeology Network, composed of public agencies and institutions involved with increasing public awareness of Texas' archeological heritage. *Target completion date: October 2024*

- **Real Places Conference:** Support and promote historic preservation and heritage tourism by growing the audience for the annual statewide education and networking conference to include diverse avocational and professional participants that represent the broad constituency of the agency and its programs. Develop creative methods to expand the audience beyond the traditional preservation fields and interest areas. *Target completion date: February 2025*

- **Historic Sites Visitation:** Improve visitation to state historic sites and identify ways to improve the visitor experiences, furthering the agency's educational mission. *Target completion date: August 2022*

- **Texas Main Street Program:** Encourage preservation-based economic development efforts and revitalization education by implementing a Texas Main Street Affiliate category of participation to include smaller and non-traditional historic downtowns that are not able to participate in the current program. *Target completion date: August 2023*

- **Texas Main Street Program:** Encourage preservation-based economic development efforts by expanding the use of DowntownTX.org to all Texas Main Street Program participants. *Target completion date: August 2021*



First Lady of Texas Cecilia Abbott poses with citizens of Granger during a ceremony welcoming the city into the Texas Main Street Program.

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

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

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

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

### ACTION ITEMS

- **Historic Sites:** Promote state historic sites through archeological programming, research, and interpretive refinement to engage and educate the public about the properties' importance in Texas history. The additional information learned adds to a better understanding of the past. *Target completion date: August 2022*

- **Online Survey and Inventory:** Enhance the Texas Historic Sites Atlas with new searching, mapping, and downloading features. Supplement the existing information available through the Atlas with additional data layers, including non-archeological State Antiquities Landmarks, properties on which the THC holds an easement or covenant, and properties that have previously been inventoried and evaluated. *Target completion date: August 2021*

- **eTRAC Enhancements:** Continue to develop and refine eTRAC, the electronic THC Review and Compliance system, with additional functionality to support further streamlining of federal and state review processes. Introduce an online Texas Antiquities Permits application system and create additional modules for Marine permits and Historic Buildings and Structures permits. *Target completion date: August 2022*



Archeological research informs programming and interpretation at many THC sites, including Levi Jordan Plantation State Historic Site in Brazoria.

- **Texas Archeological Stewardship Network (TASN):** Enhance the abilities of local archeological volunteers to identify, evaluate, and interpret the state's archeological resources by conducting annual and regional training and developing guidance materials, including an updated TASN handbook. *Target completion date: August 2025*

- **Marine Archeology Program:** Increase our knowledge of submerged cultural resources in Texas' waters by conducting a minimum of two remote sensing, monitoring, and/or diving projects each year. Data on anomalies and newly recorded or confirmed historic shipwrecks will be used to enhance the Texas Historic Sites Atlas. *Target completion date: August 2021*

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

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



**Texas History at Home**

Parlor in the Sam Bell Maxey House State Historic Site in Paris

As families are creating new routines and learning how to educate students from home, we are providing free instructive resources about Texas history, preservation, and heritage tourism. We'll continue to add new content, so continue to check back to this page. Don't forget to share with family and friends, and share your activities on social media by tagging us #TXHistoryAtHome.

**Resources for Educators**

Explore our repository of lesson plans and activities for students focused on our state historic sites and topics such as archeology, cemeteries, historical markers, and military history.

During the COVID-19 pandemic, THC staff created a Texas History at Home portal with resources for people staying at home, including lesson plans, activity sheets, historic recipes, articles, and training materials.

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

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

## ACTION ITEMS

- **Empowering the Workforce:** Utilize the results of the FY 2019 Survey of Employee Engagement to further empower the THC workforce and foster an environment of employee productivity and quality customer service. *Target completion date: December 2021*

- **Competitive Salaries:** Complete updated analysis of agency-utilized job classifications and salaries, continue to work with the Legislature to address salary disparities for the THC's specialized professional disciplines, improve compensation levels to achieve competitiveness with comparable public- and private-sector positions, and ensure retention of our experienced and talented employees. *Target completion date: August 2021*

- **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, expanded telework capabilities, and CAPPS, the state's centralized human resources, payroll, and personnel system. *Target completion date: August 2023*

- **Emergency Communications Plan:** Create a formal policy to govern agency communications during a short- or long-term crisis scenario. *Target Completion Date: August 2021*

THC staff create short videos for social media and the web about many agency initiatives, such as heritage travel spotlights that accompany cover features in the agency's *Medallion* magazine.

- **Agency Website:** Upgrade the agency's web content management system and enhance the website. *Target Completion Date: August 2025*

- **THC Program Videos:** Update and continue a series of short social videos exploring many well- and lesser-known agency programs that impact the public, including various historic marker initiatives, military history efforts, and core historic preservation functions. The videos will reach audiences that often overlook these services, drive visitation to THC websites, and supplement new employee orientation. *Target completion date: August 2021*

## 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 2019 was 394, which is notably high, as synthesis scores for state agencies typically range from 325 to 375. This result represents an increase over the previous total agency score of 390 in 2017. The Customer Service Survey also repeatedly demonstrates that THC employees respond quickly and effectively to requests for assistance from our constituents.

# D. | REDUNDANCIES AND IMPEDIMENTS

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

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

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# II. | SUPPLEMENTAL SCHEDULES

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# A.    Budget Structure

**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.**

**STRATEGY A.1.1**    **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.

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|---|---|
| **Output Measure** | 1. Number of volunteer archeological site protection efforts directed |
| **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<br>**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<br>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 statewide heritage initiatives. |
| **Output Measures** | 1. Number of technical assists provided<br>2. Number of properties and sites assisted |
| **STRATEGY A.2.2** | **Texas Heritage Trail Region Assistance**—Provide financial and technical assistance to develop and promote heritage tourism of Texas' historic and cultural resources through the heritage trail region nonprofit entities across the state. |
| **Output Measure** | 1. Number of Nonprofits served by Heritage Trail Regions |
| **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, and Interpretation**— Provide information, programs, and services to private, public, and nonprofit constituents for the identification, evaluation, preservation, and interpretation of historic resources. |
| **Output Measure** | 1. Number of sites, properties, and other historical resources evaluated |

**Agency Goal B**        **Indirect Administration**

     **OBJECTIVE B.1**        **INDIRECT ADMINISTRATION**

     **STRATEGY B.1.1**        **Central Administration**

# B. List of Measure Definitions

Date: 6/1/2020
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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 808 086-R-S70-1 01-01 OC 01

Definition
Number of properties designated annually.

Data Limitations
There are no data limitations for this measure.

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

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

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

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

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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. 2 | Number of Section 106/Antiquities Code Reviews |

**Calculation Method: N**
**Key Measure: Y**
**New Measure: N**
**Target Attainment: H**
**Priority: M**
**Percentage Measure: N**
**Cross Reference:** Agy 808 086-R-S70-1 01-01 OC 02

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

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

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

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

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

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Agency Code: 808
Agency: Historical Commission

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

**Calculation Method: N**
**Key Measure: Y**
**New Measure: N**
**Target Attainment: H**
**Priority: H**
**Percentage Measure: N**
**Cross Reference:** Agy 808 086-R-S70-1 01-01 OC 03

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

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

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

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

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

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

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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: Y**
**New Measure: N**
**Target Attainment: H**
**Priority: H**
**Percentage Measure: Y**
**Cross Reference:** Agy 808 086-R-S70-1 01-01 OC 04

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

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

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

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

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

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

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

**Calculation Method: N**
**Key Measure: N**
**New Measure: N**
**Target Attainment: H**
**Priority: M**
**Percentage Measure: N**
**Cross Reference:** Agy 808 086-R-S70-1 01-01 OC 05

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

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

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

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

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

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

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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 Preservation Tax Credit Program |

**Calculation Method: N**
**Key Measure: N**
**New Measure: N**
**Target Attainment: H**
**Priority: M**
**Percentage Measure: N**
**Cross Reference:** Agy 808 086-R-S70-1 01-01 OC 06

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

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

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

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

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

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Agency: **Historical Commission**

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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: N**
**Target Attainment: H**
**Priority: M**
**Percentage Measure: N**
**Cross Reference:** Agy 808 086-R-S70-1 01-01 OC 07

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

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

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

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

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

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

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

**Calculation Method: N**
**Key Measure: N**
**New Measure: N**
**Target Attainment: H**
**Priority: H**
**Percentage Measure: N**
**Cross Reference:** Agy 808 086-R-S70-1 01-02 OC 01

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

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

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

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

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

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

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

**Calculation Method: N**
**Key Measure: N**
**New Measure: N**
**Target Attainment: H**
**Priority: M**
**Percentage Measure: N**
**Cross Reference:** Agy 808 086-R-S70-1 01-02 OC 02

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

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

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

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

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

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

**Calculation Method: N**
**Key Measure: N**
**New Measure: N**
**Target Attainment: H**
**Priority: H**
**Percentage Measure: N**
**Cross Reference:** Agy 808 086-R-S70-1 01-03 OC 01

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

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

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

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

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

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

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

**Calculation Method: C**
**Key Measure: Y**
**New Measure: N**
**Target Attainment: H**
**Priority: H**
**Percentage Measure: N**
**Cross Reference:** Agy 808 086-R-S70-1 01-01-01 OP 01

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

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

Data Source
Source of data is from departmental quarterly work log reports.

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

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

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

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

**Calculation Method: N**
**Key Measure: N**
**New Measure: N**
**Target Attainment: H**
**Priority: H**
**Percentage Measure: Y**
**Cross Reference:** Agy 808 086-R-S70-1 01-01-02 EF 01

Definition
Percent of construction projects reviewed in less than 30 days.

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

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

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

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

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Agency Code: 808
Agency: Historical Commission

Goal No. 1  Preserve the State's Historic Landmarks and Artifacts
Objective No. 1  Encourage Preservation/Protection of Historic/Archeological Resources
Strategy No. 2  Archeological Protection through Reviews, Outreach, and Other Programs
Measure Type  OP
Measure No. 1  Number of 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 808 086-R-S70-1 01-01-02 OP 01

Definition
Number of volunteer archeological site protection efforts directed.

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

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

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

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

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

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

**Calculation Method: C**
**Key Measure: N**
**New Measure: N**
**Target Attainment: H**
**Priority: H**
**Percentage Measure: N**
**Cross Reference:** Agy 808 086-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.

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

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

**Calculation Method: C**
**Key Measure: N**
**New Measure: N**
**Target Attainment: H**
**Priority: H**
**Percentage Measure: N**
**Cross Reference:** Agy 808 086-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.

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

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

**Calculation Method: C**
**Key Measure: N**
**New Measure: N**
**Target Attainment: H**
**Priority: H**
**Percentage Measure: N**
**Cross Reference:** Agy 808 086-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.

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 808 086-R-S70-1 01-02-01 OP 01

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

Data Limitations
None.

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

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.

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 808 086-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.

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. 2      Texas Heritage Trail Region Assistance
Measure Type        OP
Measure No. 1       Number of Nonprofits Served by Texas Heritage Trail Regions

**Calculation Method: C**
**Key Measure: Y**
**New Measure: n**
**Target Attainment: H**
**Priority: M**
**Percentage Measure: N**
**Cross Reference:** Agy 808 086-R-S70-1 01-02-01 OP 01

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

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

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

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

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

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

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

**Calculation Method: C**
**Key Measure: Y**
**New Measure: N**
**Target Attainment: H**
**Priority: M**
**Percentage Measure: N**
**Cross Reference:** Agy 808 086-R-S70-1 01-03-01 OP 01

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

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

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

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

Purpose
Preserve the state's historic landmarks.

# C. Historically Underutilized Business Plan

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

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

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

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

* 40.0 percent for heavy construction other than building contracts
* .5 percent for all building construction, including general contractors and operative builders' contracts
* 16.8 percent for all special trade construction contracts
* 47.1 percent for all professional services contracts
* 8.6 percent for all other services, contracts
* 18.8 percent for commodities contracts

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

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

# D. Agency Workforce Plan

## Current Workforce Profile

As of FY 2019, the Texas Historical Commission has 224.2 authorized full-time employees according to the General Appropriations Act. The current workforce is comprised of 42 percent males and 58 percent females. More than half of the THC staff is over the age of 40. More than 21.2 percent of the workforce is eligible to retire (based on FY 2018 data).

| 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 | 11.50 | 37.75 | 16.75 | 12.00 | 8.50 | 1.75 | 88.25 |
| 5 to 9.99 years | 1.00 | 13.00 | 14.25 | 11.50 | 7.00 | 0 | 46.75 |
| 10 to 14.99 years | 0 | 13.75 | 12.00 | 10.00 | 8.25 | 0 | 44.00 |
| 15 to 19.99 years | 0 | 1.00 | 13.00 | 7.75 | 1.00 | 1.00 | 23.75 |
| 20 to 24.99 years | 0 | 0 | 2.75 | 5.25 | 2.50 | 0 | 10.50 |
| 25 years plus | 0 | 0 | 1.25 | 13.50 | 6.75 | 1.00 | 22.50 |
| Total (Headcount) | 12.50 | 65.50 | 60.00 | 60.00 | 34.00 | 3.75 | 235.75 |

The largest age group percentage of employees in the agency is 30-39. This group comprises approximately 28.00 percent of staff:

| Age Group | Headcount | Percentage of FTEs |
|---|---|---|
| Under 30 years | 12.50 | 5.30% |
| 30–39 years | 65.50 | 27.78% |
| 40–49 years | 60.00 | 25.45% |
| 50–59 years | 60.00 | 25.45% |
| 60–69 years | 34.00 | 14.42% |
| 70 and over | 3.75 | 1.60% |
| Total | 235.75 | 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 implemented an internship and diversity plan focused on recruiting, retaining, and developing a diverse workforce that reflects the state's population.

| Percentage of Minorities in Agency's Total Work Force (as reported thru August 31, 2019) | | | |
|---|---|---|---|
| | Total Positions | Number Minority | Percent Minority |
| Officials/Administrators | 11 | 2 | 18% |
| Administrative Support | 41 | 13 | 32% |
| Service/Maintenance | 32 | 12 | 38% |
| Professionals | 183 | 25 | 14% |
| Para-Professional | 0 | 0 | 0 |
| Protective Services | 0 | 0 | 0 |
| Skilled Craft | 0 | 0 | 0 |
| Technicians | 0 | 0 | 0 |
| Total (Headcount) | 267 | 52 | 19% |

**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 in comparison to the private sector.

**Aging Workforce and Succession Planning**

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

**Workforce Skills**

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

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

## Future Workforce Profile

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

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

A second challenge is the continuing evolution of communications technology and the demand for online services and information from the public. The agency must continue to effectively leverage its information technology (IT) resources and staff and to ensure effective support to agency staff and customers. The THC has significantly expanded employee telework capabilities through the increased deployment of mobile hardware technology and software productivity tools for staff to ensure business continuity of THC services. 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. The THC has created an ambitious mobile workforce through the use of telework. A successful telework program increases productivity and generates the work-life balance component employees need.

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 staff performance awards and recognition at agency-wide meetings.
- Recruitment plans will include the targeted posting of jobs through professional networks, professional associations, on the agency's website and WorkInTexas.com, contacting outlets that reach underrepresented EEO populations, participating in job fairs, and offering internships through our very successful Preservation Scholars internship program.
- Career development programs will include training for job skills, promotions from within, and cross-training skills.
- The agency will develop leaders within the organization by encouraging staff to attend leadership training, such as the governor's Management Development Programs.

# 2019 Survey of Employee Engagement

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

During December 2019 to mid-January 2020, THC staff completed the SEE. Results were released to the agency in February 2020. 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 2019 Survey Analysis
Overall, the 2019 THC survey results were **very favorable**:
- The total overall agency score was **394**, an improvement from 2017's score of 390. According to UT, scores for state agencies typically range from 325 to 375. So THC's trend is very positive.
- The employee response rate of 82.5 percent was slightly up from 2017. A desirable target is > 50 percent, so our response rate was considered very high compared to other agencies.
- Out of 12 Constructs, **10 Constructs scored over 375**, which indicate areas of substantial strength.
- Categories deserving special mention are:
    - o  Strategic with a score of 411.
    - o  Job Satisfaction with a score of 409.
    - o  Employee Engagement with a score of 412.
    - o  Supervision with a score of 412.
- Lowest-scoring categories include:
    - o  Pay with a score of 296, still a 6 percent improvement from 2017 and a 10 percent improvement over 2015's score of 267 and 6 percent higher compared to similar agencies.
    - o  Information Systems with a score of 370, no change from 2017.
    - o  Internal Communications with a score of 377, with a 1 percent improvement from 2017.

| General Respondent Information | | |
|---|---|---|
| | FY 2017 | FY 2015 |
| Total Respondents | 170 | 159 |
| Response Rate | 82.5% | 81.5% |
| Males | 55 | 56 |
| Females | 81 | 73 |
| African Americans | Less than 5 | Less than 5 |
| Hispanic Americans | 20 | 15 |
| Anglo | 115 | 118 |
| Other | Less than 5 | Less than 5 |
| 16–29 years of age | 8 | 8 |
| 30–39 years of age | 46 | 33 |
| 40–49 years of age | 38 | 41 |
| 50–59 years of age | 38 | 36 |
| 60+ | 25 | 24 |
| Bachelor's Degree | 44 | 37 |
| Graduate Degree | 75 | 74 |
| Supervisors | 49 | 42 |
| Non-supervisors | 111 | 101 |

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

## Survey Constructs

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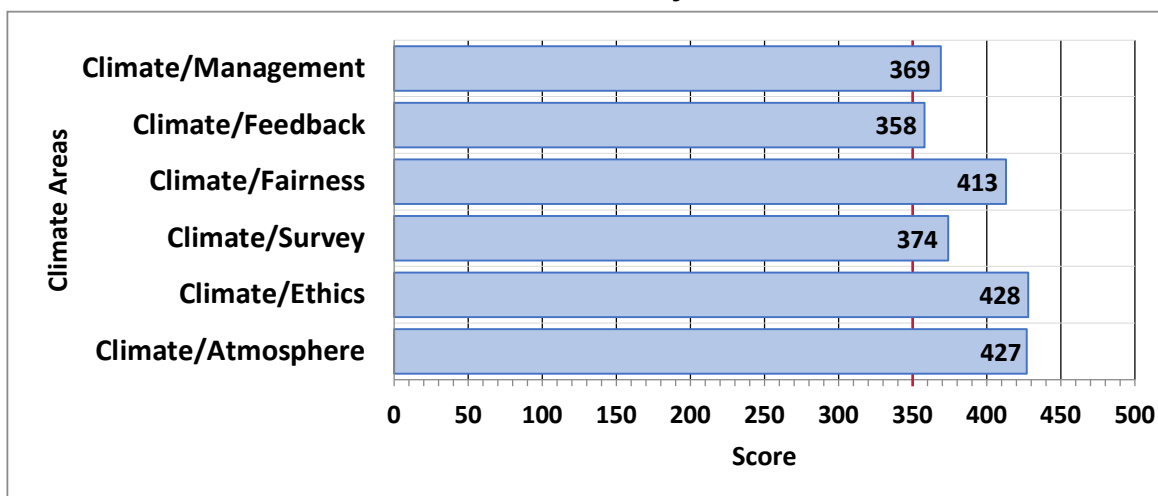formation Systems, Community, Workplace, Supervision, Strategic, and Workgroup. These constructs are designed to broadly profile organizational strengths and weaknesses.[1]

**Construct Analysis**

| Construct | Score |
|---|---|
| Employee Engagement | 412 |
| Job Satisfaction | 409 |
| Employee Development | 398 |
| Benefits | 408 |
| Pay | 296 |
| Internal Communication | 377 |
| Information Systems | 370 |
| Community | 404 |
| Workplace | 405 |
| Supervision | 412 |
| Strategic | 411 |
| Workgroup | 400 |

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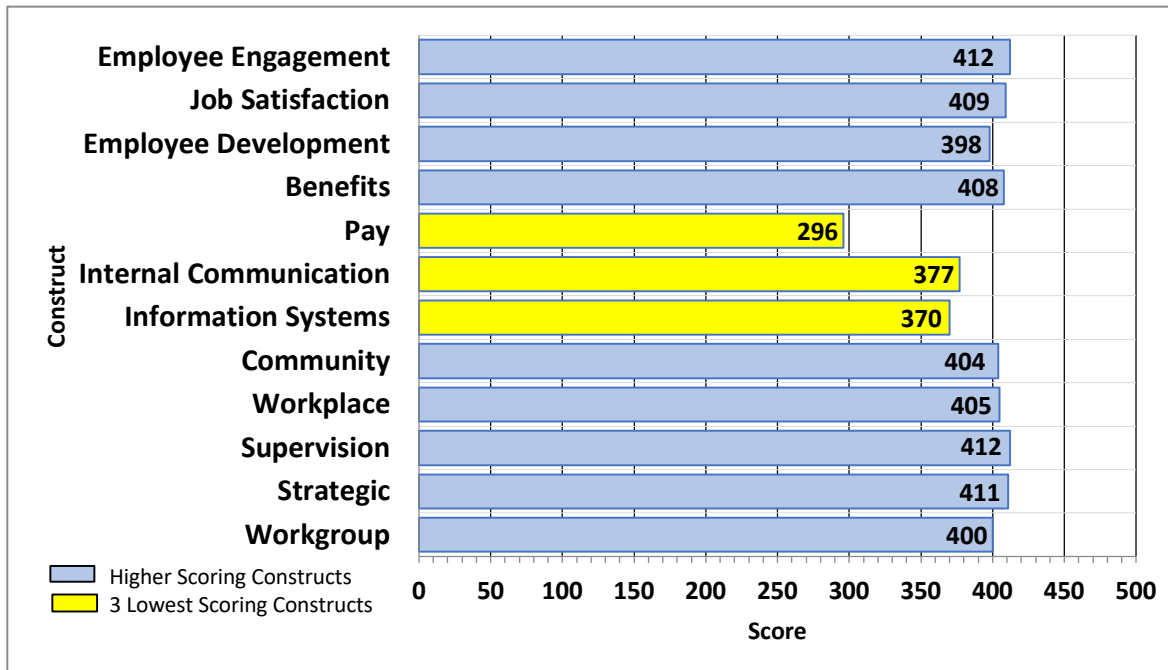
The SEE also measures Climate Areas, which to a large extent determine the efficiency and effectiveness of an organization. Three of the six Climate Areas scored above 375, indicating areas of substantial strength for the agency. Scores of 350 or above suggest that employees perceive the issue more positively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

**Climate Analysis**

| Climate Areas | Score |
|---|---|
| Climate/Management | 369 |
| Climate/Feedback | 358 |
| Climate/Fairness | 413 |
| Climate/Survey | 374 |
| Climate/Ethics | 428 |
| Climate/Atmosphere | 427 |

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[1] Survey of Employee Engagement, Executive Summary, Report ID: 808, 2019

**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 are welcomed, valued, and utilized; and,
3. To continue to improve the information systems infrastructure, data accessibility, and productivity tools for staff.

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# E. Report on Customer Service

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# REPORT ON CUSTOMER SERVICE SURVEY

## SPRING 2020

## BY

## THE TEXAS HISTORICAL COMMISSION

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# I. Overview

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

The THC is composed of 15 citizen members appointed by the governor to staggered six-year terms. As of September 1, 2019, the agency had authorized 283.2 full-time employees who work in various fields including archeology, architecture, history, economic development, heritage tourism, and 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. The THC administers more than two dozen programs that protect the precious places Texans value—colonial missions, courthouses, battlefields, and more. Through our stewardship of Texas' state historic sites, National Register properties, irreplaceable archeological sites, and historic county courthouses, the THC has become one of the most respected state preservation offices in the nation. We have also become a powerful engine of economic development for Texas communities.

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

## The Texas Historical Commission's Customer Service Goals

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

In April 2020, 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 3,410 and included these priority populations:
- County Historical Commission Members
- Archeological Stewards
- Certified Local Government Coordinators
- Texas Heritage Trail Region Constituents
- Texas Main Street Managers
- Museum Services Constituents
- County Judges
- Courthouse Facility Managers
- Members of Historic Sites Friend's 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 using standard and tested surveying techniques. Last, 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.

Eight 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 eight survey areas—facilities, staff interaction, communications, internet sites, complaint-handling processes, service timeliness, printed information, and overall satisfaction. 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 Dissatisfied, Dissatisfied, Neutral, Satisfied, Strongly Satisfied, and Not Applicable). Point values ranging from 5, for Strongly Satisfied, to 1, for Strongly Dissatisfied, were assigned upon processing the data. Other choices included were prefer Not to Answer/Don't Know and Not Applicable with a value of 0. 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 7, 2020 to 3,410 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 2, 2020.

The survey served as a general customer service diagnostic that assessed customer perceptions in broad topical areas. While many inferences can be made from the survey data, low-scoring areas may require additional assessment to determine underlying causes. Conversely, further examination of high-scoring dimensions may produce examples of an organization's best practices that can be shared among other parts of the agency. Also, the general nature of the survey enables the agency to use the instrument in different settings; therefore, the survey results allow for comparison of dimensions across the organization. In addition, instruments such as these (voluntary questionnaires of customers) are succinct so each respondent can complete the survey in only a few minutes. Typically, long questionnaires discourage participation due to the specificity of items and considerable length of time to complete the survey. Experience indicates that response rates for concise surveys achieve an acceptable returned percentage of greater than 10 percent. This survey resulted in a response rate of 10.9 percent, compared to a 20 percent response rate in 2018. This lower customer service response percentage may be attributed to the impact of the current Covid-19 pandemic, which accelerated during the period this customer survey was administered.

The tables below provide the response rate for the past five surveys conducted and the customer types that responded.

|  | Spring 2020 | Spring 2018 | Spring 2016 | Spring 2014 | Spring 2012 |
|---|---|---|---|---|---|
| **Total Distributed** | 3,410 | 2,136 | 2,280 | 2,500 | 2,000 |
| **Total Completed** | 372 | 435 | 407 | 355 | 441 |
| **Response Rate** | 10.9% | 20% | 18% | 14% | 22% |

| Select the customer type that best describes you: | | |
|---|---|---|
| Archeological Stewards | 25 | 6.72% |
| County Historical Commissions | 93 | 25.00% |
| Certified Local Governments | 14 | 3.76% |
| Friends | 13 | 3.49% |
| Courthouse Facility Managers | 5 | 1.34% |
| County Judges | 9 | 2.42% |
| Heritage Tourism | 7 | 1.88% |
| Museum Services | 190 | 51.08% |
| Texas Main Street Managers | 16 | 4.30% |
| Other | 0 | |
| (Skipped this Question) | 0 | |

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

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## II. Analysis

Survey responses were compiled, analyzed, and the 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' scores are. The greater the standard deviation, the more scores are spread among the responses. Once item averages were calculated, dimensional averages were computed by taking an average of all the mean item responses, which comprised the different dimensions.

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

### Item Score Summary
The items were scored on a five-point scale with 5 being Strongly Satisfied and 1 being Strongly Dissatisfied. The agency had a positive overall satisfaction rating of 92.2 percent, compared to 89.60 percent in 2018. Of the remaining respondents, 7.5 percent were neutral, and .3 percent of the population surveyed responded disagree or strongly disagree.

On a scale of 1 to 5, the agency achieved a score of 4 or over in all areas surveyed except on the complaint-handling question of 3.51. The highest score of 4.54 related to staff members being knowledgeable and helpful. The scores are as follows in descending order:

| Item | | Avg. |
|---|---|---|
| 1. | How satisfied are/were you with the agency's staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves by name, including the use of nameplates or tags for accountability. | 4.54 |
| 2. | Please rate your overall satisfaction with THC. | 4.48 |
| 3. | How satisfied are/were you with agency communications, including toll-free telephone access, the average time you spend on hold, call transfer, access to live person, letters, electronic mail, and any applicable text messaging or mobile applications. | 4.47 |
| 4. | How satisfied are/were you with any agency brochures or other printed information, including the accuracy of that information. | 4.47 |
| 5. | How satisfied are/were you with the agency's facilities, including your ability to access the agency, the office location, signs, and cleanliness. | 4.34 |
| 6. | How satisfied are/were you with the agency's website, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as listing of services and programs and whom to contact for further information or to complain. | 4.26 |
| 7. | How satisfied were you with the agency's ability to timely serve you, including the amount of time you waited for service in person. | 4.08 |
| 8. | How satisfied were you with the agency's complaint handling process, including whether it is easy to file a complaint and whether responses are timely. | 3.51 |

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# III. Customer Service Performance Measures

**Outcome Measures**

Percentage of Surveyed Customer Respondents Expressing Overall Satisfaction with Services Received: 92.2 percent

**Output Measures**

Number of Customers Surveyed: 3,410

**Efficiency Measures**

Cost Per Customer Surveyed: $0.31

**Explanatory Measures**

Number of Customers Identified: 3,410

Number of Customer Groups Inventoried: 9

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# IV. Survey Items

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

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

(1) Strongly Unsatisfied
(2) Unsatisfied
(3) Neutral
(4) Satisfied
(5) Strongly Satisfied
(Not scored) Prefer Not to Answer/Don't Know and Not Applicable

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. Staff: If you interact or have interacted with THC staff, how satisfied are/were you with the agency's staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves by name, including the use of nameplates or tags for accountability.**

Number of Respondents: 329
Current Score: 4.54

| Response | Frequency | Percentage |
|---|---|---|
| Strongly Satisfied | 211 | 64.1% |
| Satisfied | 97 | 29.5% |
| Neutral | 10 | 3.0% |
| Unsatisfied | 9 | 2.7% |
| Strongly Unsatisfied | 2 | .6% |

**Over Time Comparison**

Current          4.54
Spring 2018:     4.50
Spring 2016:     4.44
Spring 2014:     4.44
Spring 2012:     4.50

**2. Facilities: If you visit or have visited a THC facility, how satisfied are/were you with the agency's facilities, including your ability to access the agency, the office location, signs, and cleanliness.**

Number of Respondents: 189
Current Score: 4.34

| Response | Frequency | Percentage |
|---|---|---|
| Strongly Satisfied | 96 | 50.8% |
| Satisfied | 69 | 36.5% |
| Neutral | 18 | 9.5% |
| Unsatisfied | 5 | 2.6% |
| Strongly Unsatisfied | 1 | .5% |

**Over Time Comparison**

Current:         4.34
Spring 2018:     4.46
Spring 2016:     4.32
Spring 2014:     4.34
Spring 2012:     4.43

**3. Website: If you interact or have interacted with THC's website, how satisfied are/were you with the agency's website, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as listing of services and programs and whom to contact for further information or to complain.**

Number of Respondents: 346
Current Score: 4.26

| Response | Frequency | Percentage |
|---|---|---|
| Strongly Satisfied | 137 | 39.6% |
| Satisfied | 180 | 52.0% |
| Neutral | 16 | 4.6% |
| Unsatisfied | 9 | 2.6% |
| Strongly Unsatisfied | 4 | 1.2% |

Current:            4.26

**Previous question: The website was easy to use and well organized.**
**Over Time Comparison**
Spring 2018:        4.03
Spring 2016:        4.00
Spring 2014:        4.01
Spring 2012:        4.04

**Previous question: The website contained clear and accurate information on events, services, and contact information.**
**Over Time Comparison**
Spring 2018:        4.12
Spring 2016:        4.07
Spring 2014:        4.08
Spring 2012:        4.09

**4. Complaint-Handling Process: If you have filed a formal complaint, how satisfied were you with the agency's complaint-handling process, including whether it is easy to file a complaint and whether responses are timely.**

Number of Respondents: 39
Current Score: 3.51

| Response | Frequency | Percentage |
|---|---|---|
| Strongly Satisfied | 6 | 15.4% |
| Satisfied | 15 | 38.5% |
| Neutral | 12 | 30.8% |
| Unsatisfied | 5 | 12.8% |
| Strongly Unsatisfied | 1 | 2.6% |

**Over Time Comparison**
Current:            3.51
Spring 2018:        4.14
Spring 2016:        4.05
Spring 2014:        4.04
Spring 2012:        3.91

**5. Communication: If you communicate or have communicated with the THC, how satisfied are/were you with agency communications, including toll-free telephone access, the average time you spend on hold, call transfer, access to live person, letters, electronic mail, and any applicable text messaging or mobile applications.**

Number of Respondents: 323
Current Score: 4.47

| Response | Frequency | Percentage |
|---|---|---|
| Strongly Satisfied | 185 | 57.3% |
| Satisfied | 115 | 35.6% |
| Neutral | 14 | 4.3% |
| Unsatisfied | 8 | 2.5% |
| Strongly Unsatisfied | 1 | .3% |

**Over Time Comparison**

Current:       4.47
Spring 2018:   4.26
Spring 2016:   4.18
Spring 2014:   4.15
Spring 2012:   4.39

**6. Printed Information: If you receive or have received printed information from the THC, how satisfied are/were you with any agency brochures or other printed information, including the accuracy of that information.**

Number of Respondents: 296
Current Score: 4.47

| Response | Frequency | Percentage |
|---|---|---|
| Strongly Satisfied | 158 | 53.4% |
| Satisfied | 122 | 41.2% |
| Neutral | 14 | 4.7% |
| Unsatisfied | 1 | .3% |
| Strongly Unsatisfied | 1 | .3% |

**Over Time Comparison**

Current:       4.47
Spring 2018:   4.40
Spring 2016:   4.33
Spring 2014:   4.29
Spring 2012:   4.34

**7. Service Time: If you waited to receive a service from the THC, how satisfied were you with the agency's ability to timely serve you, including the amount of time you waited for service in person.**

Number of Respondents: 197
Current Score: 4.08

| Response | Frequency | Percentage |
|---|---|---|
| Strongly Satisfied | 76 | 38.6% |
| Satisfied | 83 | 42.1% |
| Neutral | 21 | 10.7% |
| Unsatisfied | 12 | 6.1% |
| Strongly Unsatisfied | 5 | 2.5% |

**Over Time Comparison**
Current:        4.08
Spring 2018:    4.37
Spring 2016:    4.25
Spring 2014:    4.19
Spring 2012:    4.34

**8. Overall Satisfaction: Please rate your overall satisfaction with THC.**

Number of Respondents: 372
Current Score: 4.48

| Response | Frequency | Percentage |
|---|---|---|
| Strongly Satisfied | 217 | 58.3% |
| Satisfied | 126 | 33.9% |
| Neutral | 21 | 5.6% |
| Unsatisfied | 7 | 1.9% |
| Strongly Unsatisfied | 1 | .3% |

**Over Time Comparison**
Current:        4.48
Spring 2018:    4.40
Spring 2016:    4.23
Spring 2014:    4.22
Spring 2012:    4.38

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